

**CABINET**

<b>REPORT OF</b>	Cllr Stephen Harness, Portfolio Holder for Finance, Resources and Assets
<b>RESPONSIBLE OFFICER</b>	Sharon Wroot, Interim Chief Executive
<b>SUBJECT</b>	Quarter 3 2025/26 Council Plan Performance & Finance Report
<b>STATUS</b>	Open
<b>FORWARD PLAN REF NO.</b>	CB 02/26/02

**CONTRIBUTION TO OUR AIMS**

The Council Plan 2025-28 was adopted by Council in December 2024, with the Budget, Finance and Business Plan adopted in February 2025. The Council Plan sets out the key actions for North East Lincolnshire Council that contribute to the priorities of 'Stronger Economy, Stronger Communities'. The finance and business plans underpin delivery and focus on long-term financial sustainability.

**EXECUTIVE SUMMARY**

This report provides information and analysis of the Council's performance and financial position at the end of quarter 3 2025-26 (October to December 2025). Appendix 1 to this report provides further detailed information in respect of the Council's finance and performance information. Appendix 2 to the report provides information regarding the status of our major capital projects.

**RECOMMENDATIONS**

It is recommended that Cabinet:

1. Notes the content of the reports and refers them to all Scrutiny Panels for further consideration and oversight appropriate to the scope of the panel.
2. Approves the 2025/26 revenue budget movement overview as detailed in Appendix 1.
3. Approves re-profiling requests in respect of the 2025/26 capital programme as detailed in Appendix 1.
4. Approves the revised Capital Programme for 2025/28 included in Appendix 1.
5. Approves the write off of debt which is fully provided for and considered unrecoverable, including debts >£50,000 as detailed in Appendix 1.

**REASONS FOR DECISION**

This report provides Cabinet important information relating to the Council's performance and financial position at the end of quarter 3, and highlights risks and opportunities in relation to both performance and finance.

**1. BACKGROUND AND ISSUES****Council Plan Performance**

- 1.1 This is the quarter 3 report relating to performance against the Council Plan 2025-2028 in line with finance reporting arrangements.

- 1.2 The Council has an ambitious programme of transformation and improvement which impacts on every area of the organisation. This report informs elected members and residents about the last quarter's progress against the priorities that were set out in the Council Plan 2025-28.
- 1.3 Appendix 1 is structured in line with the four main Council Plan Priorities (Stronger Economy, Stronger Communities, Greener Future and Engaging and Effective Council) detailing financial performance, performance against the 'vital signs', service achievements this quarter and the challenges and risks we are managing.
- 1.4 Appendix 1 also includes a section detailing transformation work being delivered to build overall financial resilience under each of the six key pillars of the medium-term financial plan. The key pillars are Commercial Council, Productivity, Housing, Transport, Strategic Asset Management and Digital and Technology
- 1.5 Performance information is shown in the report by way of a summary snapshot taken from the live performance dashboard. The live dashboard provides additional context for each vital sign and is an integral part of the overall performance reporting. The link to the dashboard is on our Council Plan webpage here: [Council Plan - performance and progress | NELC](#).
- 1.6 Scrutiny panel feedback has increased the number of vital sign indicators that have targets assigned. Currently, just below 90% of these indicators either have a RAG rating or a target established.
- 1.7 In cases where it is not appropriate to set a target, services are being asked to assess service delivery as red, amber or green, based on historic performance and/or comparator data, so that it is clear whether performance is at expected levels.
- 1.8 Approximately 30% of all indicators have a manually assessed RAG rating applied by the service to provide an overview of service delivery. This approach enables Elected Members to clearly assess overall progress against each priority. Those with a manual RAG are clearly identified as "Manual RAG". The remaining 13% of indicators with no RAG or target are expected to be populated for quarter 4 reporting.
- 1.9 Data alone is not enough; the report's narrative adds essential context to each service area's priorities. This commentary is expected to clearly show performance and highlight any delivery challenges.
- 1.10 Delivering the priorities within the Council Plan is challenging. This report shows how the Council is balancing the demands of major regeneration projects, high-profile service transformation programmes, and demand-led pressures on our day-to-day services to remain focussed and proactive to ensure the right resources are in place.

## **Major Projects**

- 1.11 The Council continues to deliver a range of high-profile major capital projects focussing on regeneration, transport and highways, housing and education services.

- 1.12 Appendix 2 provides the quarter 3 2025-26 update on the delivery of these major capital projects, including current issues and challenges, and outlines any required mitigation.

## **Financial Position**

- 1.13 At the end of the third quarter of the 2025/26 financial year the Council is forecasting a £0.7M overspend against budget, this reflects the ongoing complex social environment in which we operate.
- 1.14 Social care cost pressures continue to significantly affect the overall financial forecast. In Children's Services, despite the continued positive transformation, key challenges persist around education transport and high-cost out-of-area placements. Furthermore, Adult Social Care is experiencing rising demand for long-term support placements, as well as short-stay and support at home care packages.
- 1.15 The Council continues to face financial pressures in relation to reclaiming full housing benefit subsidies from accommodation providers that do not meet DWP criteria for full cost recovery, primarily driven by a rise in unregistered providers. A review of the housing provision, including its impact on subsidy recovery is ongoing, with the aim of implementing actions to mitigate, where possible, adverse future financial impacts.
- 1.16 Offsetting these adverse forecasts is the favourable movement in respect of the Border Target Operating Model (BTOM) within Environmental Regulation, with work continuing to develop and optimise this service.
- 1.17 The socio-economic environment remains challenging, with additional demand for Council services and more general pay and inflationary pressures impacting on financial performance. Service areas continue to proactively monitor budgets to ensure both effective service delivery and financial sustainability.
- 1.18 To help further alleviate ongoing financial pressures, the Council continued to take a more commercial approach through its capital programme and investments, supporting the Council's strategic objective of enabling the growth of a strong and sustainable economy. Major investments continue to progress and will support the growth of the Borough.
- 1.19 The capital programme remains under ongoing review, to ensure it reflects current priorities and projects remain viable. This approach helps to ensure any borrowing the Council undertakes remains affordable, sustainable and prudent.
- 1.20 Moreover, the Council continues to operate within its approved Treasury Management Strategy, with all treasury management decisions being taken with reference to agreed prudential indicators. Taking into account current interest rates, we will continue to utilise short-term borrowing where possible during 2025/26 to meet our borrowing requirement until longer term rates stabilise.
- 1.21 The Council does not operate in isolation from the communities and businesses it serves, and we are continuing to carefully monitor the collection of

local taxation given the challenges and wider impacts across the area. In Q3 2025/26 79.3% of Council Tax had been collected, this is in line with the collection rate of for the same period in 2024/25 (79.2%). For Non Domestic Rates, the % collection for Q3 2025/26 (79.3%) which is also comparable with the same quarter last year (79.4%).

- 1.22 Focus remains on delivering long term financial sustainability, via efficient and affordable public services. Priorities identified within the Council's 2025/26 business plans continue to be developed and implemented focusing on transformation, the use of technology and barriers to change.
- 1.23 The reform of the Local Government Funding model for 2026/27 onwards, as announced during this quarter, will be critical in shaping the Council's future financial plans and reflecting future service developments. Details of this reform will be included in the refresh of the Medium Term Financial Plan.

## **2. RISKS, OPPORTUNITIES AND EQUALITY ISSUES**

- 2.1 Key risks and opportunities are detailed with the appendix to this report.
- 2.2 The Council Plan provides an overview of activity across the Council, where applicable individual service work will have considered equalities issues as part of the design and delivery.

## **3. OTHER OPTIONS CONSIDERED**

- 3.1 Not applicable to monitoring report.

## **4. REPUTATION AND COMMUNICATIONS CONSIDERATIONS**

- 4.1 The environment in which the Council is operating is challenging in terms of capacity to deliver our priorities within financial resources. It is important that the Council is transparent about the delivery of planned activities and any issues that affect delivery of the plans

## **5. FINANCIAL CONSIDERATIONS**

- 5.1 The activities detailed within the plan were developed in conjunction with the agreed budget proposals for delivery within the approved budget envelope.
- 5.2 The financial environment in which the Council is operating remains challenging and this can impact on our capacity to deliver the change we need to achieve our aspirations and support the residents of the Borough.

## **6. CHILDREN AND YOUNG PEOPLE IMPLICATIONS**

- 6.1 The Council Plan is focussed on aspiration, innovation and ambition that will create better opportunities and outcomes for our children and young people to thrive and achieve their potential within North East Lincolnshire. The report provides details of the resources allocated towards children and young people across a wide range of services.
- 6.2 Impact assessments are undertaken for individual programmes and projects where required, including consideration of impact on Children Looked After and

Care Leavers in accordance with the Corporate Parenting Pledge

## **7. CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS**

- 7.1 Ultimately all resourcing decisions taken by the Council impact upon the environment. For this reason, the Council must take climate change and environmental issues into account in the establishment of its plans. The Council's financial strategy looks towards consuming resources more efficiently, eliminating waste and supporting and developing the green economy and infrastructure. This includes recognising and realising the economic and social benefits of a high-quality environment.

## **8. PUBLIC HEALTH, HEALTH INEQUALITIES AND MARMOT IMPLICATIONS**

- 8.1 Whilst there are no direct implications arising from the content of this report, the refreshed Council Plan which is due for consideration by Council in February 2026 weaves Marmot principles throughout, and the implications on health inequalities are increasingly being considered in council activities.

## **9. CONSULTATION WITH SCRUTINY**

- 9.1 The report is to be forwarded to all scrutiny panels.

## **10. FINANCIAL IMPLICATIONS**

- 10.1 As set out in the report.

## **11. LEGAL IMPLICATIONS**

- 11.1 There are no direct legal implications arising from the above report. The referral to all scrutiny panels is prudent.

## **12. HUMAN RESOURCES IMPLICATIONS**

- 12.1 There are no direct HR implications arising from the contents of this report.

## **13. WARD IMPLICATIONS**

- 13.1 All wards

## **14. BACKGROUND PAPERS**

- 14.1 Council Plan [Council Plan – Our vision and aims | NELC \(nelincs.gov.uk\)](#)  
Budget, Finance and Business Plans [4.-Budget-and-Medium-Term-Financial-Plan-Feb-25-1.pdf](#)

## **15. CONTACT OFFICER(S)**

Guy Lonsdale, Section 151 Officer  
Joanne Robinson, Assistant Director Policy Strategy & Resources

**CLLR STEPHEN HARNESS**  
**PORTFOLIO HOLDER FOR FINANCE, RESOURCES AND ASSETS**



# Appendix 1

## North East Lincolnshire Council - Council Plan Resources & Finance Report

Quarter 3 -  
2025/26



# Introduction

The Council Plan states the ambitions of the Council and the priority programmes that underpin our strategic priorities of 'stronger economy and stronger communities'.

This report is a combined performance and budget report designed to inform elected members, residents and partner organisations about our progress in the delivery of the plan and the budget.

For each area of the business the report includes:

- The vision that describes our aspiration.
- Performance against our 'vital signs' indicators.
- Current budget position (revenue and capital where appropriate).
- Council Plan priority performance overview.
- A red, amber or green rating for performance and finance.
- Highlights, exceptions and risk relating to delivery of our aims.

The report also includes corporate budget information that impacts across the organisation including an update on the Key Pillars of the Medium-Term Financial Plan approved in February 2025.

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	Safer & Stronger Place
Children and Family Services (Stronger Communities - Nurturing our Children and Building their Future)	
Adult Services and Housing (Stronger Communities - Supporting our Adults)	
Public Health (Stronger Communities - Living a Healthy Life)	
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# Performance & Delivery Summary

This is the third progress update on our [Council Plan for 2025–2028](#), which was approved in December 2024. This plan sets out our ambitious vision for transformation and improvement across all areas of the Council, and we're committed to keeping you informed every step of the way.

This report highlights the progress we're making in delivering the priorities that matter most to our residents and communities. It's designed to provide a clear and transparent view of how each part of the organisation is contributing to our shared goals.

You'll find updates on:

- Financial performance
- Key performance indicators (our 'vital signs')
- Service achievements this quarter
- Challenges and risks we're managing
- How each service is supporting the Council Plan priorities

To make this information as accessible and useful as possible, we've included a snapshot from our [live dashboard](#). This is updated each quarter and includes links to more detailed data, including historical trends, comparisons, and targets.

We're also actively improving the dashboard based on feedback from Elected Members through Scrutiny, ensuring it meets your needs and expectations.

You can explore the latest performance data and dive deeper into the details by visiting our [Council Plan – Performance and Progress](#) web page.

Financial performance is a key part of this report, helping to provide a clear picture of how each service area is delivering on the [2025–26 Business Plans](#), which were agreed at Budget Council. This financial context is essential to understanding how we're progressing with the priorities set out in our Council Plan.

Delivering these priorities is no small task. We're balancing the demands of major regeneration projects, high-profile service transformation programmes, undertaking preparatory work in readiness for the government's decision about the proposals made across Greater Lincolnshire for Local Government Reorganisation, and increasing demands on our day-to-day services. Despite these challenges, we remain focused and proactive in ensuring we have the right resources in place.

To support this, we have our Key Pillars of the Medium-Term Financial Plan: Commercial Council, Productivity, Housing, Transport, Strategic Asset Management and Digital & Technology

We're also working hard to position North East Lincolnshire as a fantastic place to live and work. In terms of our own recruitment to posts that have historically been challenging to recruit to, our enhanced recruitment marketing and the development of our training and development offer AcademyNEL is helping to attract and retain skilled professionals, and we're proud that this work is making a real difference.

**Joanne Robinson - Assistant Director Policy, Strategy & Resources.**

# Performance & Delivery Overview

Service Area	Performance RAG	Finance RAG	Key:
Resources	Green	Red	As planned.
Environment & Regulatory Services	Green	Green	
Economy (Regeneration)	Green	Green	
Economy (Infrastructure)	Amber	Amber	Under target with plans in place to mitigate risk of non-delivery within this financial year or on-going programmes in delivery stage.
Economy (Safer Towns & Communities)	Green	Green	
Children's Services (Safeguarding & Early Help)	Amber	Red	Under target, longer term plans are in place to mitigate within the Medium-Term Financial Plan (MTFP) period.
Children's Services (Regulated Provision)	Amber	Red	
Children's Services (Education & Inclusion)	Amber	Red	
Adult Services and Housing	Amber	Red	
Public Health	Amber	Green	

# Financial Overview

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At the end of the third quarter of the 2025/26 financial year the Council is forecasting a £0.7M overspend against budget, this reflects the ongoing complex social environment in which we operate.

Social care cost pressures continue to significantly affect the overall financial forecast. In Children's Services, despite the continued positive transformation, key challenges persist around education transport and high-cost out-of-area placements. Furthermore, Adult Social Care is experiencing rising demand for long-term support placements, as well as short-stay and support at home care packages.

The Council continues to face financial pressures in relation to reclaiming full housing benefit subsidies from accommodation providers that do not meet DWP criteria for full cost recovery, primarily driven by a rise in unregistered providers. A review of the housing provision, including its impact on subsidy recovery is ongoing, with the aim of implementing actions to mitigate, where possible, adverse future financial impacts.

Offsetting these adverse forecasts is the favourable movement in respect of the Border Target Operating Model (BTOM) within Environmental Regulation, with work continuing to develop and optimise this service.

The socio-economic environment remains challenging, with additional demand for Council services and more general pay and inflationary pressures impacting on financial performance. Service areas continue to proactively monitor budgets to ensure both effective service delivery and financial sustainability.

To help further alleviate ongoing financial pressures, the Council continued to take a more commercial approach through its capital programme and investments, supporting the Council's strategic objective of enabling the growth of a strong and sustainable economy. Major investments continue to progress and will support the growth of the Borough.

The capital programme remains under ongoing review, to ensure it reflects current priorities and projects remain viable. This approach helps to ensure any borrowing the Council undertakes remains affordable, sustainable and prudent.

Moreover, the Council continues to operate within its approved Treasury Management Strategy, with all treasury management decisions being taken with reference to agreed prudential indicators. Taking into account current interest rates, we will continue to utilise short-term borrowing where possible during 2025/26 to meet our borrowing requirement until longer term rates stabilise.

The Council does not operate in isolation from the communities and businesses it serves, and we are continuing to carefully monitor the collection of local taxation given the challenges and wider impacts across the area. In Q3 2025/26 79.3% of Council Tax had been collected, this is in line with the collection rate of for the same period in 2024/25 (79.2%). For Non Domestic Rates, the % collection for Q3 2025/26 (79.3%) which is also comparable with the same quarter last year (79.4%).

Focus remains on delivering long term financial sustainability, via efficient and affordable public services. Priorities identified within the Council's 2025/26 business plans continue to be developed and implemented focusing on transformation, the use of technology and barriers to change.

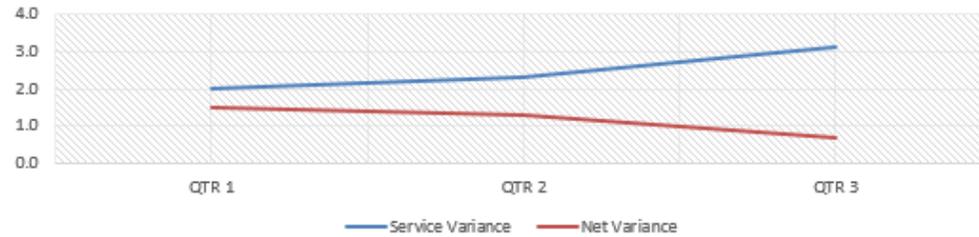
The reform of the Local Government Funding model for 2026/27 onwards, as announced during this quarter, will be critical in shaping the Council's future financial plans and reflecting future service developments. Details of this reform will be included in the refresh of the Medium Term Financial Plan.

**Guy Lonsdale – Section 151 Officer**

# Financial Overview

## FINANCIAL OVERVIEW - QTR3

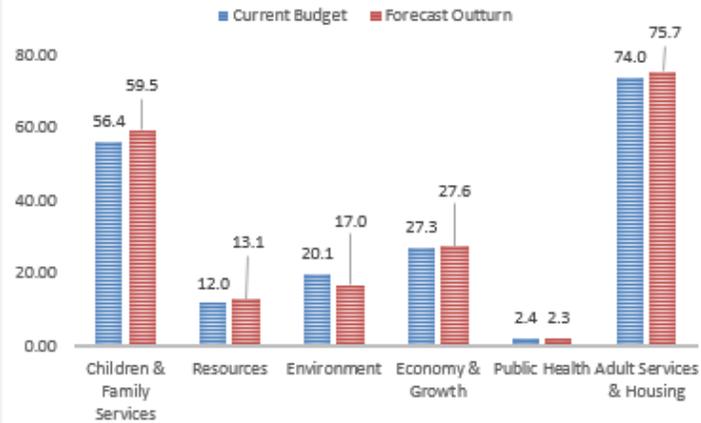
### Quarterly Revenue Spend Forecast Position £'M



### Service Revenue Position

Variance

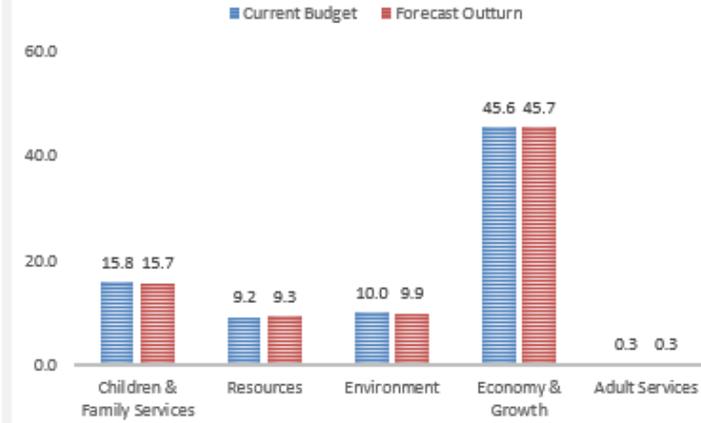
1.63%



### Service Capital Position

Variance

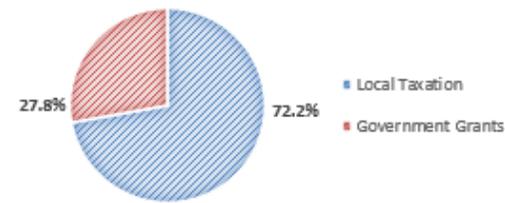
-0.12%



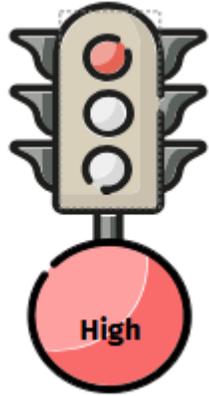
### Service Over Spend Analysis £'M



### Funding



# Financial Outlook

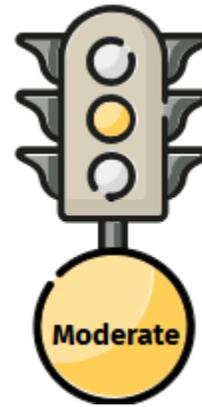


Pay represents a significant element of the Council's cost base and future years pay awards remain a risk for the Council over the MTFP.

