

The NK Plan 2021-24



Our Plan for North Kesteven
A vision for 2021 & beyond



Employment growth

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

Housing pioneers

A pioneer of council house expansion, with a focus on energy-efficient construction standards

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

Future-proofing

Visionary investment in future-proofing critical services, drawing out long-term efficiencies

Housing choice

Inspired and innovative investment, expanding housing solutions across the District

Carbon cutting

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

Carbon capturing

Focused on re-greening the District, increasing tree cover by 25% by 2032 for climate and wellbeing gain

Leisure facilities

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

Active arts

Acknowledged national leader in enriching communities through arts and cultural outreach

Outdoor activity

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

Historic preservation

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

Aviation heritage

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

OVERVIEW

It is our great pleasure to share with you our refreshed NK Plan, our strategic vision for the realisation of our priorities, purpose and services in the coming years, 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. It maps out the next steps to be taken in pursuance of the aims and aspirations set out in the Council's new longer-term Community Strategy – shaping life through to 2030.

Together the NK Plan and the overarching Community Strategy drive forward our priorities for Our Economy, Our Homes, Our Environment, Our Communities and Our Council.

The NK Plan builds on:

- A big ambition and clarity of purpose, supported by inclusive, positive values
- A balanced general fund
- A viable housing revenue account
- A £230m ten-year capital programme, £91m of it 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, progressing the outcomes desired within the Community Strategy by 2030.

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 £230m 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 District, delivered through effective & efficient public services that meet local priorities, the challenges of climate change and the recovery from the economic and social impacts of Covid-19

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, Council that is agile and embraces the challenges and opportunities of the future

Our ECONOMY

- ▶ To enable all of our communities to flourish as part of the economic recovery from Covid-19, as well as the opportunities from the Green Economy

Our ENVIRONMENT

- ▶ To meet the challenge of climate change, ensuring integration and delivery of the Climate Action Plan across all NK Plan 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 strategic sense underlying our ambitions and the desired outcomes they point towards are outlined in the 2030 Community Strategy. In response to the challenges we face our ambitions seek to achieve our aspirations within each priority, as detailed here in the NK Plan.

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

- **Promoting participation and engagement within our communities as well as recovery from the impacts of Covid-19**

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 indices measuring life satisfaction, happiness and sense of worth.

Although comparatively low in incidence, as the nature and type of crimes changes the Council's response to this evolves 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 ageing with some health indices 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 consequence 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 bold and proactive aims and ambitions which seek to maintain and advance the area's strengths and bring positive change.

SUPPORTING AMBITIONS

- **Promote healthy lifestyles by providing a range of leisure and cultural opportunities**
- **Provide effective and efficient support services for our residents**
- **Work with our communities towards a clean, safe and inclusive District**



300+ community spirited people, groups and businesses championed

Over a decade of awarding and applauding community-minded voluntary endeavour, in partnership with local business sponsors the Council has celebrated the life-changing, life-enhancing and at times life-saving acts of 300-plus finalists.

From around 1,500 nominations made over ten years 100 individuals, pairings, groups and businesses have been named NK Community Champions; including in 2020 when, despite the challenges in running the awards, the categories were expanded in recognition of the phenomenal community outpouring of care and consideration in line with the Council's vision of Flourishing Communities.





WHAT WE WANT TO DO

- ▶ Deliver the £1.2m re-invigoration of the National Centre for Craft & Design
- ▶ Set up a Community Lottery to support community groups and beneficiaries
- ▶ Expand our Digital Hub offer to develop confidence and connectivity in a digital age
- ▶ Continue to work successfully with partners to tackle both childhood and adult obesity
- ▶ Work with partners to ensure North Kesteven remains one of the safest local authority areas in England.

WHAT WE'VE DONE RECENTLY

- ▶ Set up a £40,000 grant-funding partnership to support community groups in their coronavirus response work
- ▶ Established with the Sleaford Renewable Energy Plant a grant fund worth £125,000 over five years
- ▶ Continued to invest in leisure and arts provision; £1.7m at the NCCD and Better Gym Sleaford
- ▶ Championed the community contributions of more than 100 individuals, groups and businesses; transferring the annual awards to a virtual format to ensure their continuation
- ▶ Initiated a successful trial of separate paper and card recycling.

OUR LONGER TERM PLANS

- ▶ Inspire everyone to be more active and creative more often
- ▶ Implement the Lincolnshire Joint Waste Strategy
- ▶ Structure regular engagement with community-focused partners and representatives of community groups in order to develop 'flourishing' initiatives for our communities.



BIG NUMBERS



7,000 most vulnerable residents called with welfare checks and support during first coronavirus lockdown



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



893,733 visits made to our indoor sport and leisure facilities*



136,294 people accessed cultural and arts programmes*



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

* 2019 figures pre-coronavirus restrictions

OUR ENVIRONMENT

To meet the challenge of climate change, ensuring integration and delivery of the Climate Action Plan across all NK Plan 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 hot 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 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. Wider public engagement and leadership play a major role in inspiring others to take action.

