

# The NK Plan 2019-22



**Making a difference for  
people and communities  
in North Kesteven**





# WELCOME



It is our great pleasure to share with you the NK Plan, our strategic vision for the delivery of our priorities, purpose and services, as we seek to develop and enrich our District of Flourishing Communities.

This current plan, for 2019 to 2022, builds on its predecessors in establishing the foundations on which we scope our ambitions and actions for North Kesteven's communities and encapsulate our partnership contributions further afield.

It also sets the scene for a broader ten-year vision, where our aspirations are fully-funded and grounded in consensus for the realisation of a **£200m capital investment** across our priorities over the decade.

In line with our established priorities, the headline 10-year plan is for:

**£40m** to unlock 37 acres of strategic growth land at Sleaford Moor Enterprise Park.

**£10m** to bring forward further opportunities for start-up and growing businesses in Sleaford,

North Hykeham, within the wider LN6 and across the District.

**£3m** to fulfil cultural and environmental regeneration at the Heart of Sleaford and the National Centre for Craft & Design.

**£5m** to modernise the refuse fleet to serve growing communities and respond to the joint county waste strategy.

**£60m** to significantly expand the Council's social housing portfolio by 300-plus homes, including extra care provision.

**£50m** to enable Lafford Homes to unlock more housing choice in the private rental sector, bringing forward 250 units in the next five years alone.

**£40m** to invest in the Council's housing stock.

Although bold in scale, such ambition is costed, entirely within our competencies and consistent within our vision to ensure our communities are resilient, safe and flourishing.

This vision has seen - in recent times - £75m of capital investment; 200 new council homes built; a new £4.2m depot to futureproof waste services; a £7m investment in leisure infrastructure; Lafford Homes' establishment with 48 homes; £4m invested into business workshop units; and the re-procurement of leisure services that achieves savings of £10m for the Council and enhanced provision for the public.

As you see, we do not shy from taking our responsibilities and initiatives seriously, but equally we value the strong partnerships that we form together, with agencies, organisations, enterprises and individuals who share our progressive, pragmatic, pioneering and principled approach.

Many of the strengths and successes we enjoy within North Kesteven are founded on such alliances and together we can celebrate what we have achieved in partnership and commit to what we can bring forward in fulfilling the NK Plan.



Cllr Richard Wright, Leader



Ian Fytche, Chief Executive



# OUR COMMUNITIES

## AMBITIONS

- ▶ Clean, safe & inclusive communities
- ▶ Supportive NK
- ▶ Healthy, fit & vibrant NK



## WHAT WE WANT TO DO

- ▶ Deliver outcomes from key strategies concerning arts, cycling, sport & physical activity
- ▶ Support delivery of the Lincolnshire Joint Waste Strategy action plan
- ▶ Continue to work successfully with partners to tackle both childhood and adult obesity
- ▶ Work with partners to ensure NK remains the / one of the safest local authority areas in England

## WHAT WE'VE DONE RECENTLY

- ▶ Attracted more than £800k in Arts Council funding
- ▶ Invested £7 million in leisure facilities
- ▶ Procured new leisure contracts, saving £10m up to 2028
- ▶ Developed a new depot, future-proofing waste services for 25 years
- ▶ Joined partners to deliver Wellbeing services countywide
- ▶ Through pro-active partnerships, maintained our status as the country's safest place, with lowest crime rates, for a fifth consecutive year

## LONGER TERM PLANS

- ▶ Inspire everyone to be more active and creative more often
- ▶ Implement the Lincolnshire Joint Waste Strategy

# OUR ENVIRONMENT

## AMBITIONS

- ▶ Conserve and improve NK's heritage and natural environment
- ▶ Champion sustainability across NK
- ▶ Promote and protect environmental health



## WHAT WE WANT TO DO

- ▶ Maintain vigilant monitoring of air quality and remedial action
- ▶ Enhancement of habitat and public access along the River Slea in Sleaford
- ▶ Deliver the Open Spaces Strategy
- ▶ Further develop projects informed by priority working groups focused on the built environment, property standards, procurement and resource use.

