

# **NK PLAN 2016-19**

**NK Plan Structure, Priorities & Ambitions,  
Drivers, Achievements**

# NK PLAN 2016-19 Structure & Golden Thread

## VISION

**100 Flourishing Communities**

## PURPOSE

To deliver effective & efficient public services that meet the needs and priorities of local people and support growth in the district

## OBJECTIVES

Facilitating the delivery of **new jobs**, homes and **infrastructure** to support long term growth.

Working in partnership to improve the **quality of life**, **economic performance**, and **environmental sustainability** of North Kesteven

**Inspiring community participation to deliver local aspirations and community based services**

**Transforming Services to meet the changing needs of North Kesteven.**

## PRIORITIES

**Our Economy**  
- *To promote the economic and employment growth of North Kesteven*

**Our Homes**  
- *To promote housing growth that meets the current and emerging needs of North Kesteven*

**Our Communities**  
- *To promote the sustainability, well-being, safety and health of North Kesteven's growing communities*

**Our Council**  
- *To be a high performing and value for money Council that is prepared for the future*

## AMBITIONS

- Support business growth and jobs in NK
- Regenerate NK
- Drive Investment in NK including transport routes

- Adopt the Local Plan
- Increase the supply of housing in NK
- Maintain & improve housing in NK
- Provide high quality housing services across NK

- Attractive, clean, and sustainable NK
- Safe and inclusive NK
- Healthy, fit, and vibrant NK
- Supportive NK
- Community NK

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

## SERVICE DELIVERY PLANS : Who, how, when will deliver our plans

Individual objectives

Team Work Plans

Divisional Service Delivery Plans / Major Programme Plans

Team Work Plans

Individual objectives



# NK PLAN 2016-19 Our Communities Ambitions : What we plan to do

## OUR COMMUNITIES

AMBITIONS	WHAT WE WANT TO DO
<b>ATTRACTIVE, CLEAN &amp; SUSTAINABLE NK</b>	<ul style="list-style-type: none"> <li>• Ensure NK remains a clean and attractive district.</li> <li>• Promote sustainable communities as part of the Local Plan.</li> <li>• Provide practical advice to residents and businesses to better understand their carbon footprint; recycling opportunities and commitment to a sustainable future.</li> </ul>
<b>SAFE &amp; INCLUSIVE NK</b>	<ul style="list-style-type: none"> <li>• Continue to work in partnership to ensure physically and digitally safe, resilient and cohesive communities.</li> <li>• Work with businesses, using our enforcement powers as necessary, to ensure consumer safety.</li> <li>• Work with developers and homeowners to ensure safe and legally compliant business and residential development</li> </ul>
<b>SUPPORTIVE NK</b>	<ul style="list-style-type: none"> <li>• Provide both direct support and work with partners to reduce social, financial and digital exclusion within all our communities.</li> <li>• Support our residents with the impacts of Welfare Reform.</li> <li>• Work with partners to reduce the levels of fuel poverty within the district.</li> <li>• Provide either directly or through partners effective and efficient support services for our residents when needed</li> </ul>
<b>HEALTHY, FIT &amp; VIBRANT NK</b>	<ul style="list-style-type: none"> <li>• Support and encourage a range of opportunities :                             <ul style="list-style-type: none"> <li>• to improve the health and wellbeing of communities;</li> <li>• for residents and visitors to participate in sporting and leisure activities;</li> <li>• for residents and visitors to take part in cultural activities that enhance their overall quality of life , and generate stronger ties and understanding within and between communities,</li> </ul> </li> <li>• Make NK a vibrant and attractive destination for visitors and businesses</li> </ul>
<b>COMMUNITY NK</b>	<ul style="list-style-type: none"> <li>• Act as a Community Leader,</li> <li>• Embrace key partnerships,</li> <li>• Actively engage with residents in shaping the future for North Kesteven,</li> <li>• Bring clarity to our vision for 100 flourishing communities to target resources and ensure all communities have the potential to be both flourishing and sustainable.</li> </ul>

