

# Reset Refocus Re-imagine

## Our Community Strategy



**Our aspirations for North Kesteven**  
**Shaping life through to 2030**



**North Kesteven**  
DISTRICT COUNCIL




**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



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



**Future-proofing**  
Visionary investment in future-proofing critical services, drawing out 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, expanding housing solutions across the District



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



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



**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 District-wide



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



# OVERVIEW



**As a district, North Kesteven is characterised by strong, supportive, safe and resilient communities where residents are engaged, contribute positively to a vibrant community life and engender a dynamic and collaborative spirit.**

North Kesteven is a District of Flourishing Communities, where the District Council – working in partnership across the public, private and voluntary sectors – identifies, innovates and responds to emerging opportunity and challenge through its vision for the enrichment and development of our communities.

As a Council that is future-focused in its ambitions and actions for North Kesteven – rooted in its place, responsive, alert and with a strong understanding of local needs, pressures and opportunities – we are bold in our aspirations and confident in our capacity to meet these through to 2030 and beyond.

Leading from the front over almost five decades of dedicated service, we have a long-established track record and strong legacy in delivering effective public services with excellence and efficiency. We are foresighted in our vision and respond proactively, with the needs of those living, working and relaxing in North Kesteven central to all that we do.

This is the DNA of the District Council.

Foresight, vision, proactivity and partnership are the inspiration behind our pioneering position on:

- » building more low-cost housing options;
- » developing grow-on opportunities for businesses;
- » greater environmental resilience;
- » strengthening communities; and
- » seeking out strong performance across the authority.

Set against the turmoil of the coronavirus pandemic, 2020 and 2021 presented an opportunity to challenge conventional thinking, custom and practice; and true to style North Kesteven District Council has embraced this re-think through a strategic re-visioning.

Never ones to sit still or coast along, North Kesteven is applying the principles of its Reset, Re-focus, Re-imagine across all five of the Priorities through which it delivers a difference in daily lives and longer-term goals.

Building on big ambition, clarity of purpose and a strong climate position – and supported by inclusive values and high-levels of stakeholder confidence – we are moving forward across the next decade with a clear consensus, a commitment for positive change, strong financial resilience and a solid track record.

We are consciously re-aligning all that we do through to 2030 with the United Nations Sustainable Development Goals; making this our shared vision where global aims influence local ambition.

As a blueprint for what we aspire to do across the coming decade, this new document – our Community Strategy – outlines our strategic direction to enable a District of Flourishing Communities where everyone has a future, a job, a home, a life and a champion; concepts that link directly to the global goals and the direction already taken through our five established Corporate Priorities.

Bold in scale, such aspirations are entirely within our capabilities, capacity to deliver and consistent with our vision to ensure our communities are resilient, safe, strong and flourishing.

Please read on to discover more of our aspirational vision for North Kesteven 2030.



# A SENSE OF PLACE

In everything North Kesteven District Council aspires to do, it seeks to extend its role as a leader of place; inspiring investment of confidence, pride and community consideration.

Not only does it know its place, through forensic levels of understanding, data analysis and intelligence, but it also understands its place through effective engagement and it responds by shaping, initiating and delivering services best-suited to the place, its people and its distinct circumstances.

Statutory functions are carried out intelligently and with excellence, in a manner that exceeds expectations, and in areas subject to local discretion – the provision of arts, culture and sporting facilities, scope of community engagement, level of business advice and customer focus – this too is done in a manner which develops an exemplary level of service provision and satisfaction.

It has built a framework for services that are shaped and delivered in pursuit of a happier, more vibrant District where people are actively engaged in their communities; and enabling communities which are healthier, more productive, entrepreneurial, creative and engaged: communities that are flourishing.

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.



