

The NK Plan 2020-23



Our Plan for North Kesteven
A vision for 2020 & beyond



Employment growth

Relocated to Teal Park, a regionally important strategic employment park initiated through partnership



Housing pioneers

A pioneer of council house expansion, starting with innovative straw bale construction



Honouring heritage

Internationally important memorial consolidates the area's unique aviation heritage offer



Business expansion

Continued investment in business workshop units to meet demand from growing enterprises



Outdoor activity

Creating an environment of open spaces and opportunities for better health and wellbeing



Future proofing

Visionary investment in future proofing critical services and realising long-term efficiencies



Historic preservation

Heritage Lottery funded partnership to restore, re-open and preserve a unique historic legacy



Housing choice

Inspired and innovative investment provides evermore housing solutions across the District



Aviation heritage

Celebrating the District's distinctive characteristics to engage visitors and residents



Developing potential

Significant investment in 37 acre enterprise park with potential to create 500 new jobs



Active arts

Acknowledged national leader in enriching communities through arts and cultural outreach



Leisure facilities

Investing in sports & leisure to encourage more people to be more active more often



Carbon cutting

Generating investment opportunities, best outcomes, green energy and employment for the District

OVERVIEW



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

The NK Plan is a confident statement of purpose, vision, values and priorities for delivery as we enter a new decade.

It drives forward our priorities for Our Economy, Our Homes, Our Environment, Our Communities and Our Council.

It builds on:

- A big ambition and clarity of purpose, supported by inclusive, positive values
- A balanced general fund
- A viable housing revenue account
- A £220m ten-year capital programme, £82m of within the three-year lifetime of this plan
- A great track record of performance

and it sets out our vision for the shape of our services and strategic commitments for the years ahead.

In its development, we have received positive engagement from partners, colleagues and council members as well as significant resident input to shape it and make it Your Plan as much as Our Plan.

It also sets the scene for a broader ten-year vision, where our aspirations are fully-funded and built on an intelligence and needs-based approach, for the realisation of a £220m capital investment across our priorities over the decade.

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

This level of investment builds on the recent realisation of:

£75m of capital investment;
230 new council homes built;
a new **£4.2m** depot to future-proof waste services;
creation of an arms-length housing company delivering **72** homes to date;
a **£7m** investment in leisure infrastructure;
£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 residents, businesses, 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 commit to bringing forward and fulfilling the NK Plan.



Cllr Richard Wright

Leader of the Council



Ian Fytche

Chief Executive of the Council



NORTH KESTEVEN

A SENSE OF PLACE

Further to the aims and ambitions you would expect to see in a corporate strategic plan – for homes, jobs, communities, open and accountable governance and the like – we are keen to ensure that this Council extends its role as a ‘leader of place’

What North Kesteven District Council aspires to do, in all that it does, is to promote the area as a distinct location; a great place to live, work, visit and invest, with excellent services that meet the needs of its residents and businesses.

Where it has statutory functions to fulfil – to run elections, provide housing, collect waste and recycling, determine planning applications, licence operations and establishments, ensure compliance and enforce against food hygiene, environmental health and living conditions and the like – it does this intelligently and with consideration in a manner that goes above and beyond.

And in areas subject to local discretion – the provision of arts, culture and sporting facilities, quality of customer engagement, level of business advice and support,

response to enquiries and provision of information, etc – this too is done in a manner which develops an exemplary level of service provision and satisfaction.

The Council's vision is focused on A District of Flourishing Communities, where communities are healthier, more productive, entrepreneurial, creative and engaged. This vision provides the framework through which services are shaped and delivered in pursuit of a happier, more vibrant District where people are actively engaged in their communities.

All of this contributes towards the sense of place which makes North Kesteven distinct and gives people the confidence to say the Council provides good quality services, offers value for money and that they are satisfied with the way we run things.