Children's Services continue to pose a financial risk due to high service demands, despite ongoing transformation.

Additionally, increased demand for Adult Social Care is also impacting the forecasted spend.

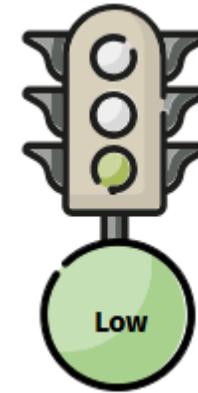
The rise in unregistered housing providers and the overall demand on the housing provision presents another significant financial risk.



Inflation continues to affect Council finances, particularly inflation linked contracts. Although the wave of high inflation seen over previous financial years has declined and inflationary contract uplifts are included within service budgets, inflationary levels continue to be volatile and are monitored to assess future impacts on finances.

Whilst we have seen a reduction in Interest rates over the last year, volatility in rates driven by the wider economic climate still remains. This volatility has the ability to create pressure for the Council in future years in terms of anticipated borrowing costs.

The Council's capital programme continues to be reviewed and reprioritised in light of these issues.



Longer term changes to the local government financial model, including fair funding and business rate retention has been consulted on, with the first multi year provisional settlement received for the 2026/27 - 2028/29 period.

The impact of the fair funding reform and business rate reset has been incorporated as part of the upcoming revision of the Medium Term Financial Plan.

The continuing development of the Greater Lincolnshire Combined Authority ensures local leaders have access to sustainable funding and greater freedom to take decisions on how to provide vital services in the area.

# Revenue Budget Overview

£0.7M

Total Revenue  
Forecast Overspend

£3.1M

Service Budgets  
Forecast Variance

1.63%

% Representation of Service  
Budget Overspend to Net Budget

## Revenue Overview Comments:

The net forecast position at the end of Quarter 3 is an overspend of £0.7M, this reflects a service area pressure of £3.1M which demonstrates the ongoing complexity and financial implications of service demands.

Social care demand presents a significant financial challenge. While notable improvements within Children's Services have led to a real-terms reduction in expenditure compared to 2023/24, in year cost pressures remain. Furthermore, rising demand in Adult Social Care now presents an increased pressure within the financial forecast.

The Council continues to evaluate options to mitigate financial pressures arising from the increase in non-registered housing providers, which do not meet DWP criteria for full housing benefit subsidy recovery.

Optimisation of the Border Target Operating Model (BTOM ) within Environment Services is resulting in a forecast favourable year end position, however the impact of any changes announced by central government in relation to streamlining of the imports will need to be evaluated once known.

REVENUE	Original Approved Budget £'M	Revised Budget £'M	Forecast £'M	Variance	£'M
Resources	9.0	12.0	13.1		1.1
Environment	18.9	20.1	17.0		(3.1)
Economy & Growth	28.9	27.3	27.6		0.3
Children & Family Services	63.9	56.3	59.5		3.1
Public Health	2.1	2.4	2.3		(0.1)
Adult Services & Housing	72.9	74.0	75.7		1.7
	<b>195.8</b>	<b>192.0</b>	<b>195.2</b>		<b>3.1</b>
Corporate Budgets	6.6	15.8	13.7		(2.1)
	<b>202.4</b>	<b>207.8</b>	<b>208.8</b>		<b>1.0</b>
Earmarked reserves	5.1	1.1	1.1		0.0
School Balances	0.0	(1.5)	(1.5)		0.0
<b>Total</b>	<b>207.4</b>	<b>207.4</b>	<b>208.4</b>		<b>1.0</b>
Funding	(207.4)	(207.4)	(207.7)		(0.3)
<b>Net</b>	<b>0.0</b>	<b>0.0</b>	<b>0.7</b>		<b>0.7</b>

# Revenue Budget Movement Overview

## Revenue Overview Comments:

During the financial year, budgets continue to move to reflect service and structural changes.

The following table highlights the budget virements over £0.35M requiring approval within service areas during the current financial year.

*(This list does not include year end technical adjustments)*

BUDGET ADJUSTMENT DESCRIPTION	Resources £'M	Economy & Growth £'M	Childrens & Family Services £'M	Environment £'M	Public Health £'M	Adult Services £'M
<b>Budget Transfer between services</b>						
Schools Budget Setting			(10.4)			
Create Equans salary budget	0.5	(1.2)		0.7		
Pay Award	0.7	0.1	0.9	0.4		
Budget realignment corporate & resources	0.6					
<b>Earmarked Reserve (EMR) Adjustment / Utilisations</b>						
Delivering Better Values grant allocation			0.4			
Various Early Years Education grant allocations			0.5			
Economic Development & Enterprise Zone Relief EMR Allocation		0.5				
Social Demographic Demand EMR allocation						0.7
Social Care Volatility EMR allocation			0.6			
<b>Total Service Budget Movement</b>	<b>1.8</b>	<b>(0.6)</b>	<b>(8.0)</b>	<b>1.1</b>	<b>0.0</b>	<b>0.7</b>

# Capital Budget Overview

(£0.1M)

Capital Forecast  
Underspend

(0.12%)

% Representation of Service  
Capital Underspend to Approved  
Programme

CAPITAL	Original Approved Programme £'M	Approved Programme £'M	Forecast £'M	Variance	£'M
Resources	19.6	9.2	9.3		0.1
Environment	6.8	10.0	9.9		(0.1)
Economy & Growth	67.5	45.6	45.7		0.1
Children & Family Services	14.1	15.8	15.7		(0.2)
Public Health	0.0	0.0	0.0		0.0
Adult Services & Housing	0.4	0.3	0.3		0.0
<b>Total Capital Budgets</b>	<b>108.4</b>	<b>81.0</b>	<b>80.9</b>		<b>(0.1)</b>
Funding	(108.4)	(81.0)	(80.9)		0.1
<b>Net</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>		<b>(0.0)</b>

## Capital Overview Comments:

The approved programme incorporates the latest reprofiling of the capital programme, reflecting revised timelines in several of the more complex and multi-faceted projects where factors including contractual issues, re-procurement or redesign have been encountered.

Full details of the prior capital reprofiling and programme adjustment requests (including those >£350k requiring approval) are shown on the following page.

# Capital Movement Overview

SCHEME	Changes to the Programme 2025/26	Changes to the Programme 2026/27	Changes to the Programme 2027/28	Comments
	£000	£000	£000	
<b>ECONOMY AND GROWTH</b>				
<b>Regeneration</b>				
SHIP Scheme	- 0.140	0.140	-	Reprofile budget into 26/27 to reflect latest spending plans
Heritage Action Zone	- 0.150	0.150	-	Reprofile budget into 26/27 to reflect latest spending plans
Freshney Place Leisure Development	-	7.656	7.656	Reprofile budget into 27/28 to reflect latest spending plans. Detail of project progress is included within accompanying major projects report
Cleethorpes Masterplan - Market Place LUF Scheme	-	0.141	0.350	Reprofile budget to reflect project costs transversing Qtr 4 2026/27 and Qtr 1 2027/28, plus realignment of budget between LUF schemes
Towns Fund - Activation Fund	- 0.121	0.121	-	Reprofile budget into 26/27 to reflect latest spending plans
Cleethorpes Masterplan - Sea Road LUF Scheme	-	2.986	0.450	Reprofile budget to reflect project costs transversing Qtr 4 2026/27 and Qtr 1 2027/28, plus realignment of budget between LUF schemes
Cleethorpes Masterplan - Pier Gardens LUF Scheme	-	1.487	0.800	Reprofile budget to reflect project costs transversing Qtr 4 2026/27 and Qtr 1 2027/28, plus realignment of budget between LUF schemes
Play Zone	- 0.297	0.297	-	Reprofile budget into 26/27 to reflect latest spending plans
House of Fraser	0.050	-	-	New grant funding
Freshney Place Landlord Works / Cap Cons	- 0.138	0.138	-	Base budget which will be flexed each year to reflect expectation in landlord works
Cleethorpes Masterplan - LUF Wayfinding	-	0.269	-	Realignment of budget between LUF schemes
Cleethorpes Masterplan - LUF Logistics	-	0.027	-	Realignment of budget between LUF schemes
Freshney Place RAAC	- 0.140	0.140	-	Reprofile budget into 26/27 to reflect latest spending plans
Grimsby Central Library Asbestos Removal	0.144	-	-	New project approval
<b>Infrastructure</b>				
Local Transport Plan Schemes	-	6.590	7.580	Reflects latest grant funding expectations
A180 Structures	- 0.952	0.952	-	Reprofile budget into 26/27 to reflect latest spending plans. Detail of project progress is included within accompanying major projects report
Bus Service Improvement Plan	-	1.000	-	Reflects latest grant funding expectations
Towns Fund - Garth Lane	- 3.000	3.000	-	Reprofile budget into 26/27 to reflect latest spending plans. Detail of project progress is included within accompanying major projects report
Car Park Schemes	- 0.325	0.325	-	Reprofile budget into 26/27 to reflect latest spending plans. Detail of project progress is included within accompanying major projects report
Transport Hub	- 0.500	0.500	-	Reprofile budget into 26/27 to reflect latest spending plans. Detail of project progress is included within accompanying major projects report
Planned and Preventative Maintenance (PPM)	-	2.542	1.571	Approval of additional budget for regular capital scheme
Cartergate Office Development	- 0.068	-	-	Project complete, remaining budget decommitted
Business Centre Improvement	- 0.100	0.100	-	Reprofile budget into 26/27 to reflect latest spending plans
Heritage Assets at Risk	- 2.800	2.800	-	Reprofile budget into 26/27 to allow consideration for future expenditure requirement to be undertaken
Local Transport Grant	2.124	9.880	6.790	Reflects latest grant funding expectations

# Capital Movement Overview

SCHEME	Changes to the Programme 2025/26	Changes to the Programme 2026/27	Changes to the Programme 2027/28	Comments
	£000	£000	£000	
<b>RESOURCES</b>				
<b>Deputy S151</b>				
Capital Investment Capacity	- 2.266	0.199	- 0.479	Reprofile budget to reflect latest spending plans and allocations to specific projects.
<b>Policy, Strategy and Resources</b>				
ICT Refresh	-	0.231	- 1.169	Reprofile budget to reflect future years budget submissions
Digital Platform	- 0.300	0.300	-	Reprofile budget into 26/27 to reflect latest spending plans
<b>ENVIRONMENT</b>				
Fleet Replacement Programme	- 0.189	0.189	-	Reprofile budget into 26/27 to reflect procurement timelines of fleet
Housing Assistance Grants and Loans	- 0.286	0.461	-	Reprofile budget into 26/27 to reflect latest spending plans, plus additional budget for 26/27
Capital Office Recycling Project	0.047	-	-	New project approval
<b>CHILDRENS SERVICES</b>				
<b>Safeguarding &amp; Youth Justice</b>				
Youth Justice Grant	0.050	-	-	New project approval, alignment with grant received
<b>Education and Inclusion</b>				
Schools - Devolved Formula Cap Grant	- 0.033	0.150	0.150	Reflects latest grant funding expectations
Schools - Backlog Maintenance	0.033	0.250	0.250	Reflects latest grant funding expectations
Schools - Basic Need Sufficiency of Places	- 0.750	2.050	3.000	Reprofile budget into 26/27 for Humberston Park project, plus grant funding expectations for future years
SEND Special Prov Fund	- 0.804	0.804	-	Reprofile budget into 26/27 to reflect expected timelines on primary school spend
<b>TOTAL CAPITAL PROGRAMME</b>	<b>- 10.911</b>	<b>24.053</b>	<b>26.949</b>	

<b>Funding</b>			
External Grants	- 3.688	24.198	17.370
Corporate Borrowing	- 7.179	- 0.189	9.579
Other Private inc S106	- 0.044	0.044	-
<b>TOTAL FUNDING</b>	<b>- 10.911</b>	<b>24.053</b>	<b>26.949</b>

Denotes a Major Project

Denotes a Major Education Project

# Key Pillars of the Medium- Term Financial Plan



# Key Pillars of the Medium-Term Financial Plan

**Focus on cross cutting transformational priorities, aiming to build overall financial resilience**

## People & Place

### Commercial Council

Deliver a more commercial focus inc. Fees & Charges, Rental Income, Investment Properties

### Housing

Priorities centred around housing inc. housing strategies; residential homes; extra care facilities; housing subsidies

### Digital & Technology

Provision of the latest technology to drive efficiency and improve delivery

### Strategic Asset Management

Drive effective utilisation of current estate inc. property rationalisation; fleet management; utilisation of empty spaces.

### Transport

Optimise the transport provisions inc. educational transport; adult transport; bus services; devolution

### Productivity & Cost Effectiveness

Drive optimisation of our resources, to deliver best value inc. invest to save; restructuring; facilities management

**Tackling the wider determinants of health**

# Commercial Council

## Priority Projects Update (including impacts on financials / performance / outcomes)

### **Port Health Transformation (Border Target Operating Model - BTOM)**

The implementation of the BTOM for EU and non-EU imports has contributed to a net positive position within the Environment area. This investment supports regulatory compliance and operational readiness at the border, with a focus on streamlining inspection processes and enhancing digital infrastructure. However, this area is subject to further government streamlining which may impact future forecasts.

### **Fishing Heritage Centre Income Uplift**

A modest but strategic uplift is planned for the Fishing Heritage Centre. This is part of a broader initiative to grow visitor numbers and school engagement through the Humber Museum Partnership, supported by marketing campaigns and event programming funded via the UK Shared Prosperity Fund. The uplift aligns with regeneration priorities and aims to enhance the Centre's financial sustainability while contributing to cultural and educational outcomes.

### **Commercial Estate Rent and Service Charge Reviews**

A saving of £50k is expected from rent and service charge reviews across the Council's commercial estate. However, challenges remain with ongoing pressures in this area, driven by shortfalls in expected rental income and rate charges. The commercial estate remains a key area of financial scrutiny, with service leads tasked with identifying mitigation strategies and improving forecasts. The insourcing of EQUANS contract has provided more transparency over aspects of the commercial estate.

# Productivity

## Priority Projects Update (including impacts on financials / performance / outcomes)

A cross-cutting transformation programme is expected to deliver £0.56M in savings. This includes service redesign, digital enablement, and process automation across multiple directorates.

### **Adult Social Care**

A review of Continuing Health Care and Adult social care packages is underway to ensure appropriate funding contributions from health partners and to align care packages with assessed needs. This is part of a broader effort to manage demand and cost pressures in adult social care. This review is critical given the increased demand the Council has experienced in year.

Key commissioning activity is planned across shared lives, support at home, extra care, and bed-based services. These initiatives aim to reshape the local care market, improve value for money, and ensure sufficiency of provision in line with demographic trends (£0.97M). Engagement with providers is underway.

Additional efficiency savings of £0.54M are being pursued across adult services areas. These include rationalisation of contracts, improved procurement, and better use of technology.

### **Optimisation of Borrowing Costs Aligned with Capital Programme**

Given current interest rates, the capital programme is being actively reviewed to ensure that borrowing is optimised. This includes rephasing projects, exploring alternative funding sources, and ensuring that capital investment aligns with strategic priorities.

# Housing

## Priority Projects Update (including impacts on financials / performance / outcomes)

### Ongoing Delivery

- Reduction in temporary accommodation numbers (baseline 67)
- Homelessness and rough sleeping strategy completion (Jan 2026)
- Rough sleeping numbers continue to be low, outcomes are good managed by an MDT
- Develop Affordable Housing Strategy with support provided by Council House Building Fund grant
- Development of longer-term strategic partnerships for the delivery of social and affordable housing is underway
- Review of the housing register to ensure that all data is accurate
- Review of Housing Subsidy pressures development of different delivery models to mitigate
- Improved case management and decision making
- Re-procurement of housing related support
- Review of Home Choice Lincs in conjunction with North Lincolnshire Council
- Preparing for implementation of Selective Licensing in parts of East Marsh.
- Preparing for implementation of first phase of Renters Rights Act 2025.

### Planned Delivery

- Continue to Influence and increasing supply
- Review NELC's approach to S106
- Building a fit for purpose front door – housing team to start to be based in community settings from Jan 26
- Extra Care Housing procurement (November 25 onwards)
- Children's residential social care – increasing support within North East Lincolnshire

# Transport

## Priority Projects Update (including impacts on financials / performance / outcomes)

### Ongoing Delivery

- Re-procurement of the hire car framework
- Right sizing of pool cars within North East Lincolnshire
- Adult Social Care – review of older people's and working age adults' day services
- Re procurement of home to school transport

### Planned Delivery

- Alignment of application of organisational transport related policies - In place for April 2026
- Review of transport related benefits as part of the job evaluation long term project
- Day service – implementation of new delivery models – April 2026
- Review of community transport

# Strategic Asset Management

## Priority Projects Update (including impacts on financials / performance / outcomes)

### Ongoing Delivery

- Land & Property Strategic Asset Management Plan 2025 to 2028 approved by Cabinet in June 2025, and delivery action plan subsequently approved & implemented.
- Strategic Asset Review multi-disciplinary project team established, currently in 'discovery' stage, collating relevant data and information required. Additional Estates resource prioritised to provide focused support to project team to enable progress.

### Planned Delivery

- Review of commercial estate performance and opportunities.
- Strategic review of the operational and non-operational estate now underway.
- Disposal Programme – At Q3 we are in train to exceed this financial year's minimum disposal budget.
- Bring forward the revised business case for the development of Holme Hill former school as part of the operational estate.
- Develop the business case for the refurbishment of Grimsby library on receipt of all structural survey information.

# Digital & Technology

## Priority Projects Update (including impacts on financials / performance / outcomes)

### Ongoing Delivery

- Delivery of our Artificial Intelligence Prototypes & governance development continues – AI Minute pilot has now finished. The Magic Notes pilot has come to an end and a second pilot has commenced with System C.
- Further training and development has been delivered on Microsoft 365 copilot which builds organisation capabilities and empowers staff to work more efficiently and harness the full potential of AI. Targeted training is taking place with licensed users.
- The Council completed their engagement in the AI Policy Agent prototype led by North Yorkshire Council. The pilot is running with the Proof of Concept report due in January. The policy area for the pilot is Housing and Adult Social Care and focuses on six policies.
- The roadmap to move the Council's documents to a centralised cloud hosted document store is being progressing well with 80% completion to date. Additional tools are being implemented to support the migrations and ongoing usage.
- Work has been completed on migrating the Safer and Stronger content to the Council website. Both the Safer NEL and Livewell external websites have now been decommissioned, as all content is now migrated.
- The highway asset team introduced Vaisala Road Ai to their working practices in October 2025.
- Work has been taking place to develop the data warehouse prototype with children and young people's data. This involves moving our data warehouse to a hosted Microsoft Azure environment to speed up report processing. This transition also improves resilience by reducing reliance on internal resources and ensures we have secure daily backups to support continuity and ongoing operations.

### Planned Delivery

- The final evaluation for the AI policy pilot is now being completed and options for continued access to the tool are being explored with North Yorkshire Council
- Exploration and prototyping is commencing using M365 copilot agents for chat functions to support users for internal service support. Deep dives are taking place with two services to develop the opportunities for use of agents to progress the benefits realisation of Microsoft 365 copilot. These are currently focussed on internal services whilst the technology is explored.
- The Digital Platform work has now been refocussed and will include the previous digital platform work, the customer portal and digital inclusion.
- Testing of the Children's Platform is scheduled to place during early February prior to go live mid February. Detailed planning is taking place for planned downtime.
- Phase 1 of the move of documents to a cloud hosted document store continues with completion due by 31<sup>st</sup> March.
- The data warehouse will be made live with children and young people's data during quarter 4.