# FLOURISHING

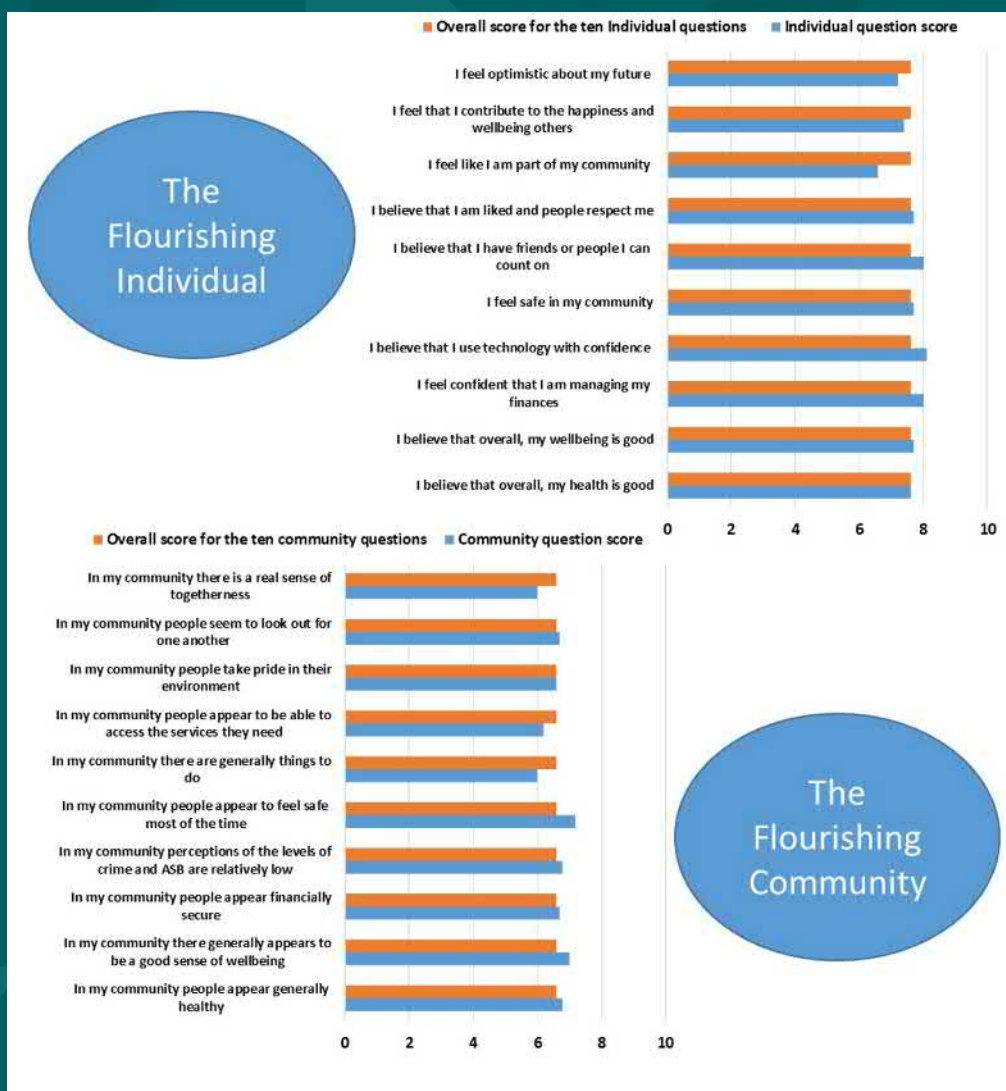
North Kesteven's vision is for 'A District of Flourishing Communities'!

We define 'flourishing' as being when an individual, or members of a community are happy, healthy, feel capable and engaged, and are experiencing high levels of wellbeing.

In order to calculate the flourishing level of communities, the 'Flourishing Scale' was developed to measure overall life wellbeing with two sets of 10 questions, one aimed

at individuals, and the other aimed at communities. Whilst acknowledging that this is not an exact science, the total score from each set of questions provides an indicative state of wellbeing.

The Council undertook its initial Flourishing Survey in 2018 with almost 5,000 residents responding. This provides our baseline position and a standard against which we can measure our progress.