In championing North Kesteven as a great place to live, work, visit and invest, recent Council decisions to invest in ‘The Heart of Sleaford’ with a new cinema, and to extend and develop the National Centre for Craft and Design build on this theme.



GOLDEN THREAD

VISION

- ▶ A District of Flourishing Communities

PURPOSE

- ▶ A prosperous, sustainable and carbon conscious future for NK, delivering effective & efficient public services that meet local needs and priorities.

PRIORITIES

Our COMMUNITIES

To enhance the wellbeing, safety and health of all our communities; inspiring and supporting a sustainable and flourishing future

Our COUNCIL

- ▶ To aspire to be a high performing, value-for-money, carbon conscious Council that embraces the challenges and opportunities of the future

Our ECONOMY

- ▶ To enable all of our communities to flourish from high quality employment growth and the opportunities of the Green Economy

Our ENVIRONMENT

- ▶ To meet the challenge of climate change, delivering ambitions and creating opportunity across all our priorities

Our HOMES

- ▶ To deliver sustainable housing growth and pursue energy efficient development to meet the current and emerging needs of all our communities

AMBITIONS

- ▶ The overarching aims for responding to the challenges we face and achieving our aspirations within each priority are detailed over the subsequent pages.

VALUES

- ▶ The manner in which we work to deliver our services:
High performing, honesty, people-focused, professionalism, teamwork

TEAM PLAN

INDIVIDUAL PLANS

The Golden Thread is the link that connects a colleague's individual actions, at any level throughout the organisation, directly to the Council's overarching vision and purpose. Strong and apparent, this link is inherent within our culture and values, helping everyone to remain focused on their purpose and potential for delivering excellence.

OUR COMMUNITIES

To enhance the wellbeing, safety and health of all our communities; inspiring and supporting a sustainable and flourishing future

KEY AMBITION

► **Promote healthy lifestyles by providing a range of leisure and cultural opportunities**

Responsive delivery of quality services which are relevant to our communities and can be relied upon by residents runs to the heart of the Council's function.

In scoping our ambitions to enhance the wellbeing, safety and health of all our communities where we can inspire and support a sustainable and flourishing future for all, we have developed an insightful understanding of the strengths, weaknesses, opportunities and challenges faced by North Kesteven.

The District performs well in respect of low levels of deprivation, crime and re-offending – having held the status of safest place in the UK for five consecutive years with lowest levels of crime per 1,000 population – and on indexes measuring life satisfaction, happiness and sense of worth.

Although comparatively low in incidence, as the nature and type of crimes changes, the in partnership the Council's response to this needs to evolve too.

Community spirit and levels of community resilience and support is inherently strong, as evidenced by the range, quality and breadth of nominations made annually to the NK Community Champion Awards.

Our growing population is increasingly ageing with some health indexes causing concern in respect of diabetes, obesity and other measures. With this in mind, we intelligently shape support

services and engagement best-suited to our communities.

And as a consequences of the District's geographic and spatial position there are needs to respond to in respect of rurality, social isolation and population ageing, which impact on 'brain-drain', loneliness, health outcomes and digital exclusion where access, confidence and knowledge around computers is low.

In response to these pressures and opportunities, the Council has mapped out a series of bold and proactive ambitions and actions which seek to maintain and advance the area's strengths and challenge areas for enhancement.

SUPPORTING AMBITIONS

- **Create a clear vision of place; celebrating all that the District has to offer**
- **Provide effective and efficient support services for our residents**
- **Work with our communities towards a clean, safe and inclusive District**
- **Promote participation and engagement within our communities to address local challenges**



1.4m - visits to Council's arts, leisure, cultural and countryside programmes

A £1.2m refurbishment and reconfiguration of the National Centre for Craft & Design is building on more than £7m of investment in sports and other visitor facilities in recent years.