# Finance and Performance Review against Council Plan Priorities and Service Areas



## STRONGER ECONOMY

- Supporting Industry, Business & Housing
- Growing Skills
- Attractive & Vibrant Town Centres
- Improving our Journeys
- Happy Visitors & Great Leisure
- Preserving our Heritage



## STRONGER COMMUNITIES

- Nurturing our Children and Building their Future
- Supporting our Adults
- Living a Healthy Life
- Good & Sustainable Homes
- Telling our story of Culture and Heritage
- Clean & Safe Streets & Open Spaces



## GREENER FUTURE

- Our Waste and Recycling
- Looking After and Protecting our Parks and Public Spaces
- Our Coastline
- Our Green Ambition



## ENGAGING AND EFFECTIVE COUNCIL

- A Great Place to Work and Develop
- Financially Stable
- Effective Management of Assets
- Accessible and Engaging
- Digitally Smart

## Stronger economy and stronger communities



# Resources

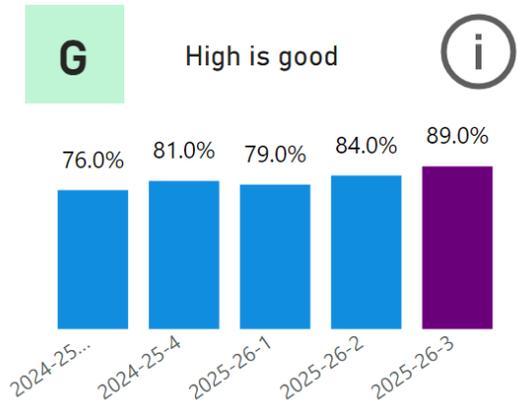
## Engaging and Effective Council

As we work with our partners, our people and our colleagues, we must ensure that we provide services that are effective, value for money and deliver what our residents want, and what is best for our borough. We can only do this if we get the very best from our employees and use all that is available to us to take North East Lincolnshire forward.

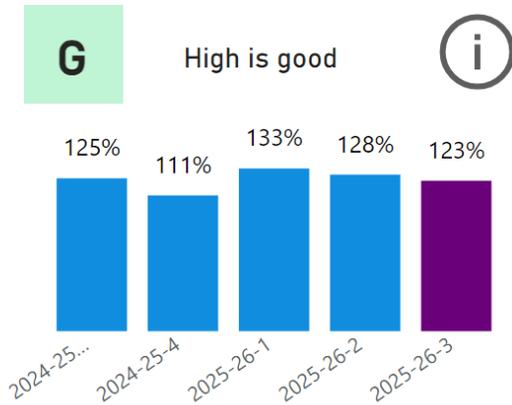




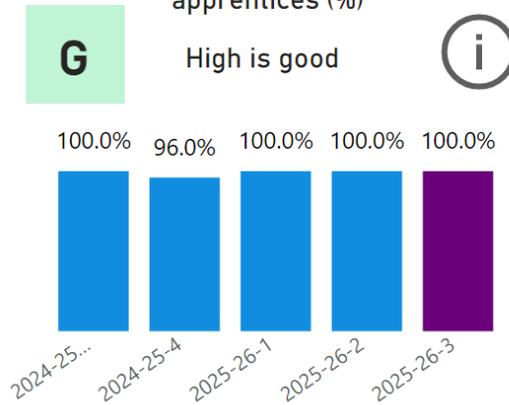
Proportion of permanent social work qualified staff (%)



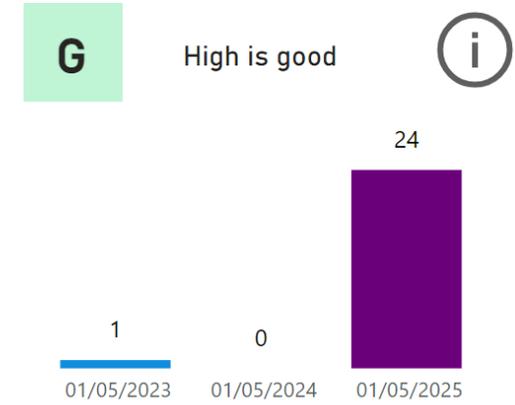
Apprentice Levy Year To Date Spend



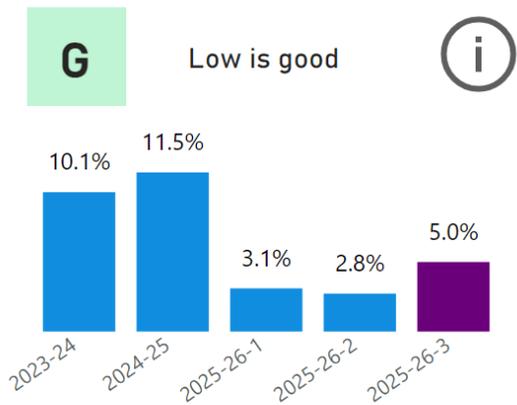
Placement retention and progression to a substantive post - Graduate and apprentices (%)



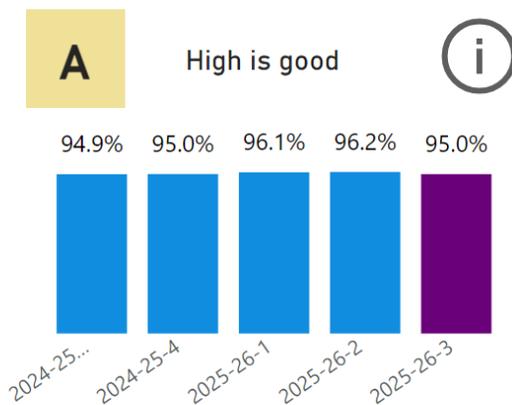
NPS Score (Employee Voice and Pulse Survey)



Employee Turnover Rate



The average attendance per full time employee (%)



Total RIDDOR incident rate



# Performance Overview

## Resources (1)

Council Plan Priority	Commentary
<b>Engaging and Effective Council - A Great Place to Work and Develop</b>	<p>In Q3, the Council continued to make steady progress toward becoming an engaging and effective organisation where people feel supported, valued and able to perform at their best.</p> <p>Workforce indicators on slide 23 show consistently strong performance across key measures. Permanent social work staffing remains high, sustaining the improvement achieved through the focused recruitment and retention activity earlier in the year. Apprenticeship Levy spend continues to track positively, reinforcing our commitment to developing internal talent pipelines and supporting hard-to-recruit areas.</p> <p>Attendance levels remain strong and stable, reflecting ongoing work to strengthen wellbeing, early support and attendance management. Employee turnover remains low, helping maintain service continuity and organisational knowledge. Safety performance continues to be strong, supported by a low RIDDOR incident rate.</p> <p>These Q3 results indicate that the foundations of a positive workforce culture continue to strengthen. Strong apprentice and graduate progression, improved stability in specialist roles, and consistently positive workforce indicators all demonstrate the impact of sustained investment in people, leadership and organisational development.</p> <p>The Resources service area is rated green for performance, though red for finance, reflecting challenges that are being actively managed.</p>

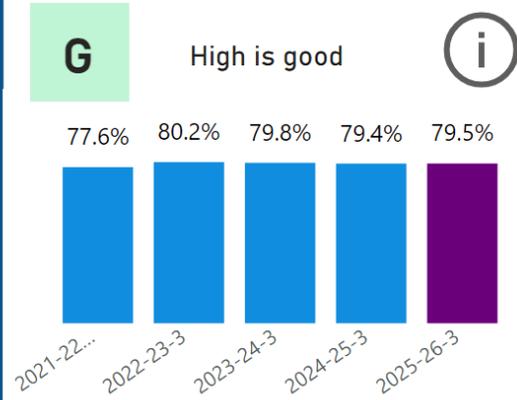
# Engaging and Effective Council Financially Stable



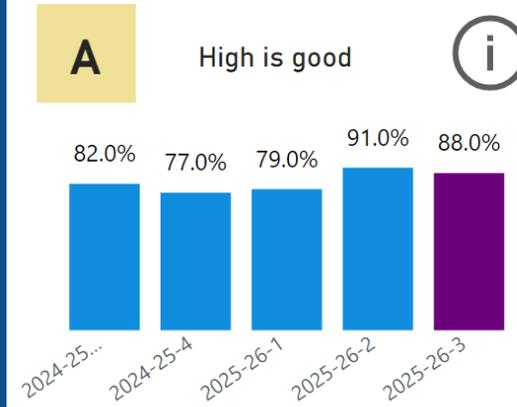
Council tax collection achieved (%)



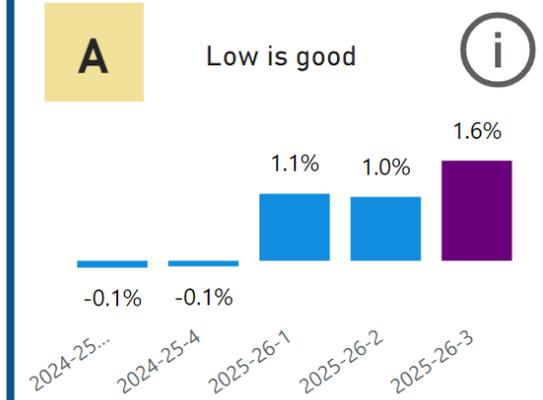
National non-domestic rates collection achieved (%)



Capital programmes forecast to be delivered (%)



Variance against revenue service budget - Revised (%)



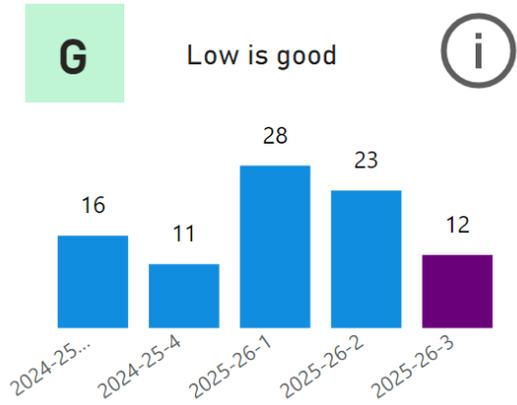
# Performance Overview

## Resources (2)

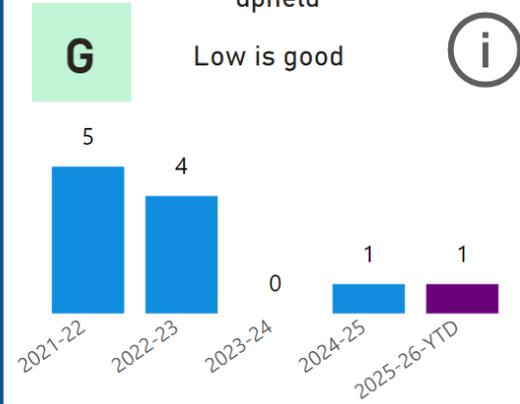
Council Plan Priority	Commentary
<b>Engaging and Effective Council - Financially Stable</b>	<p>Council Tax collection data is shown in comparison to collection levels at the same point since 2021/22 and the liability amount has increased each year. Although collection is up slightly at the end of quarter 3 of 2025/26 compared to last year, whole year collection has dipped slightly year on year due primarily to the cost of living challenges, particularly for residents who are in receipt of Council Tax Support. We continue to assess the use of the Council Tax Hardship Fund and signpost residents to other support and guidance when they are struggling to pay.</p> <p>National Non-Domestic rates (NNDR) overall liability has increased this year to £65.3m from £61.7m in 2024/25. Collection had started well, with the percentage collection performance being higher at the end of quarter 1 in comparison to last year, this has fallen behind during quarter 2 and caught up a little in quarter 3 and is only slightly lower than the same point last year. Regular analysis is undertaken to determine any obvious reason for the downturn, other than the additional liability.</p> <p>The Financial Overview (page 6) provides further context in terms of both capital and revenue challenges and mitigation actions.</p>



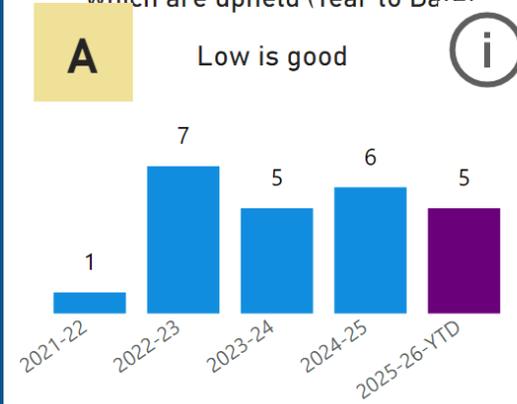
Housing Benefits average days to process



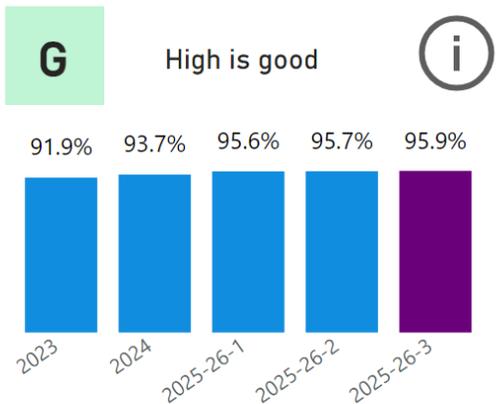
Freedom of Information cases referred to the Information Commissioner which are upheld



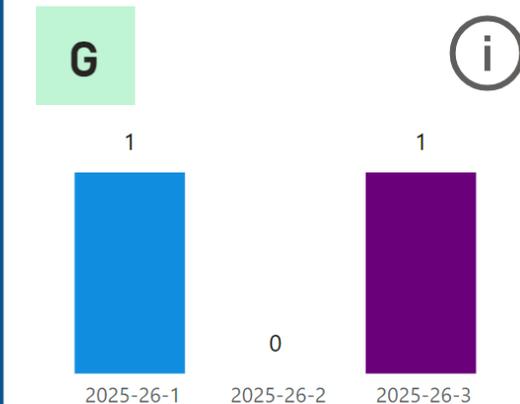
Complaints referred to the Local Government and Social Care Ombudsman which are upheld (Year to Date)



Households and businesses connected to gigabit-capable broadband (%)



New technologies delivered from our ICT Roadmap in 25/26



# Performance Overview

## Resources (3)

Council Plan Priority	Commentary
<b>Engaging and Effective Council - Accessible and Engaging</b>	<p>During 2025/6 there has been a single FOI complaint against North East Lincolnshire Council upheld by the Information Commissioner's Office. This complaint related to Council-wide information published on the internet. This continues the strong performance seen in 2024–25, when only one case was upheld across the entire year.</p> <p>This positive trend comes despite a rise in the number of FOI requests received, at Q3, 1048 compared to 909 at the same point in the previous year. We are continuing to work with services to proactively publish information and data that is frequently requested.</p> <p>Complaints referred to the Local Government and Social Care ombudsman which are upheld - in Quarter 3, the LGSCO made eight decisions about complaints involving North East Lincolnshire Council. Of these, only one was upheld, relating to environmental protection services. This brings the total number of upheld complaints for the year so far to 5 which is a slight increase on the same point last year.</p> <p>Given the increase in the overall volume of complaints received by the Council, 257 to date this year compared to 187 at the same point last year, this low number of upheld cases reflects positively on the Council's complaint handling and resolution processes.</p> <p>This performance also compares well with other councils. In 2024–25, North East Lincolnshire had six complaints upheld by the LGSCO, with an upheld rate of 67%, below the national average of 74%. This suggests we are performing well when compared across England, including some of our regional neighbours. Although challenging, if the current trend continue, we remain on track to meet our annual target for this vital sign.</p> <p>Housing Benefit performance has improved during Q3 for new claims and changes in circumstances and is on track to meet the expected target of 24 days over the course of the year. Other DWP work is achieving top quartile achievement nationally.</p>
<b>Engaging and Effective Council - Digitally Smart</b>	<p>We are continuing to develop our key platforms, working with services to ensure technology meets business needs. Key areas of focus have included Children's Services, Resources and Environmental services platforms. The ICT and Digital Strategy has been refreshed and is being launched in quarter 4. Work has commenced on developing our data warehouse approach to support the Council's Insights development with a focus on children and young people's data. Discovery activity is progressing in relation to Digital Inclusion including behavioural mapping research into digital inclusion in the over 60s as part of a multi-Council government funded project.</p>

# Revenue

# Resources Budget

**6.23%** Of Total Revenue Service Budgets

**£1.1M** Forecast Revenue Overspend

**9.53%** Variance as % Of Total Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Deputy s151	2.1	4.0	1.9
Law and Governance	2.8	2.4	(0.5)
Policy, Strategy and Resources	2.9	2.7	(0.1)
Assistant Director People & Organisation	4.1	4.0	(0.1)
	<b>12.0</b>	<b>13.1</b>	<b>1.1</b>

## Service Comments:-

A pressure remains within the Deputy s151 service area (£1.8m), owing to the council's limited ability to recover full housing benefit subsidies. This is driven by payments made for accommodation that doesn't meet DWP criteria for full cost recovery —particularly non-registered providers and temporary housing. Since this is a demand-led service, costs can vary throughout the year. A review of the housing provision and its impact on subsidy recovery is underway to minimise the projected financial impact.

The service continues to review opportunities to manage the overall budget envelope and mitigate pressures where possible. Savings have been realised from across the services including election cost savings, a reduction in childcare legal costs and ICT costs being charged to capital schemes where appropriate.

# Capital

**11.38%** Of Total Capital Programme

**£0.1M** Forecast Capital Overspend

CAPITAL	Original Programme £'M	Approved Programme £'M	Capital Forecast £'M	Variance £'M
Deputy S151	15.3	7.1	7.1	0.0
Policy Strategy and Resources	4.3	2.2	2.2	0.1
Law Governance and Assets	0.0	0.0	0.0	0.0
	<b>19.6</b>	<b>9.2</b>	<b>9.3</b>	<b>0.1</b>

## Service Comments:-

**Deputy S151 (£0.0M)** – Covers flexible use of capital receipts (£2.15M) and Investment Capacity (£4.9M), full expenditure expected for the year.

**Policy, Strategy & Resources £0.1M** – Spend remains on track.

# Resources

## Achievements, Challenges & Risks

### Performance RAG

Green

### Finance RAG

Red

<b>Achievements:</b>	<p>Recruitment campaigns have delivered strong results, securing high-calibre candidates for key operational roles and further strengthening the Council's reputation as an employer of choice.</p> <p>AcademyNEL continues to build a resilient internal talent pipeline and support long-term workforce sustainability. Work to commercialise the Academy is progressing well, with external candidates now selected for the 2026 Achieve programme, and the Coaching training programme approved for CPD accreditation as part of our growing external development offer.</p> <p>During Q3, a number of teams across Resources played key roles in co-ordinating the Council's proposal in response to the Government invitation relating to Local Government Reorganisation before the submission date.</p> <p>Along with Children's Services, our ICT &amp; Digital team were finalists in the Technology Enabled Lives and Innovation Practice Award at the Social Work Awards 2025.</p>
<b>Key challenges:</b>	<p>The key financial challenges for Resources relate to Housing Benefit Subsidy recovery. Whilst the budget impact is shown in Resources, the root cause relates to placements made by the housing team for people who require temporary and supported accommodation, as detailed on page 29, a Housing Transformation plan has been developed, and a Housing board is in place to monitor delivery.</p> <p>Capacity to support multiple projects and programmes is always a challenge however, this is regularly monitored and additional capacity brought in for specific projects as required.</p>
<b>Risk to non-delivery:</b>	<p>None identified at present.</p>

# Environment & Regulatory Services

## Greener Future

Never has there been a more important time to look at our plans for a greener future for all. North East Lincolnshire is benefitting from the renewable energy sector which is positive. But we must also consider how we develop greener hearts and minds across our borough.