# ALIGNING OUR GOALS

## WITH WORLD SUSTAINABLE DEVELOPMENT GOALS

The 17 Sustainable Development Goals (SDGs) agreed by all United Nations member states in 2015 represent the world's most broad, ambitious and comprehensive agreement on sustainable development to date.

They underpin UN Resolution 70/1, Transforming our world: the 2030 Agenda for Sustainable Development.

Some of the 17 SDGs and 169 accompanying targets are more applicable to councils than others. Arguably, they can all be applied to the work and responsibilities of councils across the piece.

Mindful of local government's role in transforming these global goals into local action, and in particular North Kesteven District Council's distinct and dynamic position in pioneering, driving and influencing such positive change, the Council has embraced the principles behind them; identifying those which are most relevant to its scope and functions and seeking to strengthen local alignment and delivery against them.



## SUSTAINABLE DEVELOPMENT GOALS



North Kesteven fully accepts the challenge laid down in these SDGs – instinctively aligning 16 of the 17 against its five Priority focuses.

This provides the starting place for a future golden thread that runs through the entire organisation; linking a colleague's individual actions through to the overarching vision and purpose, from Priority setting to service delivery in support of its vision.

As part of the regular review of the NK Plan, in 2019 / 2020 the Council undertook an initial assessment of alignment of the Council's priorities and ambitions with the SDGs. Likewise the development of the Climate Strategy and supporting action plan has strengthened links to the SDGs. It is now engaging and challenging how to further embed the SDGs in all that the Council seeks to do through to 2030.

The goals are broad in scope, and yet distil the essence of the Council's long-held vision of 'A District of Flourishing Communities.'

This encapsulates topics relevant to North Kesteven of health and wellbeing, inequality, poverty, a focus on developing working opportunities and infrastructure but with sustainability as a strong theme throughout. Climate change itself is one of the SDGs and this Council is committed to driving down harmful emissions and has established a clear and comprehensive strategy for this purpose focused on a net-zero carbon 2030.

In working towards its future actions, ambitions and plans, the focus of the five Priorities – Our Environment, Our Economy, Our Homes, Our Communities and Our Council – is rooted in the SDGs and the five themes: A Future, A Job; A Community, A Home and A Champion.

These are principles which every resident is entitled to in order to flourish, participate and function.

#### NK Priority: **Our Environment**

Developing theme: **A Future**

Sustainable Development Goals:

- **Goal 6 - Clean Water & Sanitation**
- **Goal 7 - Affordable & Clean Energy**
- **Goal 12 - Responsible Consumption and Production**
- **Goal 13 - Climate Action**
- **Goal 14 - Life Below Water**
- **Goal 15 - Life on Land**

#### NK Priority: **Our Economy**

Developing theme: **A Job**

Sustainable Development Goals:

- **Goal 1 - No Poverty**
- **Goal 8 - Decent Work & Economic Growth**
- **Goal 9 - Industry, Innovation & Infrastructure**

#### NK Priority: **Our Homes**

Developing theme: **A Home**

Sustainable Development Goals:

- **Goal 11 - Sustainable Cities & Communities**

#### NK Priority: **Our Communities**

Developing theme: **A Life**

Sustainable Development Goals:

- **Goal 3 - Good Health & Wellbeing**
- **Goal 4 - Quality Education**
- **Goal 10 - Reduced Inequality**

#### NK Priority: **Our Council**

Developing theme: **A Champion**

Sustainable Development Goals:

- **Goal 5 - Gender Equality**
- **Goal 16 - Peace & Justice, Strong Institutions**
- **Goal 17 - Partnerships for the Goals**



# OUR ENVIRONMENT **A FUTURE**

Climate and the environment are at the forefront of the global agenda, presenting both significant challenges and a wide spectrum of opportunity. They cut across and are reflected in the approach and aspirations for all five of the Council's Priorities.