Embracing the many opportunities presented through a more environmentally-aware agenda, the Council has pledged to arrest biodiversity loss through better management of its open spaces and increased canopy cover from trees; harness technological developments and the development of renewables; consider the place of electric-powered vehicles within its operations and cut carbon emissions through staff travel.

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 seek to inspire others through leadership.

SUPPORTING AMBITIONS

- Research and promote adaptations needed to increase resilience to climate change
- Promote and protect environmental health and deliver services to reduce the transmission of Covid-19
- Conserve and enhance North Kesteven's heritage assets
- Develop biodiversity across the District and support natural carbon capture



1st - Lincolnshire Council to declare a Climate Emergency

Among the first councils nationally, and the first in Lincolnshire, to declare a Climate Emergency there is now an approved Climate Change Strategy in place, backed up with an ambitious action plan to chart and deliver our climate response.

Subscribing to United Nations' goals, the District Council has clearly signalled its 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 by 2030.

This aim 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

- ▶ Lead a review of the Central Lincolnshire Local Plan with a view to it becoming the first of its kind to aim for carbon neutrality
- ▶ Enhancement of habitat and public access along the River Sleaf in Sleaford
- ▶ Review the efficiency of our refuse fleet and explore what alternative fuel options are viable
- ▶ Further develop projects informed by priority working groups focused on the built environment, property standards, procurement and resource use.

OUR LONGER TERM PLANS

- ▶ Deliver on our goal to be net-zero on carbon by 2030
- ▶ 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



97% of new homes comply with the highest energy performance ratings



100 tonnes of quality paper and card recycled by 1,700 homes in separate collection trials



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

OUR ECONOMY

To enable all of our communities to flourish as part of the economic recovery from Covid-19 as well as opportunities from the 'green economy'

KEY AMBITION

- **Support business recovery in the District, the protection of existing jobs 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.

In current circumstances a major focus is in responding to the pressures and changes wrought by the coronavirus pandemic; anticipating and supporting businesses large and small in their recovery and resilience.

Ever horizon-scanning and with one-foot-ahead, the Council is primed to embrace the opportunities of the 'green economy'. By actively promoting these and exploring the potential for resident and incoming enterprises, NK can 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, a 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 informs 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.



£56m - investment in strategic growth opportunity

Through the delivery of a major new strategic employment park at Sleaford, the Council is bringing forward exciting growth potential of up to 500 jobs.

Within its vision for the Sleaford Moor Enterprise Park, the Council is setting the bar for climate-conscious development – from the ground up.

Alongside 37,000 m² of floor space for new and expanding businesses the park will boast enhanced levels of landscaping, wildflower verges, tree planting and sustainable drainage systems, with super-efficient insulation, UV light-harnessing, solar panels and green travel provision set to be built-in to plot specifications.

SUPPORTING AMBITIONS

- **Attract investment to improve physical infrastructure, support regeneration and enhance digital connectivity**
- **Create a clear vision of place; celebrating and marketing all that the District has to offer**
- **Promote the economic opportunities from tackling climate change**





WHAT WE PLAN TO DO

- ▶ Let our 15 new £2.2m business grow-on workshops at Discovery Court in North Hykeham to emerging and expanding enterprises
- ▶ Embark on delivering a £56m investment in the Sleaford Moor Enterprise Park
- ▶ Continue supporting businesses through the administration of coronavirus grants and in recovery
- ▶ Deliver on a £4m investment for the Heart of Sleaford regeneration.

WHAT WE'VE DONE RECENTLY

- ▶ Expanded to 126 our portfolio of business grow-on units at 12 locations District-wide
- ▶ Administered £26m-plus of government grants in almost 5,000 payments across eight distinct grant schemes up to March 2021
- ▶ Contributed to the delivery of highway improvements for Sleaford, opening up new opportunities for investment, jobs and housing growth
- ▶ Supported progressive growth of the visitor economy to 3.5m days and nights spent in the District, worth £162m in 2019.

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
- ▶ Promote the District's advantages to inward investors and support smaller businesses in Sleaford to develop a sense of the town's distinctive nature in particular.

BIG NUMBERS



£26m paid out across 5,000 business support grants through Covid-19 impact schemes



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



12.2 hectares of employment land developed for jobs in 2019/20



183 jobs created as result of Council input in 2019/20



£162m value of tourism to NK economy in 2019; up 7% on 2018

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.



One of the Council's many mechanisms for bringing forward additional low-cost and affordable housing options, is to buy in areas of un-met housing need.

The Council is committed to providing homes by direct delivery, new build development partnerships or through the acquisition of designated affordable units built by developers and secured by Section 106 planning obligations.

Latest in this initiative is the acquisition of 19 two-bed properties in Navenby, where the Council has specified enhanced environmental measures such as electric car charging points and photovoltaic panels in line with its climate change agenda.