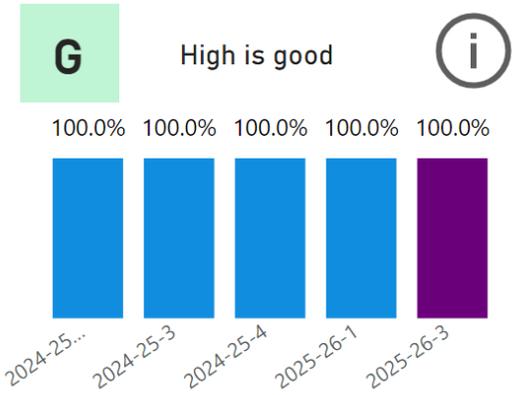


# Greener Future

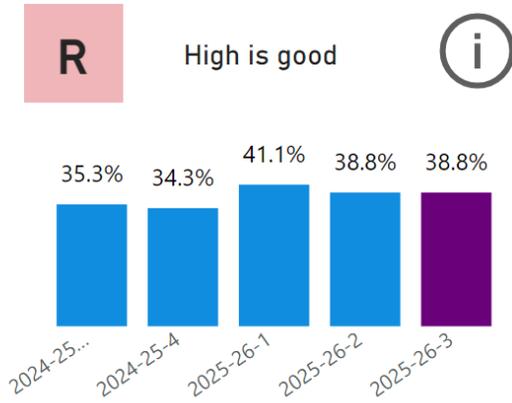
## Our Waste and Recycling



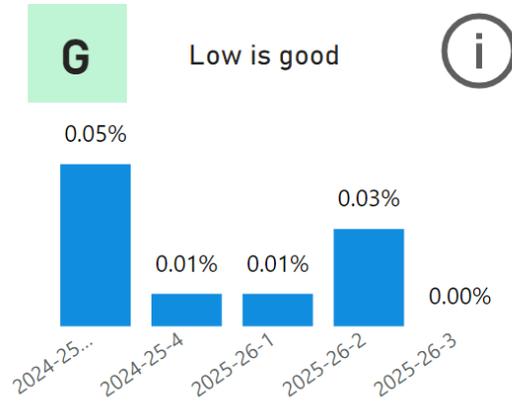
Fly tipping reports collected within 5 working days (%)



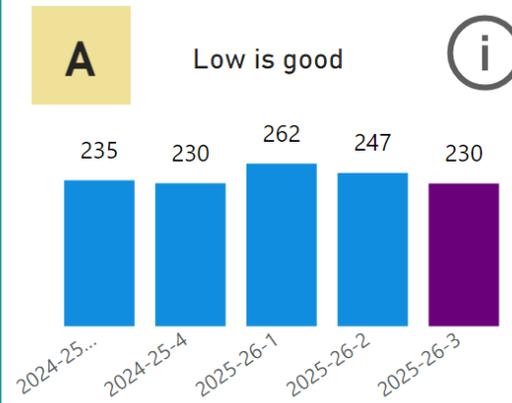
Household Waste sent for Reuse, Recycling and Composting



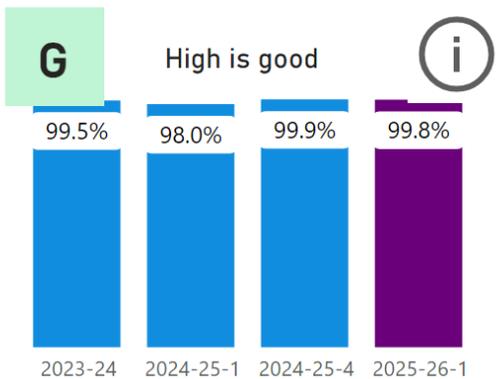
Municipal waste landfilled (%)



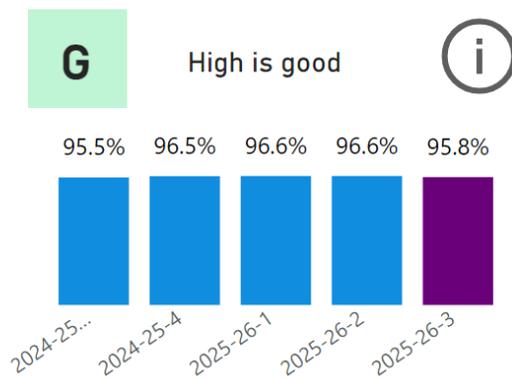
Total Household Waste per 1000 Households (tonnes)



Waste collections completed on time (%)



Bulky Waste Collections Completed on the specified day (%)



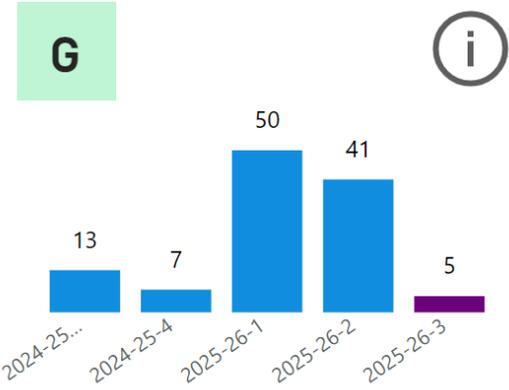
# Performance Overview

## Environment and Regulatory Services (1)

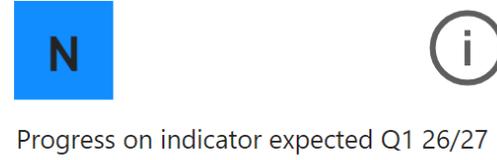
Council Plan Priority	Commentary
<b>Greener Future - Our Waste and Recycling</b>	<p>The Q3 recycling rate (38.8%) remains relatively static in NELC mirroring the national picture. For comparison in 23/24 the yearly mean for NEL Cipfa family group was 38.94% and NELC ranked 8th out of 16 councils (NELC 37.7%). Waste strategy nationally is changing significantly to increase recycling rates and reduce avoidable waste. The Council is making arrangements to implement weekly food waste collections following a Cabinet decision on the preferred option.</p> <p>We are high performing sending zero waste to landfill during Q3. For comparison in 23/24 the mean for NEL Cipfa family group was 5.35% and NELC ranked 6th out of 16 at 0.34%.</p> <p>We have been unable to provide data on missed collections, but we are not aware of any change to our recent performance. Some challenges associated with blocked access, road closures and the condition of private or unadopted roads can impact on day-to-day collections.</p> <p>The total amount of waste per 1000 households is 230 tonnes in Q3, which is slightly less than the previous year. For comparison in 23/24 the annual mean for NEL Cipfa family group was 954 tonnes and NELC ranked 11th out of 16 at producing 989 (lower is better). Assuming an even spread of waste for each quarter the Q3 target is 238.5 tonnes. The reduction is likely to reflect the seasonal variation in garden waste collected.</p> <p>The Q3 data for performance on collecting flytipping within 5 working days shows that we have performed well achieving all collections within the target.</p> <p>In Q3 2025/26, North East Lincolnshire Council achieved a bulky waste collection completion rate of 95.8%, exceeding the target of 95%. This performance reflects our continued commitment to delivering reliable and responsive waste services that support cleaner neighbourhoods and resident satisfaction. There were a total of 1039 planned collections, 995 of which were completed on the booked day. The overall collection numbers are reduced due to the festive period.</p> <p>This result places us above the national average, with benchmarking data from WasteDataFlow indicating that many councils report completion rates between 92% and 95% for bulky waste services. Our performance demonstrates effective operational planning and a proactive approach to service recovery when issues arise.</p> <p>Depot Rationalisation, work is ongoing to deliver a single modern operational depot.</p>



## Fixed Penalty Notices Issued for Public Space Protection Orders [Manual RAG]



## Electric vehicle points that the council has funded via government grants.



## Total CO2 emissions across Council Assets (tonnes)



# Performance Overview

## Environment and Regulatory Services (2)

Council Plan Priority	Commentary
<b>Greener Future - Looking After and Protecting our Parks and Open Spaces</b>	<p>We continue to strive to ensure our parks and open spaces are looked after and protected. There are eight main destination parks across the borough, which receive regular visitors, various events and community groups who use the space.</p> <p>Play Areas are inspected on a regular basis, to ensure the spaces and equipment are safe for children and families to enjoy and learn.</p> <p>Work aligns to the approved tree strategy which supports the maintenance of the borough's trees. A number of trees have been planted within parks and open spaces, watering and maintenance regimes take place so that they can thrive, a few have failed due to vandalism. This has all been possible through external funding. We continue to engage with wider partners on tree planting initiatives across the borough.</p> <p>A task force has been established to focus on our resort which focusses on safety, maintenance and cleanliness.</p> <p>Fixed penalty notices for Public Space Protection Orders are reported as a proxy measure for pride in the community. Targets are not set for enforcement work as this is unlawful. In Q3 5 Fixed Penalty Notices were issued under the PSPO which is a reduction on the same period in 24/25. The overall reduction in Q3 is likely to relate to the end of the resort beach dog control restrictions.</p>

# Performance Overview

## Environment and Regulatory Services (3)

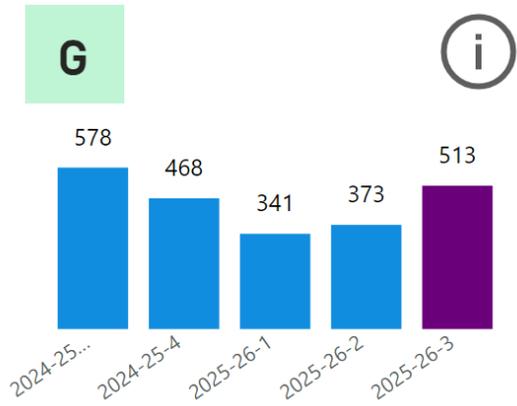
Council Plan Priority	Commentary
<b>Greener Future - Our Coastline</b>	<p>The research and Engagement Officer and Coastal Ranger continue to work on the coastline, this includes walks and talks along the coastline raising the profile of the unique heritage asset. More than 100 people have attended the engagement events held by the Coastal Ranger so far and we have engaged nearly 700 people across the project at events. A survey asking people how we can better protect our coasts natural heritage and what we could do to engage more people with our coasts natural heritage has just closed with more than 600 respondents. Officers will be working to analyse the results of the survey over the coming months to help inform the next stage of the DUNE project.</p> <p>The team are working with the Insights team to develop a dashboard to collect and report on data and a full engagement plan has been created.</p> <p>In addition, and as part of the DUNE Project, the group held two engagement sessions with environmental professionals across the region partnering the DUNE Project, with quarterly meetings now established. This group will feed into the project alongside the public engagement to help drive future phases of the project. We are working on Phase 2 of the DUNE Project, with an application to National Lottery Heritage Fund for further funding.</p> <p>Successful delivery of the Council's award-winning mitigation sites continues with more than 110 species of bird having been recorded using Cress Marsh and Novartis since they've been created.</p>
<b>Greener Future - Our Green Ambition</b>	<p>Successful funding previously obtained through two separate applications to the Public Sector Decarbonisation Scheme enables the replacement of old heating systems and improvements in energy efficiency in some of our buildings. RIBA stage 3 assessments are complete, and these projects are continuing and will contribute to improved energy efficiency and long-term financial sustainability. Work continues to review the Council's emissions and explore ways to reduce emissions and increase energy security for the Council.</p> <p>We are continuing to engage with MCCA and Lincolnshire Local Authorities to deliver the Mayoral Renewable Grant and explore all deliverable options for solar panels at Doughty Road garages. Installation is expected in March 2026.</p>

# Stronger Communities

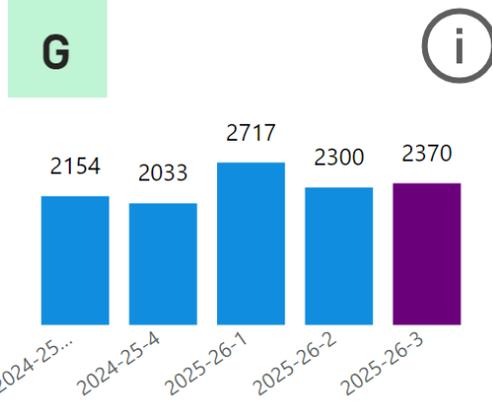
## Clean and Safe Streets and Open Spaces



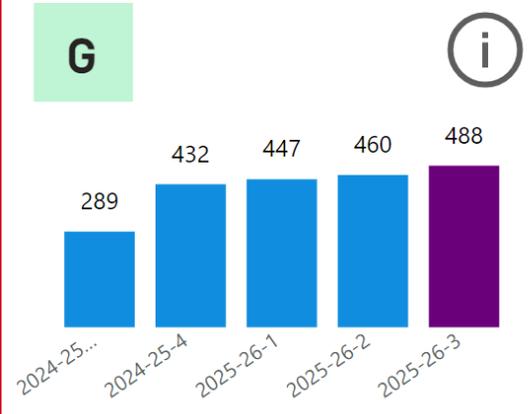
Penalty Charge Notices Issued (Camera Enforcement at Schools) [Manual RAG]



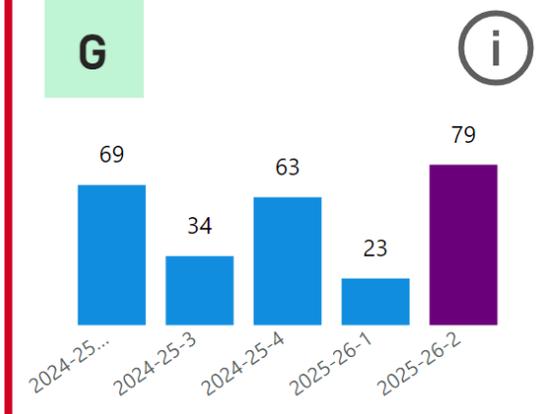
Penalty Charge Notices Issued (Total) [Manual RAG]



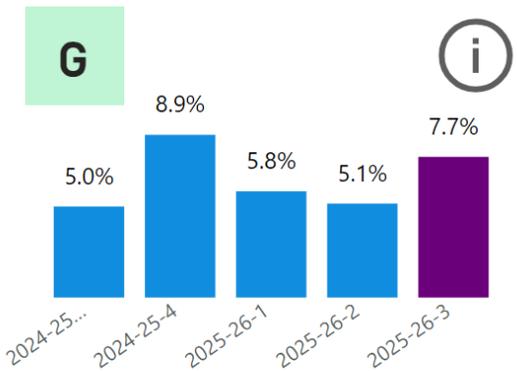
Fixed Penalty Notices Issued for littering [Manual RAG]



Number of Fixed Penalty Notices which progress to formal prosecution [Manual ...]



Penalty Charge Notices (PCN) appeals upheld (original decision upheld) Includes both informal challenge and formal representation (%) [Manual RAG]



# Performance Overview

## Environment and Regulatory Services (4)

Council Plan Priority	Commentary
<b>Stronger Communities - Clean and Safe Streets and Open Spaces</b>	<p>The number of Penalty Charge Notices(PCN) arising from approved devices (cameras) was 513 in Q3. The number of PCNs issued can fluctuate during the year due to school holiday periods when cameras do not operate. There is also a variation due to changes in compliance across the various school sites and new sites being introduced.</p> <p>The total number of PCNs (2370) issued in Q3 has increased by 10% on the same period last year. 11% (270) of PCNs issued were subject to challenge at the date of analysis. 7.7% (182) of appeals were upheld (of the total issued). The percentage of PCN appeals upheld is an indication of the fairness of the initial notice.</p> <p>There are no targets set for the number of PCNs issued as civil parking enforcement authorities are not legally permitted to set targets for issuing Penalty Charge Notices (PCNs). The purpose of parking enforcement is to ensure traffic management, road safety and compliance with regulations.</p> <p>Six wards in the borough received £200K additional street cleaning resources following a one-year budget increase and we have recruited four additional barrow operatives and have implemented a deep cleaning regime. We are also delivering a programme of education in schools on littering and environmental awareness and supporting Community Champions and Community litter picks.</p>

# Revenue

# Environment Budget

**10.46%** Of Total Revenue Service Budgets    **(£3.1M)** Forecast Revenue Underspend    **(15.4%)** Variance as % Of Total Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Environment	<b>20.1</b>	<b>17.0</b>	<b>(3.1)</b>

## Service Comments:-

There is a range of pressures and opportunities across the service, including favourability within the Commercial Regulatory Team from the port following EU exit. There is uncertainty about when the Government will review the current port arrangements, and this is likely to impact on future budget sustainability. The waste disposal contractor confirmed there will be no change to the threshold banding rate however there will be increased costs associated with comingled waste for remainder of current year and thereafter due to instability in recycling commodity prices. Work continues to understand the key drivers behind parking and Civil Enforcement Officer (CEO) budgets to support effective optimisation.

# Capital

**12.38%** Of Total Capital Programme    **(£0.1M)** Forecast Capital Underspend

CAPITAL	Original Programme £'M	Approved Programme £'M	Capital Forecast £'M	Variance £'M
Environment	<b>6.8</b>	<b>10.0</b>	<b>9.9</b>	<b>(0.1)</b>

## Service Comments:-

Capital spend remains on track, costs for all capital schemes continue to be carefully monitored.

# Environment & Regulatory services

# Achievements, Challenges & Risks

Performance RAG

Green

Finance RAG

Green

**Achievements:**

Independent service review taking place for Parking and Enforcement Services – Report expected in February 2026  
Five officers joined the Environmental Health and Housing Team in December and January to provide increased resilience and support service delivery.  
Action Plan agreed with the Food Standards Agency to address the challenges around food interventions. Two officers appointed through Agency with a recruitment exercise underway.  
Successful recruitment of Head of waste & Operational Services.  
New waste collection vehicles ordered for food waste collections.  
Caught on Camera enforcement continues to raise the profile of waste offenders and provide intelligence on those responsible.

**Key challenges:**

Managing expectations about delivery of existing priority services alongside the desire for new and enhanced services.  
Challenges include finite resources, availability of competent workforce, recruitment and retention, and managing demand.  
Preparations for the delivery of the Renters Rights Act 2005 and additional resource requirements.  
Delivery of grant funded projects for decarbonisation plans through Salix Funding.  
Delivering inland food interventions following port expansion and oversight by the Food Standards Agency.  
Awaiting confirmation of government funding for food waste collections.  
Work continues to adapt the port health service to respond to the increased demands generated by the new Border Target Operating Model. Further challenges due to recent government announcement to revise current arrangements again.

**Risk to non-delivery:**

Qualified officer capacity available to deliver inland food interventions affected by demands of port health function resulting in less inspections taking place. Alternative approach to advertisement and recruitment being explored.  
Delays to LNRS may impact on Planning decisions.  
Recruitment and capacity issues in Regulatory Services following in sourcing and in advance of service transformation.

# **Economy & Growth, Leisure & Tourism**



# Regeneration

## Stronger Economy

Our ambition is to create a place where we attract and sustain businesses of all kinds, you will see how this vision runs alongside a determination to work within our communities and with all our partners. We aim to ensure that the residents of North East Lincolnshire have the skills and inspiration to support, work and enjoy all that we have here.

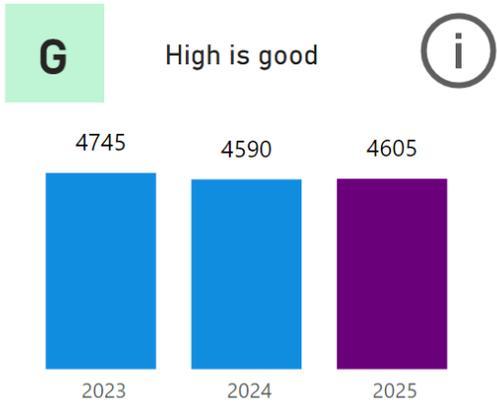


# Stronger Economy

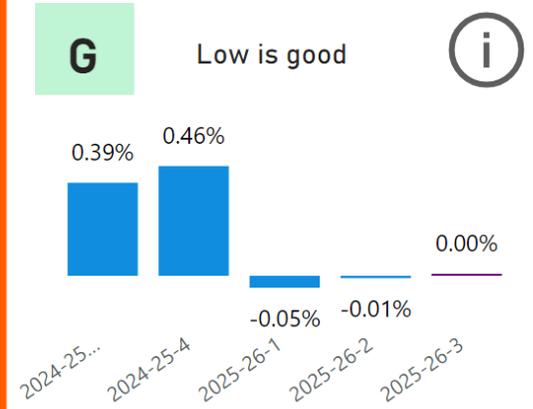
## Supporting Industry & Business



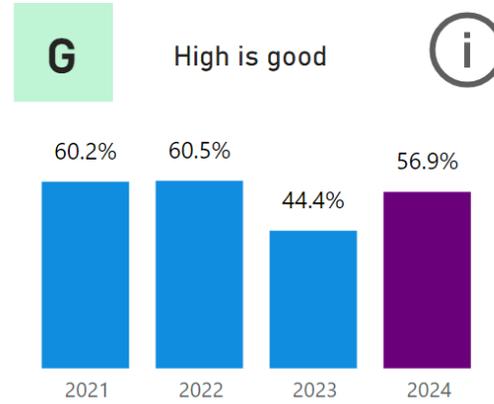
Net change of registered enterprises in North East Lincolnshire [Manual RAG]



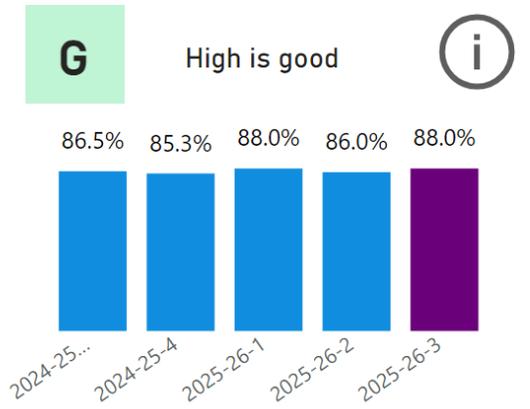
Change of the total number of registered businesses operating from rated premises (%) [Manual RAG]



New businesses surviving 3 years (%) [Manual RAG]



Rated business premises occupied (%) [Manual RAG]



# Performance Overview

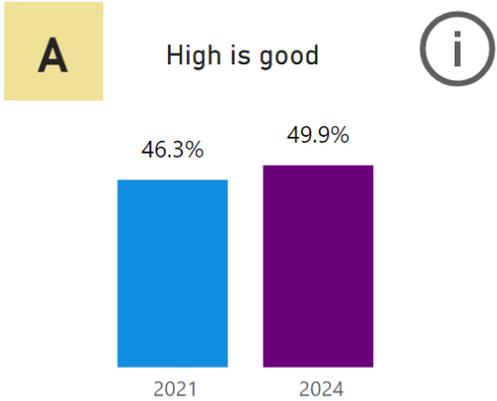
## Regeneration (1)