## THE LAST 10 YEARS: PROGRESS MADE SINCE 2010

- ▶ 25% fall in Greenhouse Gas emissions within the District in line with national trajectories
- ▶ 67% reduction in the CO<sup>2</sup> emissions from the Council's operations
- ▶ 33% fall in residents domestic energy consumption
- ▶ Sleaford Renewable Energy Plant fully operational from 2014 generating electricity to power 65,000 homes and also supplying free heat and hot water to five local public buildings through to 2037
- ▶ 3,100 renewable energy installations in the district, generating over 300MWh of electricity, and placing NK in the top 10% of English council areas for renewable energy generation.
- ▶ Our Environment Priority introduced; climate emergency motion passed and Climate Change Action Plan in place
- ▶ Lincolnshire Waste Partnership in place and effecting positive change
- ▶ Open Spaces and Tree strategies developed and implemented
- ▶ investment in restoration and enhancement of historic shop premises and listed buildings.

## OUR ENVIRONMENT: 2020 POSITION

### STRENGTHS

- ▶ Climate Change Action Plan in place
- ▶ Renewable electricity generation
- ▶ Renewable electricity use
- ▶ Strong emphasis on heritage/restoration initiatives/assets.

### CHALLENGES

- ▶ Reduced rate of reduction in domestic and transport emissions
- ▶ Fall in recycling rates
- ▶ Flat-lining in rate of decline of residual waste.

## SDG TARGET: KEY LINKS



Improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials and substantially increasing recycling and safe reuse.



By 2030, double the global rate of improvement in energy efficiency.



By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse. Promote public procurement practices that are sustainable, in accordance with national policies and priorities. By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.





13

Climate Action

Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

14

Life Below Water

Prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution.

15

Life on Land

Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2030, protect and prevent the extinction of threatened species and lifestyles in harmony with nature.

## OUR ENVIRONMENT: 2030 ASPIRATIONS

- ▶ Net-zero greenhouse gas emissions within North Kesteven
- ▶ Net-zero greenhouse gas emissions from all Council operations.

## OUR ENVIRONMENT: 2030 OUTCOME MEASURES

- ▶ Increase in cycling paths and routes within the District
- ▶ CO<sup>2</sup> emissions by sector
- ▶ NK is a net producer of renewable energy
- ▶ All homes and businesses powered by renewable energy
- ▶ Recycling percentage
- ▶ Level of non-recyclable waste – kg per household
- ▶ Tree cover increase.

# OUR COMMUNITIES **A LIFE**

**Communities are the beating heart of the district, each with their own unique character and strengths. Harnessing the spirit and resilience of our communities is key to our aspirations for 2030.**

## **THE LAST 10 YEARS: PROGRESS MADE SINCE 2010**

- ▶ £7.85m invested to upgrade and refit both the Sleaford and OneNK leisure centres
- ▶ Low levels of crime and Anti-Social Behaviour maintained with NK being among the lowest, and for five years the absolute lowest council for crime levels
- ▶ Flourishing Scale developed; close to 5,000 residents completed the Flourishing Survey in 2018
- ▶ £7m+ invested in award-winning leisure, arts and culture delivery and invest-to-save social enterprise partnerships
- ▶ 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 COMMUNITIES: 2020 POSITION**

### **STRENGTHS**

- ▶ Low levels of deprivation
- ▶ Levels of life satisfaction
- ▶ Low levels of crime
- ▶ Low levels of hospital admissions for self-harm and alcohol related harm
- ▶ Active community and volunteering programmes

### **CHALLENGES**

- ▶ Levels of obesity – above the national average
- ▶ Ageing population with associated health & wellbeing challenges
- ▶ Less physically active
- ▶ Levels of physical activity
- ▶ Health inequalities (relatively low, but remain a weakness to be addressed)
- ▶ Ruralities risks around social isolation; digital exclusion; fuel poverty; brain drain.

## **SDG TARGET: KEY LINKS**



Strengthen prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.



By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.



By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average.

Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.



## OUR COMMUNITIES: 2030 ASPIRATIONS

- ▶ Health inequalities are at minimal levels within the district
- ▶ Education is excellent and accessible to all
- ▶ All communities are clean and safe; just, cohesive and inclusive; open in outlook; connected; active and healthy.