## WHAT WE'VE DONE RECENTLY

Although this was a new priority last year, we've already made achievements

- ▶ Carbon emissions cut by more than 40%, ahead of target. Emissions per head in NK are third lowest in Lincolnshire
- ▶ Restoring historic shop frontages in Sleaford as grant funding partner in a heritage regeneration project
- ▶ Planning permission for 97 hectares of commercial solar energy production generated 49,990 kw of green energy
- ▶ Engaged the NK Youth Council to promote plastics reduction initiatives

## LONGER TERM PLANS

- ▶ Bring forward a corporate plastics reduction policy
- ▶ Meet our carbon reduction target of 46% by 2026



# OUR ECONOMY

## AMBITIONS

- ▶ Support business growth & jobs in NK
- ▶ Regenerate NK
- ▶ Drive investment in NK including transport routes



# OUR HOMES

## AMBITIONS

- ▶ Deliver the local plan
- ▶ Increase the supply of housing in NK
- ▶ Maintain & improve housing in NK
- ▶ Provide high quality housing services across NK



## WHAT WE WANT TO DO

- ▶ Bring forward a development plan and masterplan for Sleaford Moor Enterprise Park
- ▶ Work closely with businesses across the District and facilitate investment opportunities
- ▶ In partnership with GLLEP, lobby for external funding
- ▶ Progress road and rail infrastructure developments
- ▶ Progress investment opportunities within the NK Visitor Economy, including restoration of Mrs Smith's Cottage

## WHAT WE'VE DONE RECENTLY

- ▶ Bought 37 acres of land to develop new enterprise park and resolve supply constraints
- ▶ Expanded our portfolio of business grow-on units and workshops to 110 District-wide
- ▶ Supported development of 99,525sqm of employment space since 2012
- ▶ Provided direct business support and advice to more than 330 businesses over last three years and engaged closely with top 50 growing businesses
- ▶ Visitor economy growth, worth £137m with more than 2.5m visits, totalling 3m days and nights

## LONGER TERM PLANS

- ▶ Invest £50m in economic growth opportunities over 10 years
- ▶ Develop more grow-on spaces for businesses to expand
- ▶ Bid for £10m+ to improve traffic flow in Sleaford and enhance the town's vitality

## WHAT WE WANT TO DO

- ▶ Work with developers to deliver more homes in the District, including at least 100 more affordable homes
- ▶ Continue to invest in line with the Lafford Homes' business plan to deliver more affordable rental choice locally
- ▶ Begin construction of at least 20 new Council properties
- ▶ With partners explore the delivery of further Extra Care Housing provision in Sleaford
- ▶ Bring back into use at least 20 more empty homes

## WHAT WE'VE DONE RECENTLY

- ▶ Built 200 new council houses since 2010
- ▶ Brought back into use 150 empty homes over seven years
- ▶ Lafford Homes built 33 homes and acquired 15 more to satisfy unmet private rent demand
- ▶ Oversaw completion of 543 affordable homes since 2012; 18.2% of the 2,703 total new homes built
- ▶ Adopted Central Lincolnshire Local Plan in partnership with Lincoln and West Lindsey councils
- ▶ Maintained high tenant satisfaction ratings of up to 98%

## LONGER TERM PLANS

- ▶ Invest £140m across different delivery mechanisms to expand housing choice
- ▶ Commit £100m of this to the Council's function as a social landlord

# OUR COUNCIL

## AMBITIONS

- ▶ Customer focused NK
- ▶ High-quality, value for money NK
- ▶ Open & accountable NK



## WHAT WE WANT TO DO

- ▶ Ensure sound finances and a balanced budget are maintained
- ▶ Begin delivery of the refocused Transformation Programme to enhance efficiencies and effectiveness.
- ▶ Successfully deliver the May 2019 Local Elections
- ▶ Develop and strengthen strategic partnerships

## OUR FINANCIAL PLANS

The Council Executive Board has approved the following budgets for spend in 2019-20

Revenue - General Fund (net)	£14,650,900
Revenue - General Fund (gross)	£51,043,400
Revenue - Housing Revenue Account	£15,346,900
Capital - Housing	£9,936,900
Capital - Other	£11,728,200

These budgets provide the funds required to support the running of the Council and the services it provides, as well as the improvement actions and key capital developments outlined in this plan.