Council Plan Priority	Commentary
<b>Stronger Economy - Supporting Industry, Business and Housing (Industry and Business focus)</b>	<ul style="list-style-type: none"><li>• Energy technology interest in the region for large scale investment projects are facing particular challenges due to uncertainty around policy, together with water availability and grid connection timeframes.</li><li>• UK Shared Prosperity Fund continues to support a range of business support measures for organisations in NEL, including small revenue grants to assist growth plans, specialist advisor programmes and dedicated business support.</li><li>• CATCH completed next milestone and claim of the Freeport Seed Capital project extension to the existing building to create R&amp;D/Innovation space, increase learner capacity, and create exhibition space.</li><li>• ABP were granted planning permission to develop 100,000 sqft of quality industrial floorspace at The Helm, Stallingborough (Pioneer Park Enterprise Zone), and have commenced construction, completing the second milestone of this Freeport Seed Capital project.</li><li>• The number of business premises occupied has returned to quarter 1 levels of 88%, after a slight but not significant dip in Q2.</li><li>• Business survival numbers (three years from start-up) have been released for the period 2021-2024, showing a considerable increase versus the 2020-2023 period, returning NEL to pre-pandemic levels, and at 56.9%, higher than Yorkshire and Humber (53.7%) and UK (53.4%) comparisons.</li><li>• Much of the data is annual in nature but those which are collected quarterly show a relatively stable position.</li></ul>

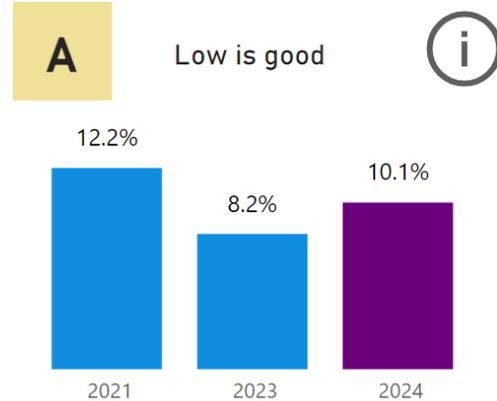
# Stronger Economy Growing Skills



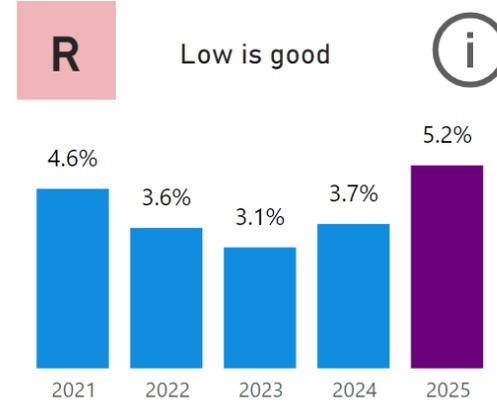
Adults qualified to level 3 and above (%) [Manual RAG]



Adults with no qualifications (%) [Manual RAG]



Unemployment Rate (Office of National Statistics) [Manual RAG]



# Performance Overview

## Regeneration (2)

Council Plan Priority	Commentary
<b>Stronger Economy - Growing Skills</b>	<ul style="list-style-type: none"><li>• Data shows that we have less adults with no qualifications than in 2021 when there was a 5.6% gap with the national average. The gap for those with no qualifications has fluctuated. It decreased to 2.2% in 2023 but had risen again slightly to 3.3% gap by the end of 2024. Whilst this is an improvement on the 2021 data, there is still work to do to narrow the gap.</li><li>• We have more adults with level 2 qualifications in North East Lincolnshire than previous years. The gap has decreased from a 10.7% gap in 2021 to a 5% gap in 2024 demonstrating that skills initiatives are working.</li><li>• The number of adults in North East Lincolnshire with level 3 and 4 qualifications has increased year on year, however the gap with the national averages has continued to widen. At level 3 the gap is 17.7% and at level 4 the gap is 22.9%.</li><li>• The data for July 2024 – Jun 2025 shows that there has been an increase in unemployment from 3.7% to 5.2%. This is 1% higher than the national average of 4.2%. This is an increase from previous quarters and equates to approximately 500 to 700 people. The reasons for the increase are being investigated and will be monitored closely, in partnership with DWP. Reasons include: benefits migration and local redundancies.</li><li>• 11 UK Shared Prosperity People &amp; Skills Projects continue delivery for 25-26 supporting adults into work or training.</li><li>• Continued engagement with the MCCA and colleagues across Greater Lincolnshire to ensure regional and national initiatives support people in North East Lincolnshire. This includes work on the Get Lincolnshire Working Plan, Local Skills improvement Plan and the Connect to Work programme.</li><li>• The Careers Café opened in October, run by The NELC Adult Careers Service and TargetNEL (CIC) in partnership. This drop-in service within Freshney Place has had over 600 people attending between October and December.</li><li>• The Adult Careers Service are on track to deliver their contracted National Careers Service 1:1 appointments. Demand has increased and the NCS contract has been increased to allow over delivery. This means more adults will be able to access support into work and training.</li></ul>

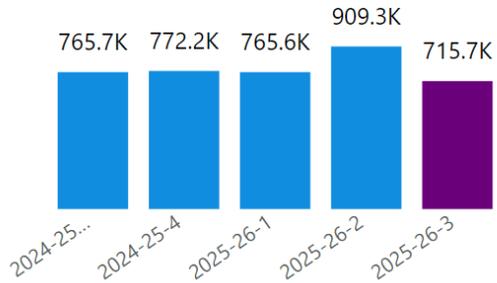
# Stronger Economy

## Attractive and Vibrant Town Centres



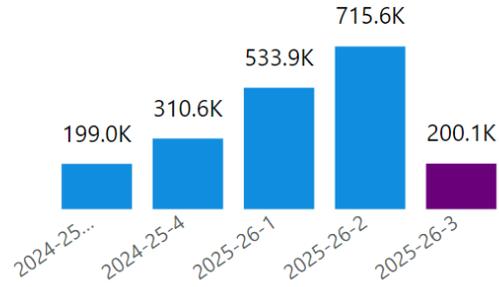
Footfall on Victoria Street, Grimsby [Manual RAG]

**A** High is good



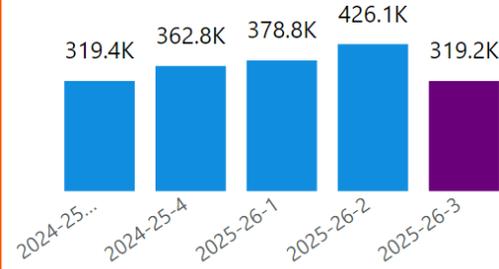
Footfall on the Promenade, Cleethorpes [Manual RAG]

**G** High is good



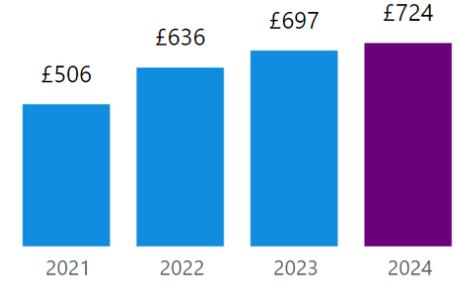
Footfall on St Peter's Avenue, Cleethorpes [Manual RAG]

**G** High is good



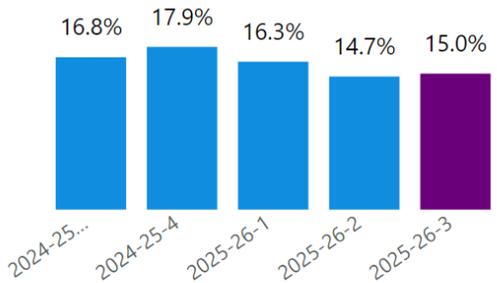
Visitor Economic Impact in North East Lincolnshire (Annual from the Steam Report) - millions [Manual RAG]

**G**



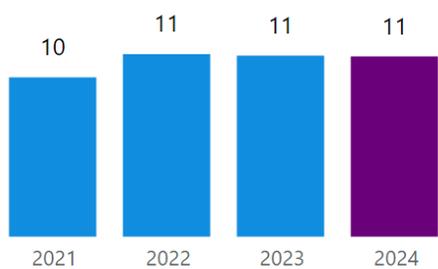
Town centre units vacant for 6 months or longer for Grimsby, Cleethorpes and Immingham Town Centres (%) [Manual RAG]

**A** Low is good



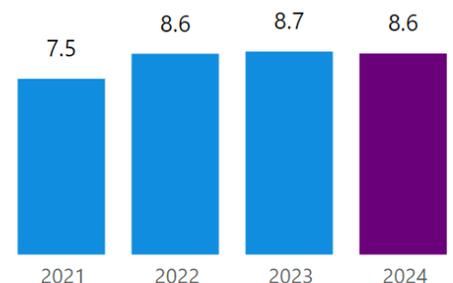
Number of visitor days and nights in North East Lincolnshire (Annual from the Steam Report) - millions [Manual RAG]

**A** High is good



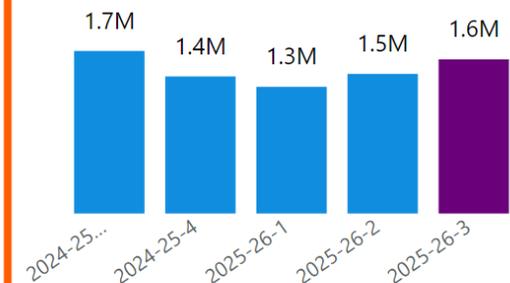
Number of visitors to North East Lincolnshire (annual from the STEAM report) - millions [Manual RAG]

**A** High is good



Number of visits to Freshney Place [Manual RAG]

**A** High is good



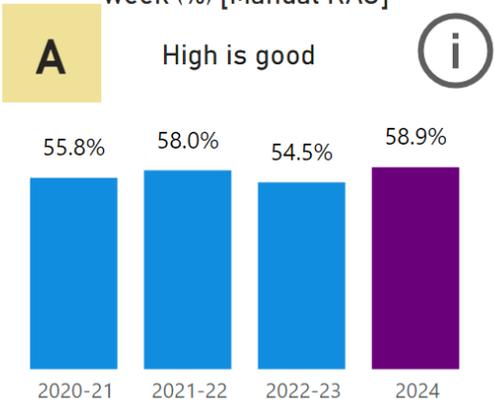
# Performance Overview

## Regeneration (3)

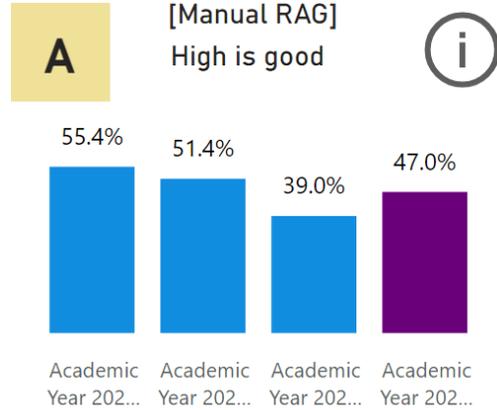
Council Plan Priority	Commentary
<b>Stronger Economy - Attractive and Vibrant Town Centres</b>	<p>Footfall data is important as it allows an assessment of any underlying causal challenges or opportunities such as weather, large events or other matters.</p> <p><b>Grimsby</b></p> <ul style="list-style-type: none"><li>• Victoria Street lighting scheme completed, the last element of the High Street Accelerator Fund programme.</li><li>• Demolition works and piling for the Freshney Place leisure scheme are complete and foundations have been laid.</li><li>• The refresh of the Grimsby Masterplan and Movement Strategy is proceeding.</li><li>• Freshney Place footfall has reduced as expected given the major development works on the leisure scheme. Longer term this development is expected to drive a more varied footfall into the centre and the wider town centre. Nationally, shopping centre footfall fell in quarter 3 across the UK compared to the same period in 2024 and experience-led destinations outperformed traditional retail-only centres. Average spend is generally up for most tenants, however some are down on both spend and footfall.</li><li>• Whilst the quarterly data shows a reduction, the 12 month rolling data for Victoria Street footfall has remained static.</li></ul> <p><b>Cleethorpes</b></p> <ul style="list-style-type: none"><li>• Pier Gardens contractor procurement completed and works due to commence in Q4.</li><li>• A contractor has been appointed under a Pre-Construction Services Agreement for the Sea Road development. The Council is working with the contractor to finalise the technical design and works are due to commence in Q4.</li><li>• Procurement of the principal contractor for the Market Place scheme has commenced (and submissions have now been received in January). Tenders will be evaluated and a contractor appointed in Q4.</li><li>• Footfall in Cleethorpes has remained static for the quarter compared to the same period in 2024 in both the retail area of St Peters Avenue and on the Promenade.</li></ul>



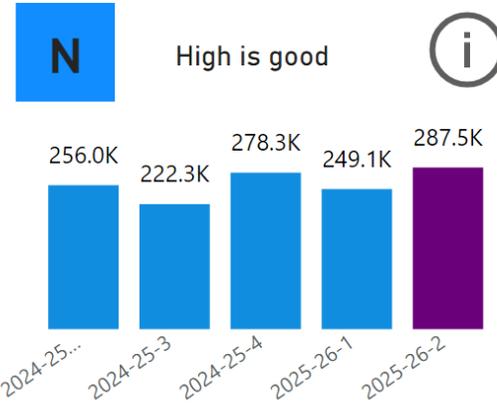
Adults that are identified as physically active - active at least 150 minutes per week (%) [Manual RAG]



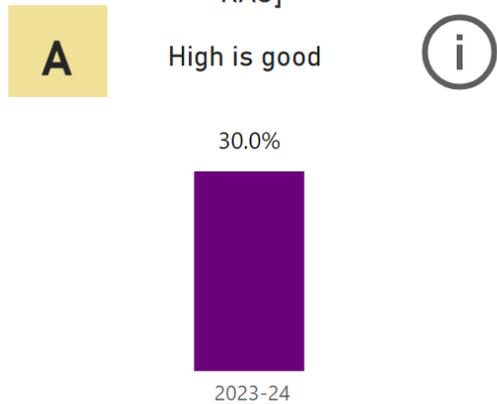
Children and young people that are identified as physically active - active at an average of 60+ minutes a day (%) [Manual RAG]



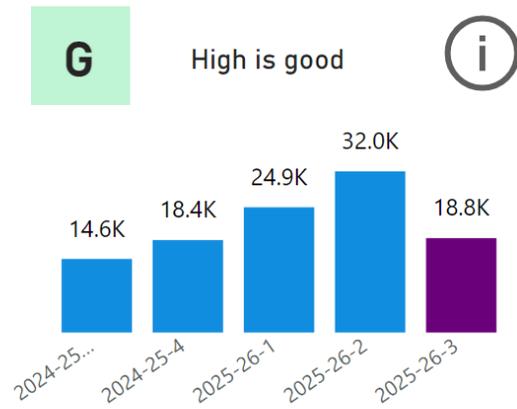
Number of usages at Council leisure facilities



People visiting a museum or gallery in person in the last 12 months (%) [Manual RAG]



Number of visits to the Grimsby Fishing Heritage Centre [Manual RAG]



# Performance Overview

## Regeneration (4)

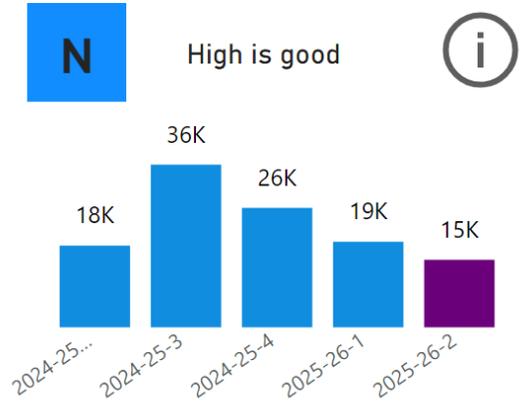
Council Plan Priority	Commentary
<b>Stronger Economy - Happy Visitors and Great Leisure</b>	<ul style="list-style-type: none"><li>• Horizon Youth Zone due to open in February 2026.</li><li>• Increase year-on-year on children and young people that are physically active moving from 39% in 2023/24 academic year to 47% in 2024/25. This increase is moving closer to the regional figures in the Humber and national average of 49%.</li><li>• Planning application submitted for the Roval Drive PlayZone in Immingham supported by secured grant funding from the Football Foundation.</li><li>• Place partnership test and learn grant scheme launched to support local delivery of sport and physical activity.</li><li>• Development of new Playing Pitch Strategy continues with Summer sports assessment stage complete.</li><li>• Created seasonal content for DiscoverNEL website / social media channels to promote the area, including, a UKSPF Autumn campaign.</li><li>• Grimsby Christmas Festival, a 10-day Christmas Market (UKSPF) and Cleethorpes Lights Switch On delivered.</li><li>• Meridian Showground progressing work to raise the capacity of the venue, and a pricing review for 2026 completed.</li></ul>
<b>Stronger Economy - Preserving Our Heritage</b>	<ul style="list-style-type: none"><li>• Visitor numbers up year on year at Fishing Heritage Centre (GFHC), with an increase of 14.5%. GFHC has benefited from concentrated work on expanding its schools offer, education programme and community activities.</li><li>• The Dynamic Collections project ended in December, succeeding in the creation of the Heritage Heroes group, the creation of an online database with 14K paper objects documented, delivery of an exhibition 'Our Past on Paper', and the creation and launch of a Heritage Heroes silent film called Red Grimsby, debuting at Parkway cinema with 115 people attending.</li><li>• New coastal photography exhibition launched at GFHC in December, Stuart Dixey, 'Moments in Time'.</li><li>• Cleethorpes Townscape Heritage Revealed secured £236,000 from Heritage Fund to development plans for next stage of built heritage regeneration in Cleethorpes.</li><li>• Cleethorpes Townscape Heritage Programme works ongoing at both 42-45 Alexandra Road and the Dolphin Hotel.</li><li>• Over 3,000 Cleethorpes colouring books distributed to charities and community organisations.</li><li>• Work continues to redevelop Unseen Arts building on Grimsby Docks.</li></ul>

# Stronger Communities

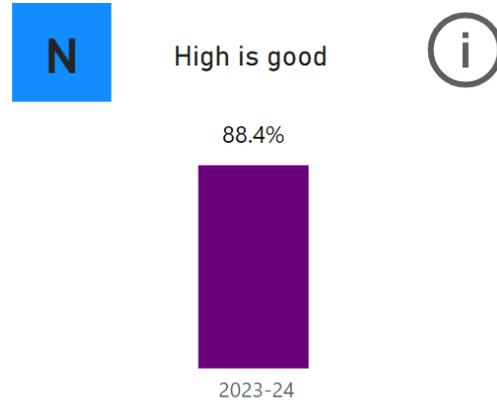
## Telling our Story of Culture and Heritage



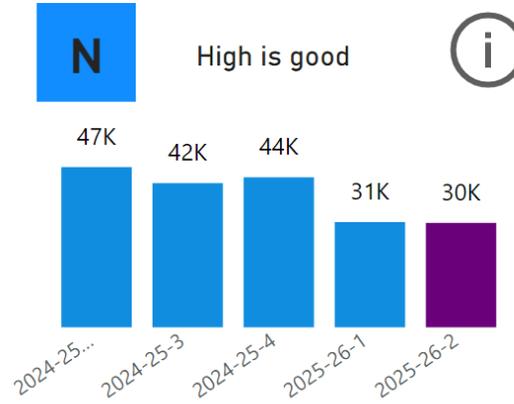
Attendance at performances at the Grimsby Auditorium



People engaged with the arts in NEL in person in the last 12 months - from annual survey (%)



Number of visits at Council libraries (borrowing, renewals, footfall)



# Performance Overview

## Regeneration (5)

Council Plan Priority	Commentary
<b>Stronger Communities - Telling our Story of Culture and Heritage</b>	<p><b>Create NEL:</b> Through Create NEL supported programmes, several projects have been delivered to increase engagement and participation in the arts. This includes:</p> <ul style="list-style-type: none"><li>• Parkside Carpets on Orwell Street received a positive uplift with a new mural by Sean Rodwell as part of the Paint the Town Proud programme.</li><li>• The 2nd Franklin Creative Careers Conference was held on 27th November engaging year-10 pupils across the borough and sixth form students across involved in creative studies</li><li>• Five organisations working with Museums Development North to develop plans for independent museums.</li><li>• Latest round of Heritage Place Hidden Stories grants launched.</li></ul> <p><b>Library and Archives Service:</b></p> <ul style="list-style-type: none"><li>• In previous quarters Library visits have dropped due to the ongoing closure of the Central Library although there has been an increase in visitors to Cleethorpes and Waltham libraries as customers utilise alternative service locations.</li><li>• The temporary library for Grimsby Town centre opened in Freshney Place in Nov 25.</li><li>• Phase-2 library and archives review ongoing, with the Library Services Select Committee established and due to complete and report their findings including recommendations in Q4.</li><li>• Asbestos removal works to the plant room areas in Grimsby Central Library is underway to enable safe roof access for assessment and repairs.</li></ul>

## Revenue

## Economy (Regeneration) Budget

**3.03%**

Of Total Revenue  
Service Budgets

**(£0.5M)**

Forecast Revenue  
Underspend

**(8.3%)**

Variance as % Of Total  
Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Regeneration	5.8	5.3	(0.5)
	<b>5.8</b>	<b>5.3</b>	<b>(0.5)</b>

### Service Comments:-

At the halfway point in the year we are currently forecasting a £483K underspend. The key areas for oversight is planning income (which is largely outside of the authority's control but reviewed on a regular basis) and Freshney Place. There continues to be robust monitoring controls across all revenue areas.