In the last year new operational contracts won by three new social enterprise partners were successfully rolled out, leading to increased levels of engagement and participation across the arts, leisure, cultural and countryside programme of events and facilities – up 15% over a year





WHAT WE WANT TO DO

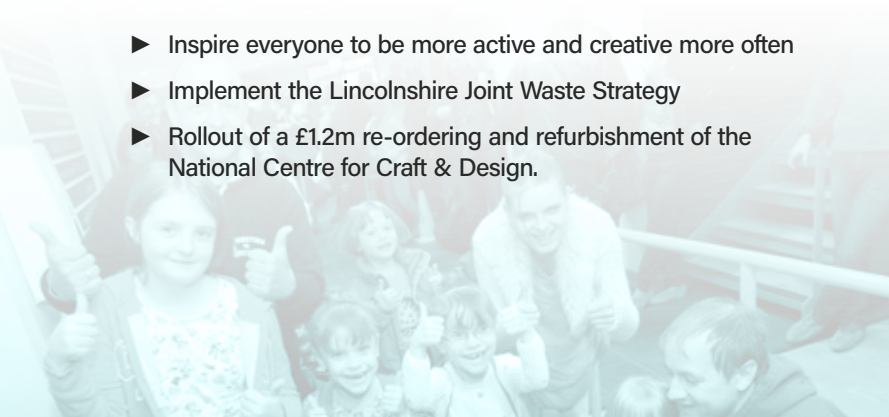
- ▶ Deliver a planned £1.2m reinvigoration of the National Centre for Craft & Design
- ▶ Deliver key strategies concerning arts, cycling, sport & physical activity
- ▶ Support delivery of the Lincolnshire Joint Waste Strategy
- ▶ Continue to work successfully with partners to tackle both childhood and adult obesity
- ▶ Work with partners to ensure North Kesteven remains the / one of the safest local authority areas in England.

WHAT WE'VE DONE RECENTLY

- ▶ Developed in partnership a strategy for increased physical activity - driving increased attendance at our improved leisure by 11% over 3 years
- ▶ Continued to invest in leisure and arts provision; £1.7m at the NCCD and Better Gym Sleaford
- ▶ Developed a new waste depot, future-proofing waste services for 25 years
- ▶ Initiated a trial of separate paper and card recycling, collecting around 12 tonnes of paper and card from 1,700 homes monthly
- ▶ Launched in partnership the countywide Wellbeing Service, which in its first year helped more than 6,000 people.

OUR LONGER TERM PLANS

- ▶ Inspire everyone to be more active and creative more often
- ▶ Implement the Lincolnshire Joint Waste Strategy
- ▶ Rollout of a £1.2m re-ordering and refurbishment of the National Centre for Craft & Design.



BIG NUMBERS



95% of the 858 Digital Hub customers enjoyed increased computer confidence



97% of food premises supported to achieve a top hygiene rating



794,255 visits to indoor sport and leisure facilities



151,394 visits to cultural and arts programmes



1st council to apply new animal licensing laws

OUR ENVIRONMENT

To meet the challenge of climate change, delivering ambitions and creating opportunity across all our priorities

KEY AMBITION

► Champion greenhouse gas reduction, both within the Council and across the District

Environmental awareness is driving change, delivering ambitions and creating opportunity across the full breadth of the Council's priorities, as well as inspiring and informing action in the distinct spheres of the built environment and environmental health.

Leading from the front, the Council not only secured the Sleaford Renewable Energy Plant as a significant producer of renewable energy – one of many renewable energy generation projects granted planning permission in recent years as the Council takes a far-sighted view on resources demand – but it also brokered a pioneering deal through which five public buildings receive free heat and water over a 25 year period. This has a significant impact on reduced carbon emissions across the public estate.

Through this and many other initiatives, the Council has cut its own carbon outputs by 67.2% over ten years – way ahead of a 40% aim by 2020 – and contributed through direct action and ambassadorial influence to a 25% cut in carbon and greenhouse gases District-wide. Its wider public engagement and leadership continues to play a major role in inspiring others to take action.