## OUR COMMUNITIES: 2030 OUTCOME MEASURES

- ▶ Flourishing Scale level of improvement (2028 vs 2018 original survey)
- ▶ Digitally confident communities
- ▶ Actual crime and ASB levels, plus community perceptions
- ▶ Key health metrics; inequalities narrowed
- ▶ Relative deprivation further improved, no LSOA below second quartile
- ▶ Increased level of community participation and volunteering
- ▶ Community Lottery generates £500k per annum for investment in community focused projects.





# OUR ECONOMY A JOB

The District has traditionally had low unemployment and strong economic resilience with core economic sectors such as agriculture and manufacturing. Our aspirations are to take the economy to the next level, releasing the benefits from new skills and technologies.

## THE LAST 10 YEARS: PROGRESS MADE SINCE 2010

- ▶ Inward investment into the District of c. £750m
- ▶ Sleaford masterplan adopted
- ▶ North Hykeham's Teal Park development
- ▶ High rates of employment
- ▶ Delivered 40,000 sq ft of Council-owned workshop space, expanding to 111 high-demand grow-on units
- ▶ Broadband and digital connectivity improvements
- ▶ Facilitation of the International Bomber Command Centre.

## OUR ECONOMY: 2020 POSITION

### STRENGTHS

- ▶ Social mobility
- ▶ Employment rate / benefit claimant count
- ▶ Local infrastructure investment
- ▶ Renewable energy sector – building on the Green economy opportunities
- ▶ Well placed to take advantage of Covid flight from cities, and shift to greater mix of remote working.

### CHALLENGES

- ▶ Transport and digital infrastructure
- ▶ Relatively low wage economy
- ▶ Limited knowledge economy
- ▶ Loss of younger residents
- ▶ NNDR and GVA per capita
- ▶ New business start up levels and survival rates
- ▶ Digital connectivity provision for business.

## SDG TARGET: KEY LINKS



By 2030, reduce by at least half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.



Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.

For North Kesteven, this relates to the development of green infrastructure and knowledge economy.



**8**  
Decent Work  
& Economic  
Growth

Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.

Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

## OUR ECONOMY: 2030 ASPIRATIONS

- ▶ Everyone has a job they want
- ▶ North Kesteven has a vibrant economy; regenerating by design; generating high quality jobs, with wage levels in the district well above the national median
- ▶ North Kesteven is a creative hub, recognised for its strength in the knowledge and the green economy sectors.

## OUR ECONOMY: 2030 OUTCOME MEASURES

- ▶ Sectoral employment changes
- ▶ Income deciles for residents, and NK based jobs
- ▶ Employment rate
- ▶ Inward investment levels
- ▶ NNDR and GVA per capita growth
- ▶ Sleaford Moor Enterprise Park fully developed and 100% occupied
- ▶ Increased retention of younger people, alongside increase in apprenticeships
- ▶ Visitor economy, visits and spend.



# OUR HOMES A HOME

Having pioneered a new era of council house building a decade ago, alongside developments to meet the District's growing population and housing needs, the Council will focus on increasing quality and quantity to ensure a balanced and sustainable set of housing choices across the District.

## THE LAST 10 YEARS: PROGRESS MADE SINCE 2010

- ▶ Local Plan for Central Lincolnshire developed and approved
- ▶ Council house building restarted, with 228 new properties built over the course of the decade
- ▶ c5,000 new homes overall delivered across the District
- ▶ Generation of £18.7m new homes bonus, with £11.7m already invested into the district, and a further £2.1m allocated to projects
- ▶ Launch of Lafford Homes, adding a further 72 properties in three years.

## OUR HOMES: 2020 POSITION

### STRENGTHS

- ▶ Relatively low housing costs
- ▶ Low levels of overcrowding
- ▶ Low levels of homelessness
- ▶ Relatively low housing waiting list
- ▶ Demographics (high levels of ownership).