## Capital

**23.61%**

Of Total Capital  
Programme

**£0.2M**

Forecast  
Capital Overspend

CAPITAL	Original Programme £'M	Approved Programme £'M	Capital Forecast £'M	Variance £'M
Regeneration	44.3	19.1	19.3	0.2
	<b>44.3</b>	<b>19.1</b>	<b>19.3</b>	<b>0.2</b>

### Service Comments:-

All capital projects have been through the Council's BDG process and have established governance arrangements in place, including external engagement for schemes that are in receipt of external funding. The overall capital funding within Regeneration has been adjusted during the year to align with reviewed spend profiles.

Future year budgets for Cleethorpes regeneration have been reassessed and aligned to ensure sufficient budget is in place for the three major projects.

# Regeneration

## Achievements, Challenges & Risks

Performance RAG

Green

Finance RAG

Green

### Achievements:

- Careers Café opened with over 600 visits between October and December.
- The Adult Careers Team have successfully delivered on their NCS contract, resulting in additional funds to allow an increase in 1 to 1 appointments.
- Visitor numbers up year on year at Fishing Heritage Centre (GFHC), with an increase of 14.5%.
- Horizon Youth Zone completed and scheduled opening in Q4.
- Grimsby Christmas Festival, 10-day Christmas market (UKSPF) and Cleethorpes Lights Switch On, delivered.
- Cleethorpes Townscape Heritage Revealed secured £236,000 from Heritage Fund to development plans for next stage of built heritage regeneration in Cleethorpes
- Cleethorpes Townscape Heritage Programme works ongoing at both 42-45 Alexandra Road and the Dolphin Hotel.
- Freshney Place Leisure Scheme over 1,000 piles completed.
- Local Plan consultation commenced.

### Key challenges:

- Wider inflationary pressures are a cost risk. Greater cost certainty is achieved when tender processes move to contracting stage.
- Maintaining appropriate levels of project management and supporting resource.
- The wider financial climate represents a potential challenge to the overall ambition of projects.
- Engagement and commitment from a wide range of employers in skills projects.
- Water scarcity remains an impediment to industrial development.
- Reliance on external grant funding in several areas, notably Culture, Heritage, Leisure and Tourism.

### Risk to non-delivery:

- The previous high inflationary environment has resulted in significantly more expensive construction materials and labour shortages have materially increased costs also. This presents a risk to the scope of any project wherever it may be. The primary mitigation measure is to include enhanced inflation contingency and explore value engineering opportunities.
- The availability of specialist resource across a variety of disciplines remains a challenge.
- General capacity to deliver projects and services is an ongoing challenge.
- Strategy, programme and project delivery across the service, notably Culture Heritage, Leisure, Tourism and Skills, including marketing and events, are heavily reliant on securing and maintaining external grant funding and therefore where this does not materialise this presents a risk to delivery.
- Working relationships continue with Anglian Water to address industrial water scarcity.

# Infrastructure

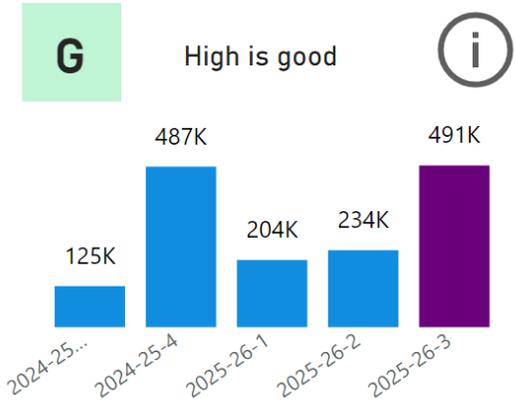
## **Stronger Economy - Improving Our Journeys**

We all need to move around our borough with safe and easy routes across North East Lincolnshire.

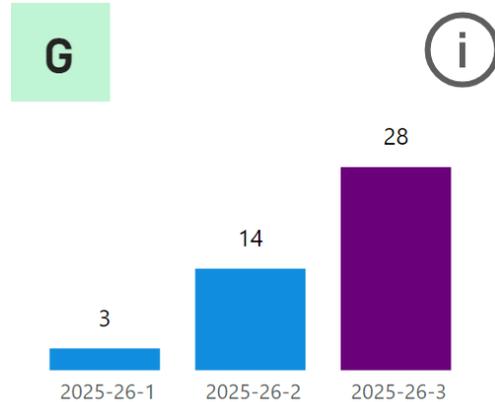




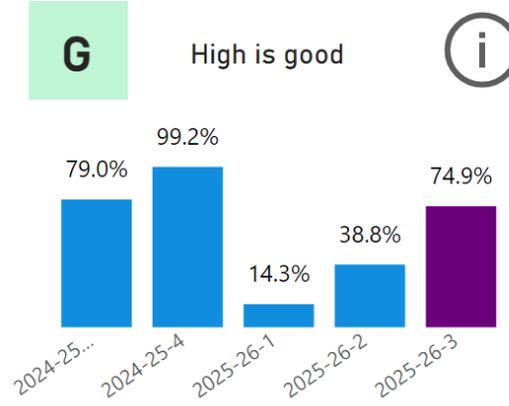
Capital Spend on Road Safety (£)  
(Cummulative values) [Manual RAG]



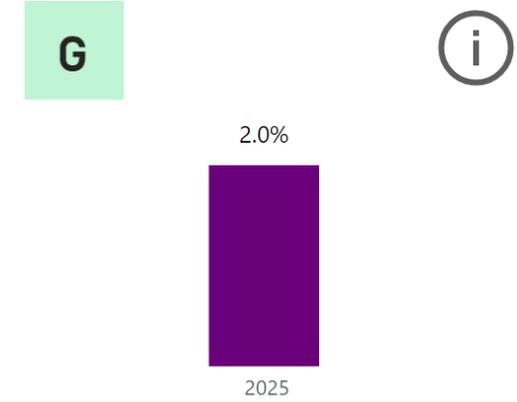
Number of LTP schemes delivered  
[Manual RAG]



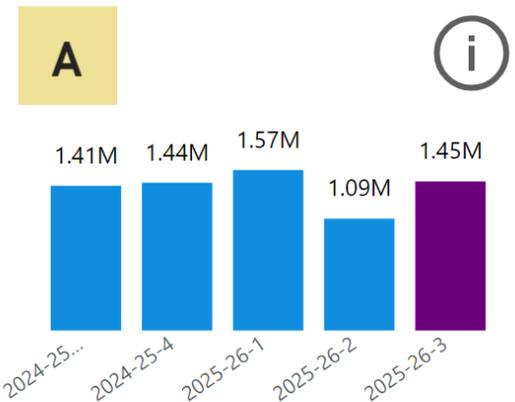
Spend of LTP allocation (%) [Manual RAG]



Road Condition Survey to be undertaken  
to establish a baseline [Manual RAG]



Public Bus Usage [Manual RAG]



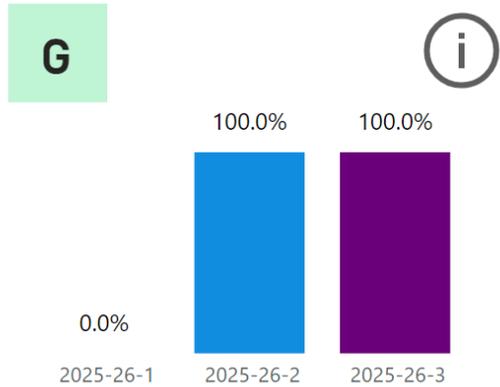
# Performance Overview

## Infrastructure (1)

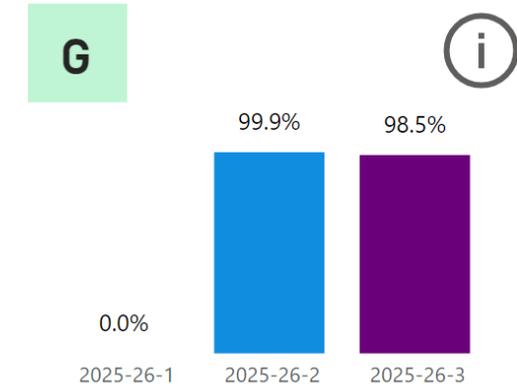
Council Plan Priority	Commentary
<b>Stronger Economy - Improving Our Journeys</b>	<ul style="list-style-type: none"><li>• The Highways and Transportation Service maintains the integrity of our roads and coordinates maintenance and utility activities, ensuring the expeditious movement of traffic throughout the borough to improve journey times and the overall reliability of the highway network. Following the local road maintenance ratings carried out 2025/26 the DfT rates the highway maintenance delivery in NEL as amber overall with areas of green, the highest rate withing the Lincolnshire highway authorities.</li><li>• The Local Transport Plan (LTP) provides the framework for highways and transportation delivery across the network. 2025-26 will see 47 schemes proposed as of now with an overall value of £6.1M, currently the service has delivered 20 which equates to 43% of this year's programme.</li><li>• Two schemes have been deferred from the programme for this reporting period: Peterhouse Road road safety and pedestrian amenity as the scheme is now fully funded through LTG grant funding, and Estate Road parking and waiting restrictions as a TRO will be required which has not been processed in time for onsite works in the current year, so has been deferred to 26/27. One scheme has been added: Larmour Road bends high-friction surfacing and improved signs to address resident safety concerns and to tie in with carriageway resurfacing and BSIP junction works.</li><li>• Every year a road conditions survey is carried out to provide the evidence-based approach that sets the services forward plan for highway maintenance and repairs. The latest survey demonstrates our network is improving on condition which means our investment in planned maintenance is having a positive impact.</li><li>• Public transport usage reduces traffic congestion and lowers carbon emissions all while providing accessible and affordable travel options to connect people to jobs, education and essential services. A series of service enhancements were introduced in June 2025 as part of BSIP delivery, which we continue to monitor progress. These included new and extended services such as the 45 route between Immingham and Cleethorpes Pier, enhanced evening and Sunday timetables on the 9, and improved Sunday services on a series of routes. Free pre-9:30am travel for Concessionary Pass holders and better weather also contributed to increased bus use.</li><li>• Active travel helps to build stronger, healthier communities by encouraging people to connect with their local area, reduce car dependency and improve physical and mental wellbeing (such as cycling, walking and wheeling). In 2025-26 so far we have designed 4 active travel schemes with a total value of £1.4M</li><li>• Road safety is a key priority within the Highways and Transportation service, working with colleagues in Public Health we aim to target the root causes, addressing road safety education to our schools and colleges, managing risk and implementing mitigation measures across the network. Our current road safety based spend for 2025-26 is £350,000.</li><li>• Through our Bus Service Improvement Plan (BSIP) the team aims to improve reliability, rural transport, accessibility and community usage providing all residents of North East Lincolnshire with options in regard to travel. In 2025-26 we have 25 schemes within our BSIP to the value £7M (capital and revenue), currently the service has delivered 15 which equates to 60% of this year's programme, where a further five are underway and five are yet to be started.</li></ul>



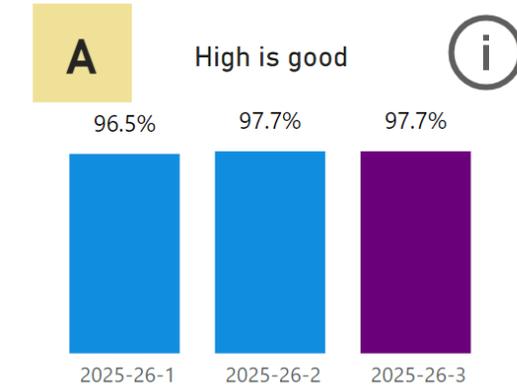
Capital backlog maintenance projects delivered on time (%) [Manual RAG]



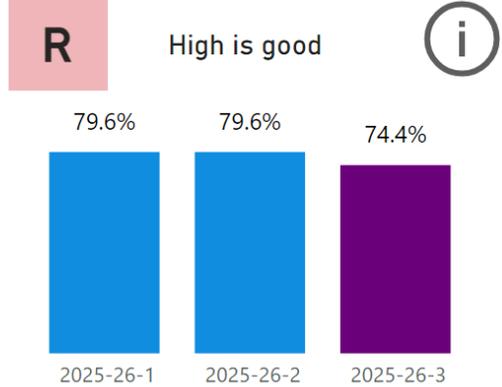
Capital backlog maintenance projects delivered within budget (%) [Manual RAG]



Occupation of the total commercial estate (%)



Occupation of Business Centres and managed workspaces (%)



# Performance Overview

## Infrastructure (2)

Council Plan Priority	Commentary
<b>Engaging and Effective Council - Effective Management of Assets</b>	<p>The Council's Corporate Backlog Maintenance Programme includes all operational properties in the Council's Corporate property portfolio e.g. those properties that are used for service delivery. It does not include infrastructure assets such as roads and bridges. There are currently 138 projects on the tracker, 70 projects have been completed with 69 being delivered within budget.</p> <p>The programme is designed to be flexible, allowing adjustments for emerging projects or those brought forward from future years. This flexibility can result in variations in delivery and spend, as some projects may experience delays or cost changes due to complexity or variable factors. In such cases, completion and associated expenditure may be carried forward into the next financial year.</p>

## Revenue

10.39% Of Total Revenue Service Budgets
£0.6M Forecast Revenue Overspend
3.1% Variance as % Of Total Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Infrastructure	20.0	20.6	0.6
	<b>20.0</b>	<b>20.6</b>	<b>0.6</b>

### Service Comments:-

The forecast overspend is driven by pressures within Facilities Management and Commercial Estate, however the service continues to work to mitigate these pressures. Included in this latest forecast is an overachievement of income on Section 38 & 278 fees for adoption of new roads from housing developments and an underspend for Concessionary Fares Transport driven by the current contract value.

## Capital

32.17% Of Total Capital Programme
£0.0M Forecast Capital Overspend

CAPITAL	Original Programme £'M	Approved Programme £'M	Capital Forecast £'M	Variance £'M
Infrastructure	23.0	26.1	26.0	(0.0)
	<b>23.0</b>	<b>26.1</b>	<b>26.0</b>	<b>(0.0)</b>

### Service Comments:-

The latest forecast shows that the overall capital spend for Infrastructure is on track to the current approved programme, with monitoring of costs for individual projects continuing in line with agreed processes.

# Infrastructure

## Achievements, Challenges & Risks

Performance RAG

Amber

Finance RAG

Amber

**Achievements:**

Sustainable drainage scheme funded via the EA's Innovation fund is nearing completion  
EQUANS staff now transferred and operating under the Infrastructure area within Facilities Management, Highways and Transportation and Professional Services

**Project Management:** Completion of the demolition of Osborne St building in preparation for the Transport Hub with demolition in progress on the Abbey Walk multistorey car park.

**Professional Services:** Handed over two new schools and a large extension to form Cambridge Park SEND facility.

**Estates and Asset Strategy:** Capital Programme for Disposals on track to achieve above the 25-26 target of sales.

**Facilities Management:** The team facilitated and supported 1,562 help calls.

**Highways and Transportation:** The Grimsby and Immingham SuDS Innovation Project has delivered £1.5M of construction and monitoring and educational work, including providing greater flood resilience to at least 105 properties.

**Key challenges:**

Cultural changes between EQUANS way of working and NELC staff being fully supported and encouraged to focus on innovation, ongoing task delivered through support and training packages.

Staffing resources and structures will require review in the coming months following the successful transfer of staff from EQUANS.

Local Transport Grant funding £6.1M coordinating works over this financial year, alongside 2025-26 LTP commitments.

Coordinating the highway network with an increase in highways spending remains challenging with additional training sourced for Street Works staff.

**Risk to non-delivery:**

Highway design resource to meet demands of LTP and LTG – mitigation is in place to provide external resource if required.

Legacy pressures around staffing levels within the EQUANS contract – mitigation is in place to review structures and build and move to a modern local authority delivery model.

# Safer Towns & Communities

## Stronger Communities - Clean and Safe Streets and Open Spaces

Let's be proud of where we live and work and let's see 'our place' looking clean and feeling safe. We are doing lots of work and supporting others to take pride in their local areas. We value those people, community groups, partners and businesses who help us achieve this – and we must keep going.

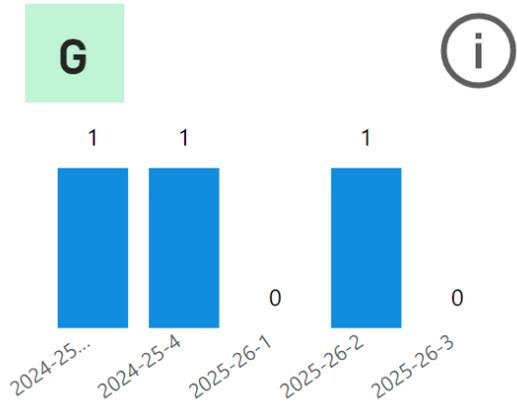


# Stronger Communities

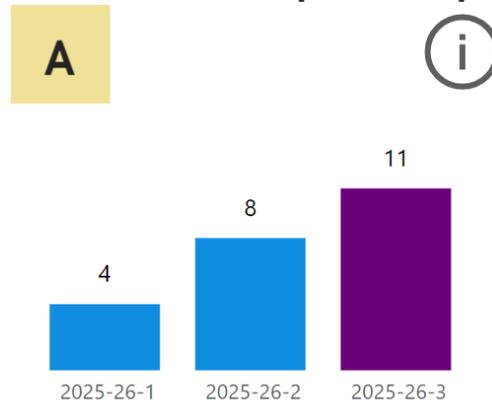
## Clean and Safe Streets and Open Spaces



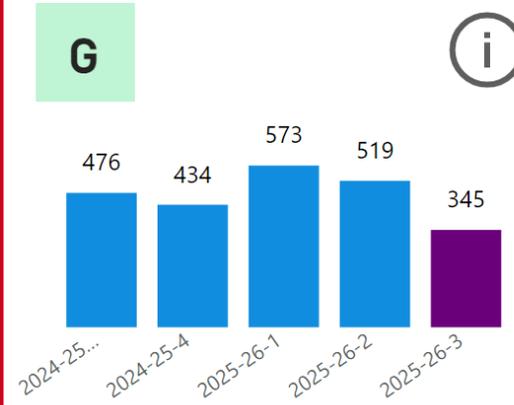
ASB Case reviews received and acted upon [Manual RAG]



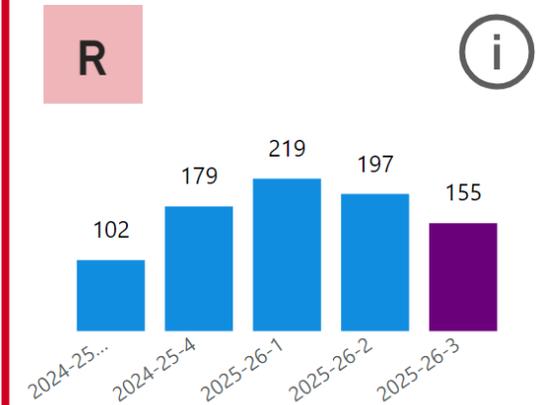
Number of environmental crime FPNs issued or prosecutions supported by CCTV RDC evidence [Manual RAG]



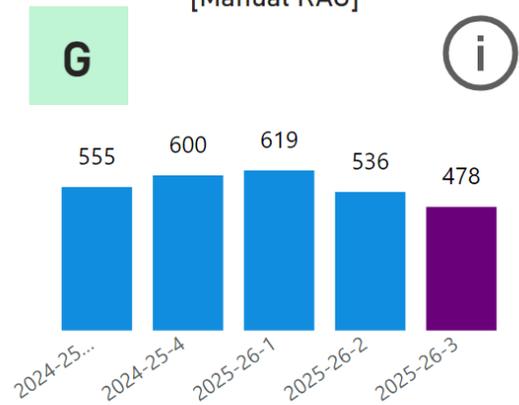
Number of reported anti-social behaviour incidents [Manual RAG]



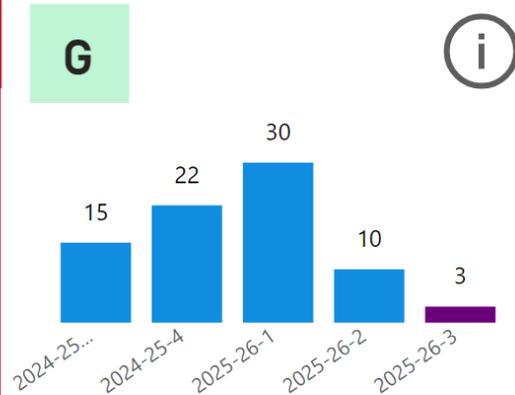
Number of reported youth related anti-social behaviour incidents [Manual ...]