Embracing the many opportunities presented through a more environmentally-aware agenda, the Council is: reviewing measures to arrest biodiversity loss through

better management of its open spaces and emphasis on canopy cover from trees; harnessing technological developments and the development of renewables; and considering the place of electric-powered vehicles within its operations.

Enforcement and compliance are significant strengths of the Council's active approach in the promotion and protection of environmental health issues.

On the built environment, a range of measures seek to enhance and protect heritage assets whilst teasing out the potential for greater efficiency in respect of insulation, energy use and life-long carbon implications for buildings. In this way we aim to ensure our buildings contribute towards our climate-change response and we seek to inspire others through leadership.

SUPPORTING AMBITIONS

- Increase resilience to climate breakdown
- Promote and protect environmental health
- Conserve and enhance North Kesteven's heritage assets and natural and built environments



1st - Lincolnshire Council to declare a Climate Emergency

Among the first nationally, the unanimous action taken by the full membership of the Council in July 2019 to declare an Climate Emergency and subscribe the United Nation's goals – as well as applying a few of their own – signalled clearly North Kesteven District Council's heightened level of climate concern.

Having already far exceeded all carbon and emission reductions targets well ahead of schedule, the Council now aspires to be a zero-carbon organisation as soon as is possible.

This is supported by an evolving suite of policy actions and cultural change, shaped through partnership engagement, through which this Council is seeking to inspire its residents, peers and partners.





WHAT WE PLAN TO DO

- ▶ Maintain vigilant monitoring of air quality and remedial action
- ▶ Enhancement of habitat and public access along the River Slea in Sleaford
- ▶ Review the efficiency of our fleet and explore what alternative fuel options are viable
- ▶ 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

- ▶ Declared and developed a Climate Emergency position
- ▶ Completed a three-year partnership scheme to restore historic shop frontages in Sleaford
- ▶ Engaged NK Youth Council to promote plastics reduction initiatives
- ▶ Installed some of District's first electric car charging points at ONE NK sports centre
- ▶ Engaged visitors, around 4,000 per year, at the Council's Heckington Show stand over reduced plastics, responsible recycling and litter picking
- ▶ Promoted reduced reliance on plastics through various schemes, including refurbishment of Sleaford's Bristol Water Fountain.

OUR LONGER TERM PLANS

- ▶ Development of an ambitious action plan to advance our environmental ambitions
- ▶ Achieve further significant cuts in corporate and District-wide emissions
- ▶ Partnership in a countywide programme to tackle fly-tipping offences.

BIG NUMBERS



67.2% reduction in Council's carbon emissions since 2008



33.4% cut in NK residents' consumption of domestic energy over 12 years



96% of new homes comply with the highest energy performance ratings



120 children from four schools engaged annually in climate awareness campaign



16 historic shop premises in Sleaford restored through a £300,000 grant scheme

OUR ECONOMY

To enable all of our communities to flourish from high quality employment growth and the opportunities of the Green Economy

KEY AMBITION

- **Attract investment to improve physical infrastructure, digital connectivity and the creation of new jobs**

Central to the Council's vision for flourishing communities is a clear intent to encourage, enable and enhance economic vitality and vibrancy from high quality employment growth.

Ever-horizon scanning and keeping one-foot-ahead, the Council is primed to embrace the opportunities presented by the 'green economy'. By actively promoting these and exploring the opportunities presented to resident and incoming enterprises, NK can again create the environment in which business can prosper.

For many years, North Kesteven has enjoyed a high level of economic activity with significant levels of economic resilience, success across all sectors and very low rates for unemployment and benefit claims. This in itself brings pressures and challenges in terms of skills and supply.

Concentrated within agri-business, food processing and engineering, the limited business mix does lead to a relatively low wage economy, lower productivity levels and outward migration of younger people for educational and employment opportunities – a so-called Brain Drain – and a sparsity of apprentice opportunities.

The Council seeks to arrest these trends through direct lobbying, investing and promoting the need for enhanced physical and digital

infrastructure and promoting the benefits of relocating and remaining to live, work and thrive in North Kesteven.