## WHAT WE'VE DONE RECENTLY

- ▶ Continuous improvement to achieve Investors in People Silver accreditation
- ▶ Saved £56k over 3 years by profiling insurance cover.
- ▶ Developed financial resilience through growth to directly offset reduced central grant funding

## LONGER TERM

- ▶ Aspire to achieve Gold Investors in People standard in 2021
- ▶ Maintain a balanced long-term financial position that continues to support growth

# TIMELINE

## 2019

- ▶ Invest £20m in annual capital programme
- ▶ Bid for £10m+ to enhance Sleaford town centre
- ▶ Deliver local elections and Voter ID pilot
- ▶ Restore and re-open Mrs Smith's Cottage
- ▶ Scope countywide harmonisation of recycling

## 2020

- ▶ Refurbish National Centre for Craft & Design
- ▶ Break ground on £45m Sleaford Moor Enterprise Park
- ▶ Relocate Cranwell aviation museum to new building
- ▶ Improve habitat and public access along River Sle
- ▶ Build additional workshop units in North Hykeham

## 2021

- ▶ Aim for Gold Investors in People standard
- ▶ Population growth of 6% since 2011 census
- ▶ Realise the Heart of Sleaford cinema project

## 2022

- ▶ Fulfilment of £4m investment to enhance roads capacity and facilitate housing and jobs growth in Sleaford

## 2023

- ▶ Delivery of 300+ new council homes over 5 years
- ▶ Unlock 250+ new homes through Lafford Homes
- ▶ Completion of 5,000 new homes in total, since 2018

## 2036

- ▶ Fulfilment of the Central Lincolnshire Local Plan, inc 8,750 additional affordable homes



# CONTACT US

At North Kesteven District Council we greatly value the strong and strategic partnerships we have built up over time in support of our District of Flourishing Communities.

By sharing our experiences, intelligence, minds, innovations and resources, we undoubtedly achieve more together and deliver a greater difference for all of our communities and stakeholders.

We are always open to discussion and exploration of ideas and initiatives which have the potential to respond to our priority ambitions and meet our aspirations for North Kesteven and as a valued active partner, working alongside us in developing and enriching these, we welcome an ongoing relationship with you.



**Cllr Richard Wright**

Leader of the Council



**Ian Fytche**

Chief Executive  
of the Council



**Cllr Sue Howe**

Deputy leader  
of the Council



**Phil Roberts**

Deputy Chief Executive



**Andrew  
McDonough**

Economy & Place Director



**Russell Stone**

Director of Resources

Address: **District Council Offices, Kesteven Street, Sleaford, Lincs, NG34 7EF**

Email: **[chief\\_executive@n-kesteven.gov.uk](mailto:chief_executive@n-kesteven.gov.uk)**

Phone: **01529 308201**

Switchboard: **01529 414155**

Enquiries: **[customer\\_services@n-kesteven.gov.uk](mailto:customer_services@n-kesteven.gov.uk)**

Communications: **[communications@n-kesteven.gov.uk](mailto:communications@n-kesteven.gov.uk)**

Web: **[www.n-kesteven.gov.uk](http://www.n-kesteven.gov.uk)**

# OUR DISTRICT



North Kesteven  
DISTRICT COUNCIL



**£200m**

- Capital Investment plan to 2029



**115,230**

- population of North Kesteven



**50,844**

- homes in North Kesteven



**585**

- houses built in NK last year;  
18% of them affordable



**1.2m**

- visits to leisure & cultural  
services in 2018



**£88m**

- to spend on services and  
projects in 2019/20



**40%**

- of contracts awarded to  
local suppliers



**5 years**

- as UK's safest  
place to live



**548**

- ASB reports  
investigated in 2018



**3,851**

- council houses owned by NKDC



**98%**

- tenant satisfaction



**3,410,840**

- bins emptied every year



**93%**

- of people positively rate  
quality of services



**8%**

- rise in value of tourism to NK  
- £137m in total



**607**

- jobs created or safeguarded  
through Council actions



**40%**

- reduction in carbon emissions  
achieved, ahead of target



**79.6%**

- of residents take part in sport and  
physical activity at least twice a month.



**765,000**

- contacts through Customer  
Services over a year