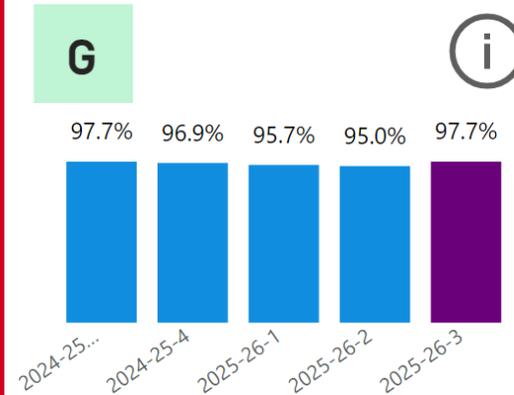
Number of times CCTV has supported an incident attended by Emergency Services [Manual RAG]



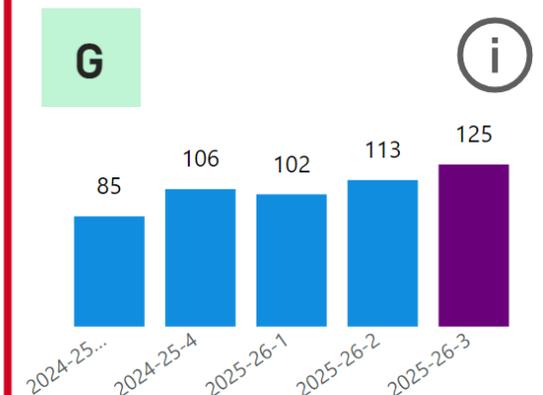
Number of FPNs issued for cycling in GY Town Centre [Manual RAG]



Public Space CCTV fixed cameras operational (%) [Manual RAG]



Number of incidents captured on CCTV and supplied to Humberside Police [Man...]

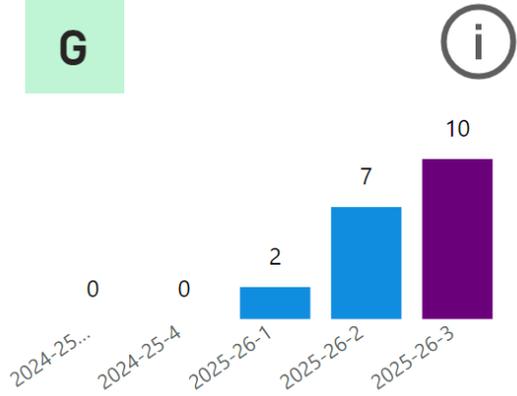


# Stronger Communities

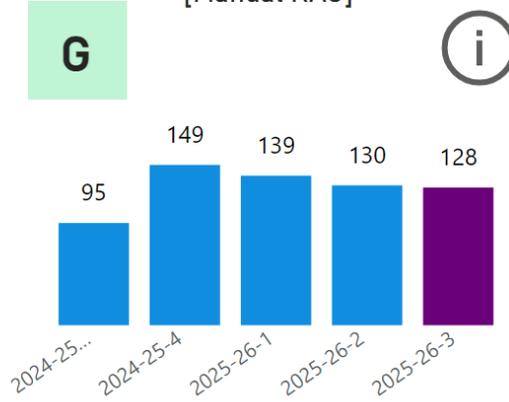
## Clean and Safe Streets and Open Spaces



Number of incidents captured on CCTV and Supplied to Humberside Police resulting in a positive outcome at court [...]



Number of incidents caught in progress and reported to Humberside Police [Manual RAG]



# Performance Overview

## Safer Towns & Communities

Council Plan Priority	Commentary
<b>Stronger Communities - Clean and Safe Streets and Open Spaces</b>	<p><b>Anti-Social Behaviour (ASB)</b> –There has been a decrease in all ASB reports when comparing Q3 24-25 to Q3 25-26 by 27.5% (-131) from 476 to 345, however there was a rise in Youth related ASB by 52% (+53) from 102 – 155.</p> <p>The number of nuisance motorbike incidents rose when comparing the same period as above by 36.5% (+31) from 85 – 116 incidents.</p> <p><b>ASB Case reviews</b> -. There have been no requests for an ASB case review in Q3 25-26.</p> <p><b>Fixed Penalty Notices</b> - There has been a decrease in fixed penalty tickets issued for cycling in the town centre contravening the Public Space Protection Order which is in place to deter cycling, from 30 in Q1 to 10 in Q2 and 3 in Q3. It is evident that whilst there are still those who decide to cycle in PSPO areas, that number is reducing and there are now large numbers of people walking with their bikes through the town centre. WISE Enforcement officers continue to provide patrols and the tannoy system continues to remind people that Victoria Street is a no cycling area. There has also been a dedicated approach to electric scooters and through the Winter Plan for Towns initiative 3 days of action were successfully delivered in November and December 2025 which resulted in 9 illegal e –scooters and 1 car being seized.</p> <p><b>CCTV</b> – North East Lincolnshire Council has a range of Fixed Public Facing Cameras and Rapid Deployment Cameras (RDC) as part of its capability. At the last reporting point 97.7 % of all Fixed Public Facing Cameras were operational and 81% of all ASB Rapid Deployment Cameras were operational. The Fixed Public Facing Cameras have supported 478 incidents attended by emergency services. Of these incidents 27% (128) have been archived and 97% (125/128) of these have been collected and used in the development of an investigation by Humberside Police.</p> <p><b>Prosecutions at Court</b> - This quarter has seen 2 successful prosecutions at court supported by CCTV evidence. Positive outcomes at court utilising CCTV will often be protracted due to the length of time investigations take to get to Court. Longitudinal analysis will enable a better understanding of outcomes over time and will continue to be tracked. There has also been 8 cases with a notification of adjournment received within this reporting period.</p>

# Revenue

# Safer Towns & Communities

0.79% Of Total Revenue Service Budgets    £0.2M Forecast Revenue Overspend    10.5% Variance as % Of Total Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Safer Towns & Communities	1.5	1.7	0.2
	<b>1.5</b>	<b>1.7</b>	<b>0.2</b>

## Service Comments:-

The current forecast pressure is the result of lower than expected grant income, work continues to identify areas of mitigation.

# Capital

0.51% Of Total Capital Programme    (£0.1M) Forecast Capital Underspend

CAPITAL	Original Programme £'M	Approved Programme £'M	Capital Forecast £'M	Variance £'M
Safer Towns & Communities	0.2	0.4	0.4	(0.1)
	<b>0.2</b>	<b>0.4</b>	<b>0.4</b>	<b>(0.1)</b>

## Service Comments:

HSA (High St Accelerator) and Green Spaces capital spending has occurred this financial year with the grant provider agreeing that spend can continue occurring after June 2025 provided plans are in place to fully spend the grant.

The service are currently estimating that they will have an underspend on this project of £50k in this fiscal year.

# Safer & Stronger Towns

## Achievements, Challenges & Risks

Performance RAG

Green

Finance RAG

Green

**Achievements:**

**Operation Mandala (East Marsh/Grant Thorold Park)** - This multi-agency operation to prevent and detect crime has delivered strong results between April and November 2025, with significant reductions across key crime types as follows: **All crime:** ↓ 46% (162 to 86), **Arson:** ↓ 88% (9 to 1), **Criminal damage:** ↓ 43% (23 to 13), **Possession of drugs:** ↓ 66% (9 to 3), **Stalking & harassment:** ↓ 47% (30 to 16), **Violence with injury:** ↓ 38% (21 to 10), **Violence without injury:** ↓ 52% (23 to 11), **All ASB:** ↓ 35% (100 to 65), **Youth ASB:** reduced by 1 incident (9 to 8)

**Public Space Protection Orders (PSPOs)** - All existing PSPOs have been renewed for a further three years to help tackle ASB in key parks and open spaces. Consultation is currently underway on a dedicated ASB PSPO for Immingham, and work is progressing on a new borough-wide PSPO targeting nuisance motor vehicles.

**Fair Play Football:** - The service has secured £240k from the National Lottery, guaranteeing the Fair Play Football programme can continue for another three years and keep young people engaged in this positive activity. An additional £47k from the Office of the Police & Crime Commissioner will further support young people and adults aged 17 and over.

**Green Spaces-** funding has been successfully utilised to bring colour and vibrance back into Victoria Street. This has included hanging baskets, floor planters and living walls. A pop-up garden and festoon lights have also been installed.

**Pride in Place Programmes:** - Following extensive engagement, the Council and the Greater Grimsby Board have submitted the Pride in Place Regeneration Plan, securing £20m of investment over 10 years based on local community priorities. This quarter, the Government confirmed that Immingham and Habrough will also receive £20m and work is underway to establish the required Board arrangements. An additional £1.5m in capital funding has been allocated for public realm improvements across the borough.

**Key challenges:**

**Safer and Stronger Place Review:** The service is undertaking a comprehensive review to define its future scope and capabilities, ensuring the Council can meet current and emerging demands with the right resources. The review covers CCTV and security, resort operations, community safety and ASB, and place-based management of town centres and public spaces. The first two phases are complete and costed and will be included as part of the Council's budget-setting process. The remaining phases will be completed in early 2026. The service continues to lead on community safety and wider place-based priorities.

**Risk to non-delivery:**

It is recognised that resourcing within Safer & Stronger needs review to ensure the service can deliver effectively across key areas for the Council and the public which will be addressed as part of the review.

# Children and Family Services

**Stronger Communities - Nurturing our Children and Building their Future**

In the spirit of 'Our Children Our Future', children, young people and families are at the centre of all we do.

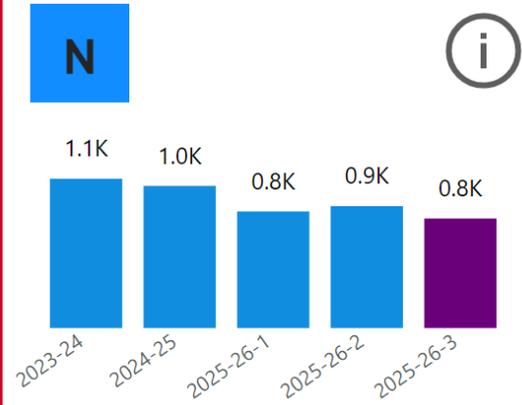


# Stronger Communities

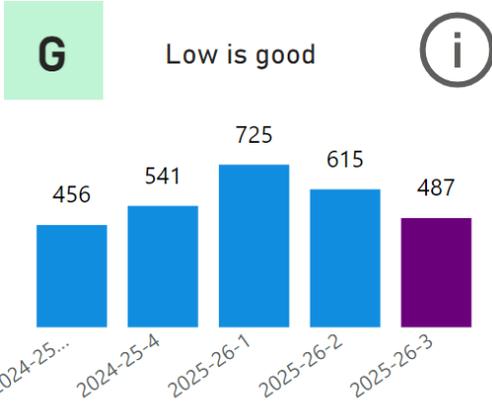
## Nurturing our Children and Building their Future



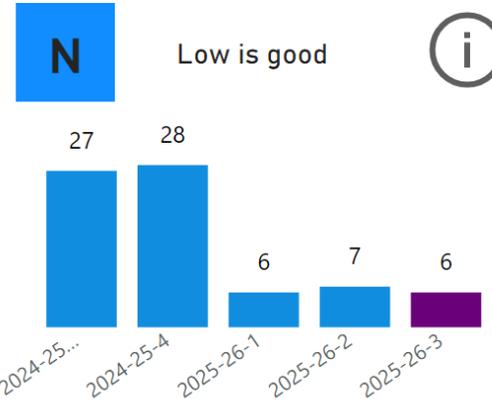
Number of Family Help cases across the partnership



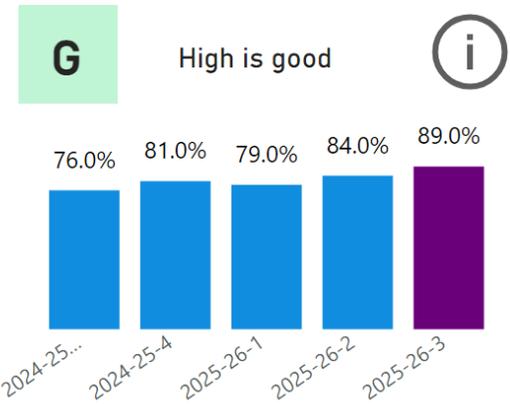
Number of referrals at the front door



Number of first time entrants to youth justice



Proportion of permanent social work qualified staff (%)



# Performance Overview

## Children and Family Services (Safeguarding and Early Help)

Council Plan Priority	Commentary
<b>Stronger Communities - Nurturing our Children and Building their Future</b>	<p><b>Family help:</b></p> <p>The partnership approach to family help at the earliest point means more families receive the help and support they need by the person who knows them best. This has been further strengthened to enable intervention to take place at the times that families most need this. We are continuing to build on this as we develop in line with the social care reforms.</p> <p><b>Referrals:</b></p> <p>The number of referrals to the Integrated Front Door has seen an overall decrease. There has been an increase in referrals aligned to the strengthened work across the partnership and launch of key strategies (neglect, sexual harm and harm outside the home) and over the festive period an increase in domestic abuse and substance use was seen. Referral numbers continue to move closer to the National Average and assurance work highlights that referrals are appropriate and proportionate to need. We continue to work with partners to strengthen the preventative approach so need and risk do not escalate.</p> <p>Re-referrals remain low and continue to be lower than Statistical Neighbours and the National Average demonstrating that children and families are now more likely to receive appropriate support and intervention to meet need and prevent escalation and reducing the need for repeat referrals to children's social care</p> <p><b>First time entrants to Youth Justice:</b></p> <p>Children benefit from a Child First approach which has enabled first time entrants to youth justice to reduce significantly through robust prevention and diversion work across the partnership work.</p> <p><b>Recruitment:</b></p> <p>Staff recruitment continues to be a priority and there has been further significant progress in recruitment activity, which has resulted in 74 qualified social workers being recruited. We now only have 8 social worker vacancies. The turnover rate is 5.74%, which is very low compared with 13.8% from a national perspective.</p>

# Stronger Communities

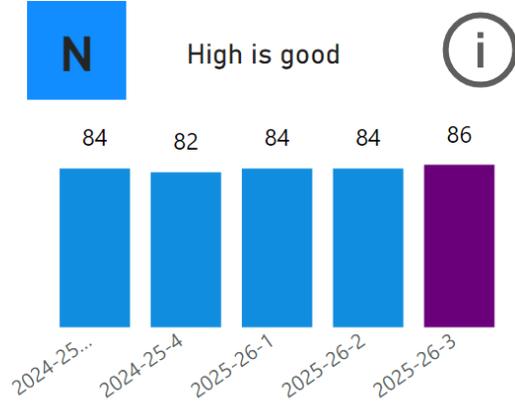
## Nurturing our Children and Building their Future



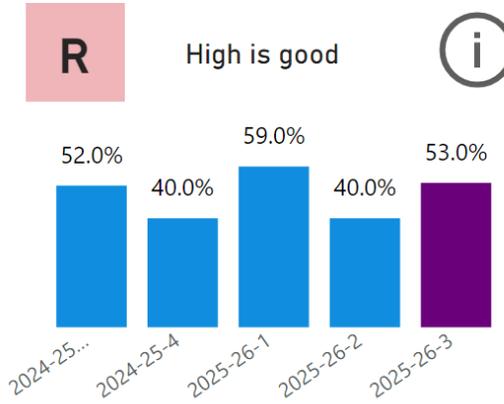
Number of children in our care



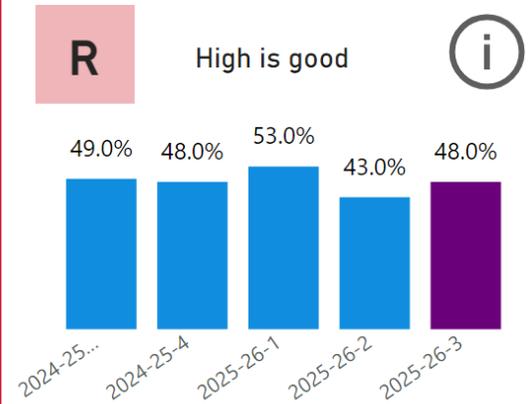
Number of mainstream foster carers



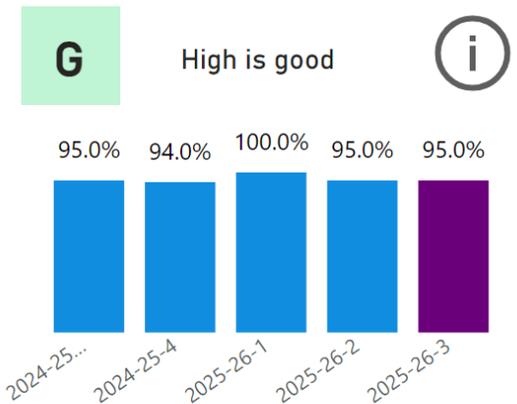
Care Leavers aged 17-18 accessing Education, Training and Employment (%)



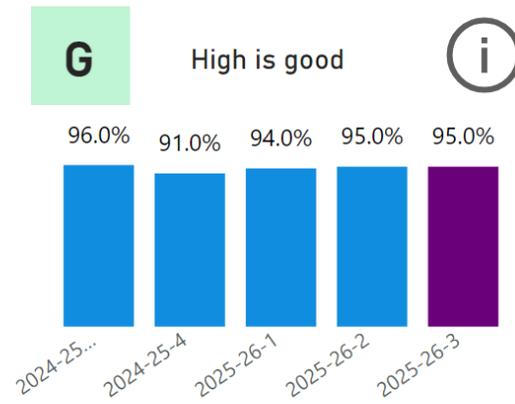
Care Leavers aged 19-21 accessing Education, Training and Employment (%)



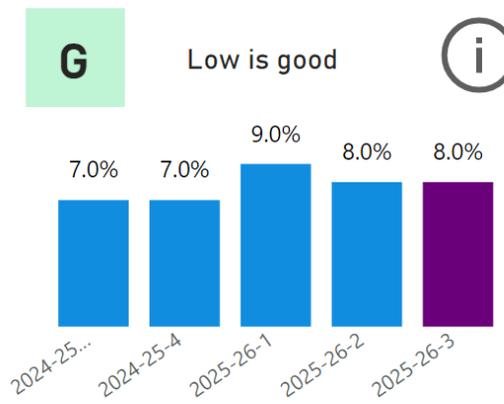
Care Leavers aged 17-18 in suitable accommodation (%)



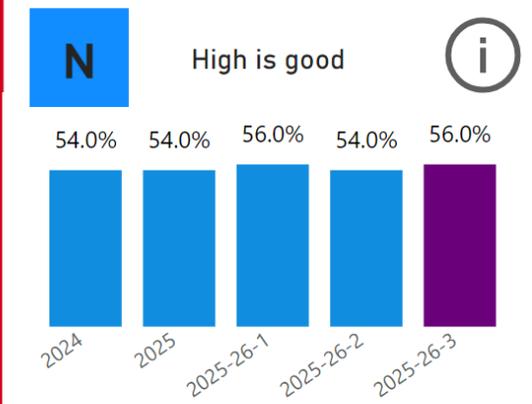
Care Leavers aged 19-21 in suitable accommodation (%)



Children with 3 or more placement moves in a 12 month period (%)