# NK PLAN 2016-19 Our Council & Our Economy Ambitions : What we plan to do

## OUR COUNCIL

AMBITIONS	WHAT WE WANT TO DO
<b>CUSTOMER FOCUSED NK</b>	<ul style="list-style-type: none"> <li>• Further develop our customer insight, and understand and plan for changes in the population and demographic mix within the district.</li> <li>• Engage with our customers to ensure that our services are easily accessible and meeting their needs.</li> <li>• Seek feedback and keep customers informed on our performance.</li> <li>• With wider cross Lincolnshire partners seek devolved powers to better deliver against local needs.</li> </ul>
<b>HIGH QUALITY, VALUE for MONEY NK</b>	<ul style="list-style-type: none"> <li>• Deliver high quality, resilient, affordable services.</li> <li>• Ensure the Council is continually improving and operating in the most effective, efficient, value for money way.</li> <li>• Develop and deploy our resources and people to greatest effect.</li> <li>• Continue to review and the develop the range of delivery models we use to deliver services – either directly, with partners, or by partners.</li> <li>• Develop income strategies to further improve the Council's financial resilience</li> </ul>
<b>OPEN &amp; ACCOUNTABLE NK</b>	<ul style="list-style-type: none"> <li>• Ensure that the Council is transparent, open &amp; accountable in its decisions and provision of information.</li> </ul>

## OUR ECONOMY

AMBITIONS	WHAT WE WANT TO DO
<b>SUPPORT BUSINESS GROWTH &amp; JOBS in NK</b>	<ul style="list-style-type: none"> <li>• Provide focused support for growth and entrepreneurial activity.</li> <li>• Facilitate both the delivery of new jobs and the safeguarding of existing jobs across North Kesteven.</li> <li>• Work with new and existing businesses to develop a more balanced and higher wage economy for the district that provides a wider range of attractive employment opportunities within the district</li> </ul>
<b>REGENERATE NK</b>	<ul style="list-style-type: none"> <li>• Facilitate regeneration within the district to make North Kesteven an attractive location for residents, businesses, visitors and investors.</li> </ul>
<b>DRIVE INVESTMENT in NK including TRANSPORT ROUTES</b>	<ul style="list-style-type: none"> <li>• Secure increasing levels of inward investment in NK to deliver regeneration and infrastructure improvements including transport routes.</li> <li>• Invest Council funds as appropriate to overcome current market constraints</li> </ul>

# NK PLAN 2016-19 : Our Homes Ambitions : What we plan to do

OUR HOMES	
AMBITIONS	WHAT WE WANT TO DO
<b>ADOPT the LOCAL PLAN</b>	<ul style="list-style-type: none"> <li>• Adopt the Local Plan and supporting policy framework to facilitate sustainable housing growth and appropriate levels of infrastructure development in North Kesteven and Central Lincolnshire</li> </ul>
<b>INCREASE THE SUPPLY of HOUSING in NK</b>	<ul style="list-style-type: none"> <li>• Increase the supply and improve the mix of housing in NK through working with landowners, developers and partners.</li> <li>• Facilitate the delivery of Sustainable Urban Extensions.</li> <li>• Secure sites and build more council properties.</li> <li>• Work with developers and partners to increase the supply of affordable homes and homes for people with specific needs.</li> <li>• Work to bring empty homes back into use.</li> <li>• Promote and support different models of home ownership</li> </ul>
<b>MAINTAIN &amp; IMPROVE HOUSING in NK</b>	<ul style="list-style-type: none"> <li>• Ensure all council properties meet the NK Decent Homes Standard.</li> <li>• Promote improvements in the condition of private sector properties</li> </ul>
<b>PROVIDE HIGH QUALITY HOUSING SERVICES ACROSS NK</b>	<ul style="list-style-type: none"> <li>• Maintain excellent tenant services and continually improve these in line with national standards.</li> <li>• Deliver excellent housing services all residents</li> <li>• Work with our partners to support their landlord role</li> </ul>

**KEY DRIVERS 2014/15 – 2018/19**

DRIVER		2014-15	2015-16	2016-17	2017-18	2018-19	20 Year View	
		actual	Forecast / target	Forecast / target	Forecast / target	Forecast / target	Forecast / target	
Growth Jobs	Annual	230	150	175	200	225	27,000 across Central Lincs	
	Cumulative		380	555	755	980		
Growth Homes	Annual (previous trajectory forecast)	436	400	750	750	750	Local Plan will confirm actual allocations	
	Cumulative		836	1586	2336	2886		
Finance	GF Forecast Gap annual £m	0	0	0	0	0.28	Figures as per the MTFS	
	GF Forecast Gap cumulative £m	0	0	0	0	0.28		
	New Homes Bonus (estimate) annual £m	(2.04)	(2.35)	(3.04)	(3.10)	(1.90)		
	New Homes Bonus (estimate) cumulative £m	(2.04)	(4.39)	(7.45)	(10.55)	(12.45)		
Democracy								
	General election		◆					
	Local elections		◆ NKDC		◆ LCC			
	EU Referendum <i>(Date to be confirmed)</i>			◆				
Key Legislation								
	Business Rates Retention	—————→						
	Local Council Tax Support	—————→						
	Localism	—————→						
	HRA Funding changes			—————→				
	Universal Credit			—————→				
	Greater Lincolnshire Devolution Development		- - - - -	- - - - -	- - - - -	- - - - -	→	No set timescales
Population								
	NK Population ONS Projection : base 2012	113,600	115,000	116,500	117,900	119,100	135,200	
	NK Population Projection : latest	111,100	112,300	113,000	113,900	115,000	127,300	
	Demographic ration 0-19 yrs	21.9%	21.8%	21.8%	21.7%	21.7%	21.1%	
	Demographic ration 30 to 99 yrs	20.7%	20.6%	20.6%	20.8%	20.8%	19.1%	
	Demographic ratio 40 to 59 yrs	28.6%	28.4%	28.2%	27.7%	27.4%	23.1%	
	Demographic ration 60 to 79 yrs	23.2%	23.3%	23.5%	23.6%	23.7%	26.1%	
	Demographic ratio 80yrs+	5.7%	5.9%	5.9%	6.1%	6.4%	10.7%	