This position is informing its long-term investment in 37 acres of employment land in Sleaford with the potential to create 500 jobs and its ever-expanding estate of workshops to develop grow-on opportunities for start-ups and growing new businesses.

Across strategic networks and partnerships the Council will be redoubling its efforts to push for improved digital and physical connectivity and market North Kesteven as a destination and a place to do business, driving inward investment and broader awareness of its strengths and attractive characteristics.

SUPPORTING AMBITIONS

- **Support business development in the District and improvement in productivity**
- **Market and regenerate North Kesteven**
- **Promote the economic opportunities, from tackling climate change**



4m - invested into Sleaford cinema project

Further to a previous pledge of £1.5m to bring forward an economic and heritage renewal at the Heart of Sleaford, the Council voted to increase its investment to £4m.

This will secure a 300-seat three-screen cinema, restore and revive the historic, hidden Buttermarket behind the old Corn Exchange and kick-start a number of regeneration hopes for the town.

By making a commitment of this type and scale, NKDC is meeting long-held public aspirations and seeking to inspire others to invest and revive the town's fortunes and facilities.





WHAT WE PLAN TO DO

- ▶ Invest £2.2m in 12-14 additional new business grow-on workshops at North Hykeham
- ▶ Progress initial phasing of the £45m investment in the Sleaford Moor Enterprise Park
- ▶ Deliver on the £4m investment for the Heart of Sleaford regeneration
- ▶ Inform the delivery of £2m in highway improvements for Sleaford using GLLEP funding, opening up new investment opportunities.

WHAT WE'VE DONE RECENTLY

- ▶ Expanded to 111 our portfolio of business grow-on units at 11 locations district-wide
- ▶ Facilitated 33 new investments for new business growth initiatives
- ▶ Supported progressive growth of the visitor economy to 3.3m days and nights spent in the District
- ▶ Provided direct business support and advice to 203 businesses
- ▶ Initiated a number of projects to enhance the vibrancy of Sleaford's shopping area.

OUR LONGER TERM PLANS

- ▶ Explore the potential for nurturing an increased presence of knowledge-economy businesses
- ▶ Work up opportunities to develop the Green Economy, through university linkages and agricultural advancements etc
- ▶ Support smaller businesses in Sleaford to develop a sense of the town's distinctive nature and embrace the Sleaford Brand.

BIG NUMBERS



203 businesses supported through helpful advice and funding leads.



37 acres of employment land bought in Sleaford to open up 500 jobs



9 acres of employment land developed for jobs in 2018/19



137 jobs created as result of Council input in 2018/19



£151m value of tourism to NK economy in 2018; up 11% on 2017

OUR HOMES

To deliver sustainable housing growth and pursue energy efficient development to meet the current and emerging needs of all our communities

KEY AMBITION

► Facilitate the provision of community infrastructure to align with housing growth

Having pioneered a new era of council house building a decade ago, North Kesteven has maintained an ongoing commitment to increasing quantity and quality in order to support growth and improved housing options.

Both the current and emerging needs of all of the District's communities – from the Lincoln Fringe to rural hamlets – are met through responsive planning and insightful action; with continued foresight in delivering sustainable housing growth and energy-efficient development mapping the way forward. All of these aspects are informed by the provisions of the Central Lincolnshire Local Plan bringing an holistic cross-council approach to spatial planning.

With high levels of home ownership, relatively low housing costs, a low number of households on the housing waiting list, a low proportion of single-person households and very little overcrowding, it could be viewed that North Kesteven has limited housing pressures.

But the Council is ever proactive in seeking to increase provision, mix and quality so that even those limited pressures are responded to and eased; and in pioneering increased energy-efficiency and green energy solutions.

Mindful that there are always enhancements to strive for in living conditions, insulation and energy-efficiency, the Council is focused on future-proofing its own stock and supporting private landlords to deliver improvements.