SUPPORTING AMBITIONS

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



WHAT WE PLAN TO DO

- ▶ Work with developers to deliver more homes in the District, including at least 100 more affordable homes and to a higher environmental and energy conscious specification
- ▶ Continue to invest in line with the Lafford Homes' business plan to deliver more affordable rental choice locally
- ▶ Move forward a £3.9m regeneration of Grinter House in North Hykeham, adding seven new units up to 34
- ▶ Bring back into use at least 20 more empty homes annually.

WHAT WE'VE DONE RECENTLY

- ▶ In 2020 we delivered our 300th new home through direct building and acquisition to unlock more housing choice for all
- ▶ Begun work on a further 33 council homes at Welchman Way, Heckington, an investment of £4.68m
- ▶ Maintained high tenant satisfaction ratings up to 95%
- ▶ In partnership with three other district councils launched an initiative to tackle homelessness and rough sleeping
- ▶ Lafford Homes brought forward 72 homes to satisfy unmet private rental demand, with a further 42 at Station Road, Waddington close to completion.

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
- ▶ With partners move forward the delivery of further Extra Care Housing provision in Sleaford.

BIG NUMBERS



300 new council and private rental homes delivered over 10 years



3,842 council houses in our expanding stock



249 new affordable homes built in 2019-20



27 private sector empty homes brought back into use in a typical year



98% satisfaction rating of Council as a landlord

OUR COUNCIL

To aspire to be a high performing, value-for-money Council that is agile and 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 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 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 £230m 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 new 10-year Community 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



Throughout the duration of the coronavirus pandemic, the Council continued to operate all of its services and functions fully; escalating some, adapting nearly all and enhancing a number of partnership approaches.

Swiftly adjusting to a home-working model, Members and colleagues were protected from the outset, without disruption to the decision-making and service delivery functionality of the Council.

In the interests of customer, colleague and community safety, the Council applied significant time and energy in its support of the Lincolnshire Resilience Forum, in its response to the pandemic and in the partnerships and promotion of public information required to save lives, protect the NHS and assist residents and businesses to navigate their way through the situation.





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 2021 Lincolnshire County Council and Police & Crime Commissioner elections in a Covid-safe way.
- ▶ Undertake a review of waste collection routes to ensure best efficiency and level of service
- ▶ Develop and strengthen strategic partnerships.

WHAT WE'VE DONE RECENTLY

- ▶ Adopted an agile working programme to maintain and enhance service delivery to residents and stakeholders throughout the coronavirus pandemic
- ▶ Adapted quickly and effectively to a virtual meetings' structure to maintain democratic engagement and continue the decision-making process openly, transparently and lawfully.
- ▶ Supported partners across the Lincolnshire Resilience Forum in responding to the coronavirus pandemic
- ▶ Maintained active dynamic and engaging communications to guide communities through the pandemic, advising on restrictions, safe compliance and vaccination access
- ▶ Developed digital hubs to help build customers' confidence in using computers to access services, work and finances. Stalled by the pandemic, these will be further rolled out when circumstances allow.

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



£230m capital investment planned across Council services over next 10 years



£4.1m 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



2021

- ▶ Refurbish the National Centre for Craft & Design
- ▶ Break ground on £56m Sleaford Moor Enterprise Park
- ▶ Improve habitat and public access along the River Slea
- ▶ Let the 15 additional workshop units in North Hykeham
- ▶ Restoration and refurbishment project programmed for Cogglesford Watermill



2022

- ▶ Realise the £4m Heart of Sleaford project
- ▶ Fulfilment of £4m investment to enhance roads capacity and facilitate housing and jobs growth in Sleaford
- ▶ Start of £8m Extra Care Housing scheme for Sleaford



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

We are now charting a course for a net-zero carbon position for the Council by 2030, and a similarly bold ambition 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, recommendations on the way forward for the Council are now consolidated into a holistic action 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 a heritage renewal scheme, 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 information and 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.



2023

- ▶ Aim for Platinum Investors in People standard
- ▶ Completion of 5,000 new homes in total, since 2018
- ▶ Delivery of 300+ council homes over 5 years
- ▶ Relocate Cranwell Aviation Heritage Museum to new building



2024

- ▶ Completion of £8m Extra Care Housing scheme in Sleaford



2030

- ▶ Deliver against the outcomes of the Community Strategy targeted on 2030



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 £230million 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 and the additional challenges presented by decreased income and increased costs as a consequence of the coronavirus pandemic.

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 2021-24 NK 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



£230m

Capital investment plan to 2030



116,915

population of North Kesteven



52,605

homes in North Kesteven



731

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



6 years

as one of the UK's
safest place to live



44%

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



3,842

council houses owned by NKDC



89%

tenant satisfaction



3,781,492

bins emptied every year



94%

of people positively rate
quality of services



7%

rise in value of tourism to NK –
£162.5m in total



183

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.



935,000

contacts through Customer
Services over a year