# KEY ACHIEVEMENTS : 2014-15 HIGHLIGHTS

## Our Economy

This was a successful year for North Kesteven, despite the challenging national and economic climate. The council has made impressive progress with regards to the local economy, for example, a Renewable Energy Plant opened in Sleaford following a £165 million investment. The plant is managed by Eco2 Limited on behalf of Glennmont Partners and has created 30 jobs with a further 50 jobs in the supply chain. This generates £8 million per annum into the agricultural sector, whilst providing free heat to five local public buildings.

In the north of the district, the 'Grow LN6' partnership has brought together a number of notable projects to make North Hykeham a prime employment growth area. This has seen improvements to the Hykeham rail services, developments at Teal Park, as well as the emerging Neighbourhood Plan for Hykeham.

Overall, 277 jobs were created and/or safeguarded in the district during the last financial year as a result of targeted support by the council. In addition, 131 businesses looking to grow in the district were provided with tailored advice and support.

## Our Homes

There has been further investment in new social housing with the council building its 100<sup>th</sup> council house, which has established the organisation's place as a pioneer of social housing expansion. The newly-finished houses were the latest in a long line of schemes delivering quality affordable homes in areas of greatest need.

The council has completed another first for tenants due to the building of 'curvy houses' in the village of Ruskington. The properties are flexible, which allows them to be altered easily to meet the changing needs of the residents, and are all for affordable rent.

In total, 91 affordable homes have been completed through partnership working in 2014/15, which includes a range of property types. In addition, the council directly helped to bring back into use 21 empty homes, which have been collectively empty for a total of 70 years.

## Our Communities

North Kesteven is officially recognised as the safest place to live in England for the second year running. Official figures for the twelve months up to the end of March 2015 show that there were fewer crimes per 1,000 people committed in North Kesteven than anywhere else in the country.

The Onlincolnshire broadband programme introduced a partnership between Lincolnshire County Council, the seven District Councils and BT with the aim of promoting good connections between people, services, communities and places. A total of 12,203 properties in North Kesteven, and 83,528 across the county now have access to superfast broadband. The Onlincolnshire Project was awarded a further £2.35 million grant to enable 95 percent of premises to access superfast broadband by the end of 2017.

Following the substantial refurbishment of Sleaford Leisure Centre, ten prestigious awards have been achieved. These include the Royal Chartered Institute of Building's Regional Sustainability Award and the Green World Ambassador Award.

Sleaford Leisure Centre exceeded its Sport England target recording over 180,000 visits in its first year of operation with overall usage up by 62 percent and overall satisfaction almost doubling to 98 percent. The popularity of the remodelled facility continues with 222,000 visits during 2014/15 compared to 116,000 visits in the year before its refurbishment.

Building on the successful £2.85 million refurbishment of Sleaford Leisure Centre, the council has embarked on a further £3.6 million leisure investment in the North Kesteven Centre in North Hykeham. Phased over two years, the refurbishment includes the cafe and gym relocation, upgrading synthetic turf pitches, converting the pool changing rooms to a changing village and adding extra activity studios.

The National Centre for Craft and Design (NCCD) continued to hold a range of events seeing 112,000 visitors during 2014/15. Furthermore, there was a record number of visitors at the Natural World Centre (198,000) during the last financial year. This builds upon the success of the Natural World Christmas Craft Fayre, which saw a 7 percent increase in visitors.

## Our Council

North Kesteven has continued to be a high performing low cost authority and has increased our already high levels of performance during 2014/15 with 84 percent of performance indicators on or above target. In addition, the transformation programme continues to take shape with particular focus on ways to reduce costs or to generate income.

The council has also taken on apprentices and is paying a Living Wage to its lowest paid employees. The apprenticeship scheme will support school leavers in finding work and promote career progression