As such the Council actively invests in expanding and enhancing its own social housing stock. It set up a wholly-owned arms-length company – Lafford Homes Ltd – to respond to inertia and the need to unlock more choice within the private rental market and is focused on a range of strategic solutions which include supporting the owners of empty homes to bring their properties back into use.

Through these measures, inroads are being made in respect of an imbalance in housing mix, a lack of sufficient social and affordable housing, loss of homes through Right to Buy and greater sustainability.

SUPPORTING AMBITIONS

- **Provide high quality housing services**
- **Maintain, improve and future-proof housing**
- **Deliver the Local Plan, increasing the supply of sustainable housing**



Latest in a long-line of housing delivery projects, the restoration of Grade-II listed Quarrington School in Sleaford has created nine distinct high-quality homes in an area of need.

Whilst delivering a mix of highly-sought after one-bed and family accommodation at the heart of Sleaford the £1.5m project has also rescued an endangered and locally-iconic building

With six smaller units inside the converted 150-year-old school and three new homes within its grounds, the level of care and consideration applied is typical of the almost-250 other council homes built since 2010.





WHAT WE PLAN 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 annually.

WHAT WE'VE DONE RECENTLY

- ▶ Completed the £8.9m regeneration of Newfield Road in Sleaford; building 18 new homes and regenerating, extending and future-proofing 63 more
- ▶ Maintained high tenant satisfaction ratings up to 95%
- ▶ Refreshed the Central Lincolnshire Local Plan in partnership with Lincoln and West Lindsey councils to ensure its relevance and suitability
- ▶ Lafford Homes brought forward 72 homes to satisfy unmet private rental demand
- ▶ Approved planning for 1,450 homes and associated infrastructure in a sustainable urban extension to Sleaford
- ▶ Prevented homelessness in 532 cases through advice and intervention
- ▶ Secured £6.6m in developer s106 contributions to deliver much-needed infrastructure alongside homes growth.

OUR LONGER TERM PLANS

- ▶ Deliver 300 new properties for the Council and Lafford portfolios over the next five years
- ▶ Continued improvement in the quality of homes, built and finished to new standards over and above the demands of national building regulations.

BIG NUMBERS



299 new council and private rental homes delivered over 10 years



3,890 council houses in our expanding stock



136 new affordable homes built in 2018-19



100 private sector empty homes brought back into use over 5 years



95% satisfaction rating of Council as a landlord

OUR COUNCIL

To aspire to be a high performing, value-for-money Council that embraces the challenges and opportunities of the future

KEY AMBITION

► Deliver high quality, value-for-money services

The Council enjoys a high level of confidence among its customers, as partners and stakeholders appreciate its insightful leadership.

Residents and businesses systematically give a high satisfaction rating in the high 90s.

After many years of taking a lead and making significant advancements in respect of climate change and matters of environmental as well as financial sustainability, North Kesteven District Council has in recent months stepped up its response to the climate challenge.

This is reflected in the emphasis within its newly-focused aspiration to be a high performing, value-for-money, carbon conscious Council that embraces the challenges and opportunities of the future.

Ever customer-focused, open and accountable, with high levels of integrity, quality and value at the heart of everything it does, the Council is responsive and responsible in building its service delivery aspirations on a solid foundation of long-term financial stability and resilience.

Highly-efficient in the collection and application of Council Tax and NNDR, and active in exploring opportunities for income enhancement, North

Kesteven continues to move forward with a balanced budget and ambitious capital programme to invest £200m over the coming decade.

Always pragmatic in its approach, with service enhancement, financial resilience, customer responsiveness, foresight and strong governance as key drivers, the Council's ExCITE strategy brings clarity and purpose to all it does and further stability at a time of ongoing uncertainty within the sphere of public finance.

Ever mindful of the dynamic nature of local government finance and policy change, the Council, its officers and Members, aspire to achieve the very best for the District, its residents and businesses within the context of increasing customer expectations, and changing requirements.