### CHALLENGES

- ▶ Affordability (despite lower housing costs)
- ▶ Housing mix, fewer affordable homes
- ▶ Housing design (for climate change resilience)
- ▶ Rate of increase in housing waiting list
- ▶ Housing suitability for an ageing population
- ▶ Council stock lost to right to buy
- ▶ Housing under occupancy
- ▶ Empty homes volume inertia.

## SDG TARGET: KEY LINKS



By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.

Support positive economic, social and environmental links between urban, peri-urban and rural areas, by strengthening national and regional development planning.

By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport; with special attention to the needs of those in vulnerable situations, women, children, older people and those with disabilities.





## OUR HOMES: 2030 ASPIRATIONS

- ▶ Everyone has the home they need in the place they want to live
- ▶ Every new home is carbon neutral
- ▶ A Neighbourhood Plan is in place for every community.

## OUR HOMES: 2030 OUTCOME MEASURES

- ▶ Housing delivery meets the requirements of its communities
- ▶ Number of neighbourhood plans in place
- ▶ Low numbers on housing waiting list
- ▶ Homelessness (aspiration that this should be zero)
- ▶ CO<sup>2</sup> emissions from housing
- ▶ Number of existing homes retrofitted to carbon neutrality
- ▶ Local infrastructure meets local needs.



# OUR COUNCIL A CHAMPION

The Council is the bulwark for local democracy with its 43 members elected to champion their wards and the District, taking decisions to ensure a high-performing council, accountable to its residents and driving the District forward.

## THE LAST 10 YEARS: PROGRESS MADE SINCE 2010

- ▶ 100% reduction in central government revenue support grant funding
- ▶ Service delivery maintained through transformation, partnerships and active income generation
- ▶ A balanced budget maintained through the decade
- ▶ £102m of capital investment over the course of the last decade, with a doubling to £200m planned for the next decade
- ▶ Strong governance with an active programme of scrutiny.

## OUR COUNCIL: 2020 POSITION

### STRENGTHS

- ▶ Financially sustainable with a balanced budget
- ▶ Strong value for money with low levels of Council Tax
- ▶ Very high rates for Council Tax and NNDR collection
- ▶ People focused strategy and talent management programme.

### CHALLENGES

- ▶ Reduction in core spending power
- ▶ Rural Cost premium
- ▶ Uncertainty around any future local government reorganisation
- ▶ Uncertainty around future local government funding
- ▶ Ongoing budgetary pressures from the impacts of Covid-19.

## SDG TARGET: KEY LINKS



Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life.

Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.



Ensure responsive, inclusive, participatory and representative decision-making at all levels.



Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.



## OUR COUNCIL: 2030 ASPIRATIONS

- ▶ Excellent public services providing exceptional value for money
- ▶ All Council services fully accessible and universal; systems based and innovative
- ▶ Civic engagement is vibrant with a knowledgeable and informed electorate involved in making decisions which impact on people and place.

## OUR COUNCIL: 2030 OUTCOME MEASURES

- ▶ Finances are managed effectively through the decade
- ▶ Unqualified audit opinion achieved every year
- ▶ Electoral participation in all elections matches that for General Elections
- ▶ Communities lead the Scrutiny agenda
- ▶ Consultation responses increase further and are fully representative of the communities within the district
- ▶ Resident views of Council value for money, delivery of high quality services; their ability to influence decisions, consistently exceed 90%
- ▶ Platinum Investors in People standard is achieved early in the decade and maintained throughout.







# PARTNERSHIP TO ACHIEVE THE GOAL

This SDG ( Goal 17) provides the definition of the Council's approach to partnership; one in which we value the strong and strategic partnerships we have built up over time in support of our District of Flourishing Communities:

The figure alongside provides a diagrammatic representation of the partnerships that will be key to the delivery of our aspirations for 2030. We will update this regularly over the course of the decade as our partnerships evolve to meet the challenges ahead:

Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships



# CONTACT US



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Leader of the Council



**Cllr Ian Carrington**  
Deputy Leader  
of the Council



**Cllr Sally Tarry**  
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**Cllr Ray Cucksey**  
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North Kesteven  
DISTRICT COUNCIL

# OUR DISTRICT



**£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