SUPPORTING AMBITIONS

- **Ensure our Council is financially resilient**
- **Be open and accountable**
- **Maintain a strong focus on our customers**



At the 2019 District Council elections the Council participated in an electoral integrity pilot to trial the need for voters to have ID at the polling station.

This involved an extensive public awareness campaign to not only promote levels of democratic engagement but also to ensure residents knew what was required.

Of the 18,689 who voted at a polling station only 0.4% failed to produce the required ID.

A survey found that 93% of people were aware they would need ID on that occasion with almost everyone saying it was the Council's public awareness campaign – officially described as 'comprehensive, appropriate and successful' – which had informed them.





WHAT WE PLAN TO DO

- ▶ Ensure sound finances and a balanced budget are maintained
- ▶ Begin delivery of the re-focused Transformation Programme to enhance efficiencies and effectiveness
- ▶ Successfully deliver the May 2020 Police & Crime Commissioner election
- ▶ Bring vehicle maintenance functionality in-house from 2020
- ▶ Develop and strengthen strategic partnerships.

WHAT WE'VE DONE RECENTLY

- ▶ Conducted the 2019 Local Elections, European Parliamentary Elections and a bi-election over a period of six weeks, plus the December General Election
- ▶ Supported 20 new Councillors and 23 returning Members through the training and processes required for good governance
- ▶ Launched a new digital news alert to further extend opportunities for resident engagement
- ▶ Further developed financial resilience through growth to directly offset reduced central grant funding
- ▶ Ensured customers were able to access services by their preferred method
- ▶ Developed digital hubs to help build customers' confidence in using computers to access services, work and finances.

OUR LONGER TERM PLANS

- ▶ Explore and develop more mechanisms for residents to be able to access services through their preferred approach
- ▶ Drive up both quality and quantity of recycling
- ▶ Introduction of electric or alternative-fuel-powered refuse vehicles within the fleet.

BIG NUMBERS



£220m capital investment planned across Council services over next 10 years



£4.1m new waste services depot, future-proofing the service for the next 25 years



94% of people satisfied with the way the Council runs things



£10m income secured over 10 years through invest to save leisure contracts



87% of residents say Council offers value for money

FUTURE FOCUS

Climate challenge

Climate concern is front, right and centre in all that North Kesteven sets out to achieve over the coming years.

Building on an established culture and focus on sustainability within everything the Council has sought to achieve, going back to its promotion as a signatory of the Nottingham Declaration on Climate Change in 2006 and endorsement in 2012 of the Local Government Association 'Climate Local' initiative; in July 2019 we were the first Lincolnshire authority to declare a Climate Emergency.

Rather than being a starting point, this declaration is wholly consistent and in line with established practice – climate consideration being an inherent part of the NK Way, subtly encompassed within much of the work we already do.

Over the last decade, we have achieved a 67.2% reduction in greenhouse gas emissions from Council operations,



NK PLAN TIMELINE



2020

- ▶ Refurbish the National Centre for Craft & Design
- ▶ Restore and re-open Mrs Smith's Cottage
- ▶ Break ground on £45m Sleaford Moor Enterprise Park
- ▶ Improve habitat and public access along the River Slea
- ▶ Build 15 additional workshop units in North Hykeham



2021

- ▶ Realise the £4m Heart of Sleaford cinema project
- ▶ Aim for Gold Investors in People standard
- ▶ Anticipate population growth of 6% over 2011 census
- ▶ Restoration and refurbishment project programmed for Cogglesford Watermill



smashing our target of 40% by 2020 out of the park years ahead of schedule.

The next stage of the journey is to chart a course for net zero greenhouse gas emissions as soon as possible, not just for the Council but for the District as a whole...a much bigger challenge but one we are determined to pursue to reality in the best traditions of North Kesteven. We use and champion renewable energy, build-in energy efficiency within all of our properties, promote greater biodiversity, reducing reliance on plastics and are driving down consequential carbon outputs.

Following extensive progress by working groups across the council over the last 12 months, recommendations on the way forward for the Council are being consolidated into a holistic plan for making the Climate Emergency declaration a living reality.

Economic challenge

Whilst Sleaford holds its own as a town centre, with one of the lowest rates of empty shop units – around 5% at any time – and a high ratio of independent retailers – around 80%, which is almost double the regional and national averages – shoppers prefer to take their spending elsewhere. Of every £1 spent on non-food retail, around 80p is spent out of the town, which is a substantial sum the town would benefit from recapturing.

The Council's response to this challenge includes provision of a £4m cinema, better traffic and pedestrian zoning, and initiatives to enliven retail vibrancy, develop a distinct 'Sleaford Brand', facilitate a shift towards more leisure time being spent in the town and promote longer linger time.

Technology challenge

As customers choose to connect with the Council and receive their services and information in an increasingly digital and immediate way, the Council is continually reviewing its options to ensure it remains responsive and reactive.

One response to this is the expansion of digital hubs, helping residents to develop online skills and resilience.

As a realistic plan, informed by stakeholder input and intelligence on the dynamics, specifics and emerging pressures faced by the District – and rooted in far-sighted financial resilience – The NK Plan maps out the Council's high level action plan in response to the needs of the area and the furtherance of its goals over a rolling four-year timeframe.



2022

- ▶ Fulfilment of £4m investment to enhance roads capacity and facilitate housing and jobs growth in Sleaford
- ▶ Relocate Cranwell Aviation Heritage Museum to new building



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



FINANCE

Underpinning the Council's clear commitment to providing quality services which represent value for money and work towards a District of Flourishing Communities is the Finance Strategy.

Focused on achieving a balanced General Fund profile for the one year, three year and ten year horizons, it builds on the achievements of the past and sets out a clear direction for the future in conjunction with the Council's corporate plan – the NK Plan.

Alongside the Medium Term Financial Strategy, sits a Housing Revenue Account that remains viable over a 30-year view and, to support investment in the District and the five Priorities, our Capital Programme provides for a ten-year investment strategy.

The Finance Strategy remains in a positive place, broadly balanced and creating the capacity to invest £220million in capital alone in priorities and services over the next decade to 2030.

Such an ambitious and innovative programme of activity is designed to ensure that the Council maintains its already robust financial position and proactively meets the challenges the Council faces. Coupled with a transformation programme, the ExCITe programme of 'invest to save' opportunities and foresight in taking proactive risk mitigation measures, mean that appropriate mechanisms are in place to preserve the Council's status and drive it forward

Nevertheless, the financial environment for local government remains challenging, with uncertainty over the financial framework for local government in England over coming years. However despite the ever-present challenges, this Council's finances remain in a strong position.

Achieving our finance strategy targets means achieving our targets for income generation and efficiency gain, whilst addressing cost pressures within the system.

Moving forward into the 2020-23 Plan period, the Council remains in a strong financial position through good management, planning and its ambitious approach to tackling the financial challenges it has faced.

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. 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



Cllr Ian Carrington

Deputy Leader
of the Council



Ian Fytche

Chief Executive
of the Council



Phil Roberts

Deputy Chief Executive



**Andrew
McDonough**

Economy & Place Director



Russell Stone

Director of Resources

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OUR DISTRICT



North Kesteven
DISTRICT COUNCIL



£220m

Capital investment plan to 2030



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 annually



£88m

to spend on services and
projects in 2020/21



40%

of contracts awarded to local
suppliers



5 years

as UK's safest
place to live



45%

of household waste recycled or
composted – the rest is burned for energy



3,851

council houses owned by NKDC



95%

tenant satisfaction



3,781,492

bins emptied every year



94%

of people positively rate
quality of services



11%

rise in value of tourism to NK –
£151m in total



607

jobs created or safeguarded
through Council actions



67.2%

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