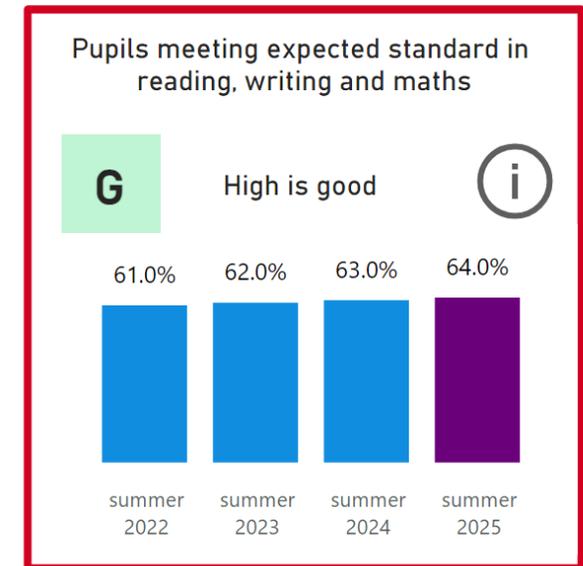
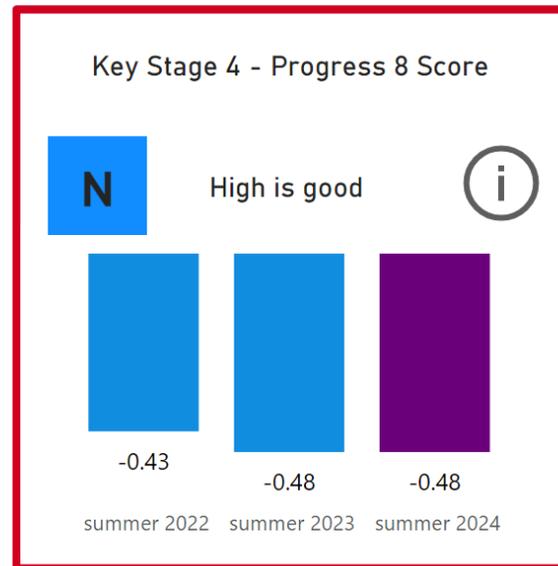
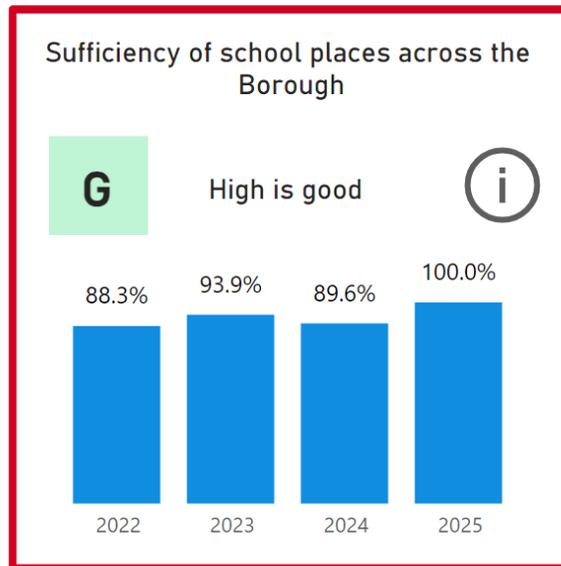
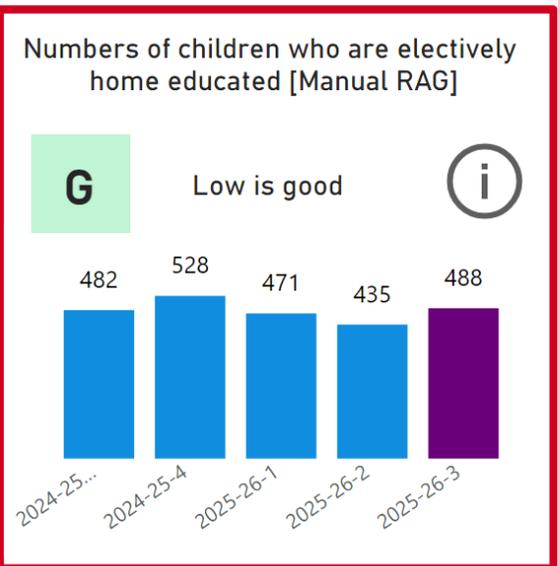
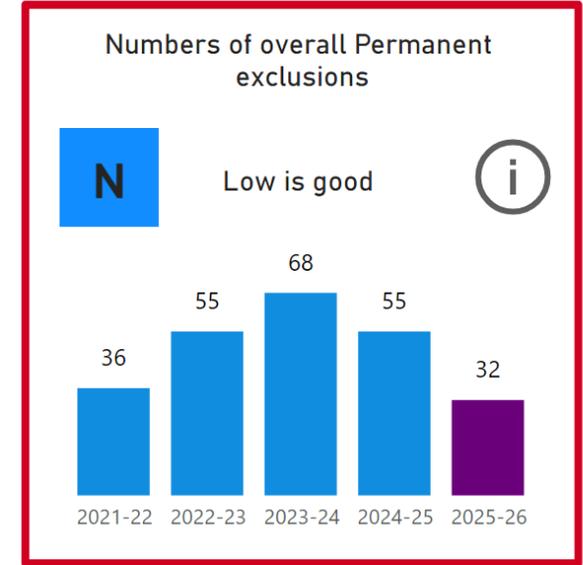
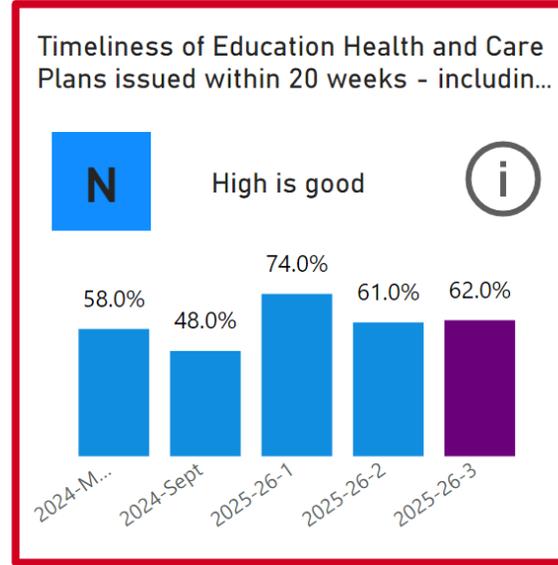
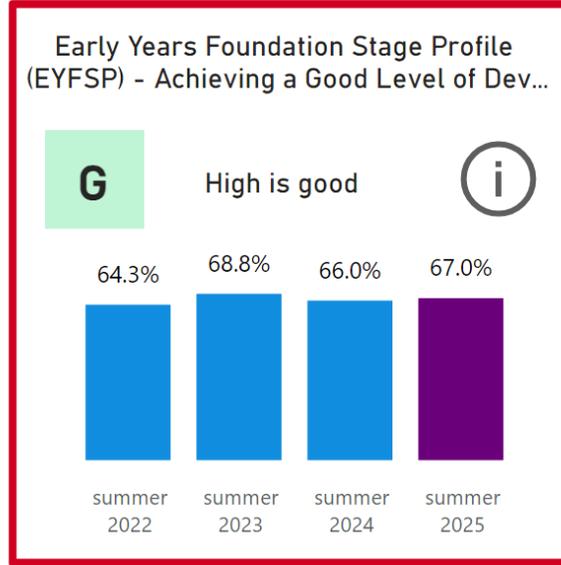
Children in our care placed in own provision (%)



# Performance Overview

## Children and Family Services (Regulated Provision)

Council Plan Priority	Commentary
<b>Stronger Communities - Nurturing our Children and Building their Future</b>	<p><b>Children in Care:</b> The children in care population continues to be stable and is safely reducing with very low numbers subsequently re-entering care.</p> <p><b>Stability:</b> We continue to make positive progress in relation to children remaining in a stable home. Ongoing quality assurance and support mechanisms are in place to prevent disruption to children's homes, and to provide assurance around practice, and provide opportunity to learn from any disruption. The investment in more local children's homes may see some young people experience a move over the next quarter, which could impact this indicator, but is a positive story for those children returning to our borough. Internal provision continues to be developed with the purchase of 2 further children's homes that are due to open in early 2026.</p> <p><b>Foster carers:</b> The success of approaches to fostering recruitment mean that it is now anticipated that there will be at least 20 carers approved this year. The number of foster carers who leave has also reduced significantly as carers express that they are well-supported and happy in their role.</p> <p><b>Care Leavers 19-21 Accessing Education Employment and Training:</b> Enabling care experienced people to access education, employment and training continues to be a significant challenge and the implementation to the Council's Family Enterprise scheme will be an important step towards helping young people and adults to engage with opportunities and achieve their potential.</p> <p><b>Care Leavers in suitable accommodation:</b> Identifying and providing suitable accommodation for care leavers continues to be a significant area of development to meet their needs. There is an ongoing need to single accommodation to enable care experienced to develop their life skills and achieve stability. This is a core component of a renewed focus on housing and accommodation.</p>



# Performance Overview

## Children and Family Services (Education and Inclusion)

Council Plan Priority	Commentary
<b>Stronger Communities - Nurturing our Children and Building their Future</b>	<p><b>NEET:</b> Whilst our NEET % is higher than national comparators, the combined NEET and Not Known % brings us in line with our neighbouring LAs.</p> <p><b>EHCP timeliness:</b> EHCP completion within 20 weeks has improved financial year following improvements in this area largely as a result of investment in Education Psychology capacity through locums and the recruitment of both a permanent principle and senior EP. The slight reduction is a result of leave and capacity during the summer period which is expected; however, the overall trend continues to be stable.</p> <p><b>Permanent Exclusions:</b> the total number of Permanent Exclusions reduced in the 24/25 Academic Year in comparison to the 23/24 Academic Year. The new Ofsted inspection framework for schools will use information such as this to more rigorously provide judgments on school effectiveness under the 'inclusion' category, as well as the forthcoming SEND reforms, which has a focus on Ordinarily Available Provision.</p> <p><b>Electively Home Educated:</b> Following extensive transformation work, the new EHE Strategy was approved by Cabinet at the end of 2025. Resulting capacity increase and ways of working have led to a large number of children returning to education at the start of the academic year. Work continues to improve and review the Fair Access Protocol to ensure a swift return to school.</p> <p><b>Reducing the attainment gap:</b> Pupil Premium Policy has been updated to reflect the need for schools to successfully evidence the impact of interventions of children in our care, linked to PEP outcomes and academic progress. Whilst the children in our care's outcomes are in line with national average, we need to ensure their attainment and progress is in line with their peers.</p>

**29.34%** Of Total Revenue Service Budgets

**£3.1M** Forecast Revenue Overspend

**5.5%** Variance as % Of Total Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Education and Inclusion	2.9	3.6	0.7
Safeguarding, Youth Justice and Family Help	17.8	18.4	0.6
Director Childrens Services	(0.7)	0.2	1.0
Women, Childrens and Families	0.3	0.3	0.0
AD Regulated Provision	36.1	37.0	0.9
<b>Total Children's &amp; Family Services</b>	<b>56.3</b>	<b>59.5</b>	<b>3.1</b>

**Service Comments:-**

Restorative actions are significantly impacting the numbers of Children Looked After and associated activity.

- **Education** : The overspend relates to Transport costs reflecting the ongoing trajectory for the demand for SEN transport, this is not only an NELC pressure, but a national issue. The overspend forecast for Education Psychology is as a result of the reliance of agency staff to fulfil statutory requirements due to the level of EHCP requests and recruitment issues. The forthcoming SEND reforms have outlined DSG will be a key component of any proposed changes
- **Women** : Updated spend forecasts have been included in Period 9 monitoring, reflective of current 25/26 costs and commitments, recognising the high cost placement. Discussions around the 25/26 Childrens Trust Agreement & PAV1 ( health funding for the service ) are progressing.
- **Safeguarding**: Children's Disability Service is reporting an overspend of £0.2M, this service is being reviewed as part of the Shortbreak offer. Youth Justice Service has a forecast pressure of £0.3M due the cost of a remand placement. Reliance on Agency staff has reduced significantly in the last year and recruitment has been successful.
- **Regulatory**: External Placements overspend is now forecast at £1.5M, this is due to high cost, complex care placements and annual market increases however is decreasing as care planning activity is progressed. Negotiations with the ICB have progressed and contributions to placements costs have been built into monitoring . Children's residential care is undergoing a redesign and a new model is being developed, currently there is a pressure forecast as £0.1m.

## Service Comments:-

**Dedicated Schools Grant (DSG)** - The P9 forecast cumulative deficit at 31st March 2026 is £28.114m, an increase of £16.121m on the previous year. The forecast increased deficit is due to demand within the high needs block for out of area independent special places, top up funding to mainstream schools and Education other than at School (EOTAS) arrangements. The increase to DSG, in particular the High Needs Block is attributed to increased need for specialist out of area school placements and parents increasingly requesting EOTAS for their children. There are plans to recruit to an additional service manager to support children remaining in mainstream settings and a focus on increasing parental confidence in mainstream, in addition to the local RSP developments. It should be noted that despite the HNB increase, this is far lower than was predicted before the DBV activity had taken place, thereby lowering the predicted DSG rise. There has been a need to source placements for 4 children, with those placements in excess of one million this quarter. The forthcoming SEND reforms have indicated there will be plan and support for each LA around their DSG pressures.

19.57%

Of Total Capital Programme

(£0.2M)

Forecast Capital Underspend

CAPITAL	Original Programme £'M	Approved Programme £'M	Capital Forecast £'M	Variance £'M
Childrens & Family Services	14.1	15.8	15.7	(0.2)

**Service Comments:-**  
 The overall underspend is driven by the Residential Homes for Children in Care project, which now reflects the latest spend profile. This is partially offset by an expected increase in spend on Sufficiency of School Places, funded from Section 106 contributions and the realignment of spend on SEND, funded via the dedicated grant.

**Achievements:**

**Referrals:** More children are having their needs met earlier reducing the need for statutory intervention. There has been a sharpened focus across the workforce and the partnership in identifying and appropriately responding to neglect and sexual harm (both intra familial abuse and harm outside the home). Through audit activity, referrals are more appropriate and in line with the threshold document.

**Children in Need:** Populations overall remain consistent; there is an ongoing focus on children in need and ensuring timely intervention and progress of the plan. This has been enhanced by a stable permanent workforce enabling relational practice and meaningful intervention and practice across the partnership being aligned to the threshold document. There has been a positive impact on partner decision making and children's needs are being appropriately identified and intervention aligned to need.

**Child Exploitation:** There has been an amplified focus on our strategic and operational responses to child exploitation across the workforce and wider partnership, informed by learning from the Casey review. This includes developing a more nuanced understanding of our local profile of victims, offenders, and locations enabling earlier identification of themes and trends and facilitating proactive, intelligence-led responses.

**Youth Justice** The focus on the holistic needs of the family and strong partnership approach to prevention means that First Time Entrants to youth justice remain low.

**Family Help:** We have redesigned our offer of family help to ensure families receive the help they need at the times this is most required. This has enabled a strengthened targeted offer to meet need early and provide immediate help at crisis points to prevent breakdown. Our family hubs have been redesigned alongside children and families to align the offer to local need, with multi-disciplinary support and group work in place during evenings and weekends, including all children aged 0-18.

# Safeguarding & Early Help (1)

## Achievements, Challenges & Risks

# Safeguarding & Early Help (2)

## Achievements, Challenges & Risks

<b>Key challenges:</b>	<p><b>Delivering the national reforms:</b> Building on our improvement and transformation activity to date, we are continuing to make progress in our response to the National reforms to transform the children's system, with a particular focus on multi disciplinary family help, family group decision making and multi agency child protection teams. We moving from a co-design phase to delivery, and are further exploring and working up our local partnership approach, ultimately with a view to meeting need, and helping, supporting and protecting children, young people and families at the earliest point. There is a significant focus on stakeholder and workforce engagement, across the children's system to ensure a collaborative approach, as well as a focus on ensuring underpinning systems and processes are developed to support the development, implementation and review. In the spirit of our commitment to listening, learning, reviewing and adapting, we have strong links into communities of practice, and actively and timely respond to continual updates to the national policy direction. We are also cognisant of changes in the health landscape which we continue to take account of in developing the partnership approach.</p> <p>The number of children sentenced to custody remains low and below national and regional comparator groups. This has increased from last year by 1 and there are a small number of children on the edge of custody, and we have developed a strategic partnership meeting to proactively respond to this. There are additional budgetary pressures associated with remand placements.</p>
<b>Risk to non-delivery:</b>	Continued engagement by the Council and partners to build on and deliver the support to children, young people and families including in their housing, health, communities, schools and setting is essential to enable the ongoing delivery of the support families need

# Regulated Provision

## Achievements, Challenges & Risks

Performance RAG

Amber

Finance RAG

Red

**Achievements:**

Children in Care: The sharpened partnership focus on intervention to prevent children entering care and the strengthened decision-making systems have enabled more children to remain within their family and fewer children needing to enter our care resulting in the care population being significantly reduced and stable.

Foster carers: Through our fostering friendly campaign with schools and businesses, and raising awareness, we have significantly increased the numbers of foster carer enquiries leading to assessment, with projections to increase further over 2025/26, this will contribute to enabling children to live in their local families and improve outcomes for children.

Care Leavers: A comprehensive programme of work has been completed in relation to the support older young people receive in their accommodation. This includes the quality and availability of the accommodation so that each young person has a suitable place to live that meets their needs. The local offer to care leavers has been refreshed and will continue to build on the positive progress made. Following the Council adopting Protected Characteristics for Care leavers there has been an increased focus on providing employability options for care experienced people. This includes the development of the North East Lincolnshire Family Enterprise scheme that was formally launched during Corporate and Community Parenting fortnight in October. The first cohort will be engaging with the programme from January 2026.

**Key challenges:**

There is a continuing challenge in having sufficient local accommodation to meet the needs of children in our care with complex needs both within foster carer and children's home provision. Having sufficient suitable accommodation for care leavers continues to be an ongoing challenge, particularly in relation to single flats. This includes developing sufficient appropriate accommodation for those young people transitioning to their own accommodation as they reach adulthood as well as those with complex needs and vulnerabilities post 21. The agreed development of the project on Freeman street will provide a further 5 flats and further work continues to identify and develop further accommodation options

**Risk to non-delivery:**

Suitable housing for care leavers continues to be a significant challenge with the shortage of suitable single properties that meet their needs. Being able to provide sufficient foster carers and local children's homes to meet the needs of the care population also continues to be a priority to enable children to live within their own communities and reduce the need to use external children's home provision.

# Education & Inclusion

## Achievements, Challenges & Risks

Performance RAG

Amber

Finance RAG

Red

**Achievements:**

Reducing the attainment gap for children in our care: Training for designated teachers and virtual school inclusion officers linked to SMART targets, ambitious expectations for academic outcomes and clear transition plans, with a significant investment in the educational psychology team to enhance training around Emotion Coaching and MELSA.

Electively Home Educated: Launch the EHE strategy in Spring 2026. Enhanced capacity and new ways of working have had a positive impact on the numbers of children who are home educated, and robust oversight of children with a social worker or those with an EHCP, with clear and swift processes in place through the Fair Access Protocol (FAP)

Developing an Inclusion and Belonging pledge: We have worked with place-based leaders, chief executives, and regional directors to explore how all partners can contribute to 'inclusion and belonging' across the borough, including key players in industry, local businesses, sports and youth organisations, and education representatives

Systems Leaders: Developed a Systems Leaders Group, consisting of MAT CEOs, Regional Directors, the DfE and DCS and Service Director for Education, with a focus on area priorities alongside the revamp of the headteachers meetings. Support school leaders with the new school inspection framework with a focus on Inclusion

Significant improvements in EHCP Statutory Assessment timeliness and commitment to a 'grow your own' EP team, with trainee and Assistant EPs supported with the PhD application process

**Key challenges:**

The Education White Paper and SEND Reforms have been delayed until Spring 2026, which will have an impact on certain projects such as Alternative Provision recommissioning. Whilst there have been indications of content, the requirements of the local authority and education settings are not yet known.

**Risk to non-delivery:**

Need to ensure continued engagement with schools and settings to reduce exclusions and continue to support improved attendance, leading to improved outcomes for children, and future employability and workforce.

# Adult Services

## Stronger Communities - Supporting Our Adults

We have read about our journey to care for, and nurture, our children and young people. Remember, those young people will grow, and we need to prepare them for their young adult life – ensuring that adults of all ages live independent, healthy and fulfilling lives in North East Lincolnshire.



# Stronger Communities

## Supporting our Adults



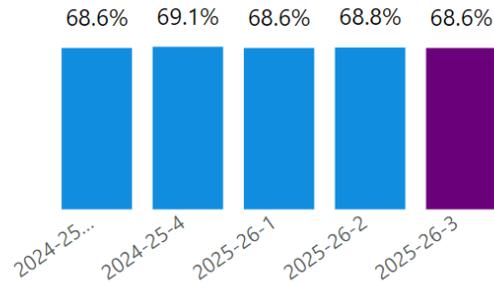
Disabled Facilities Grant referrals complete/in progress (%)

**N** High is good

Measure under development post Equans

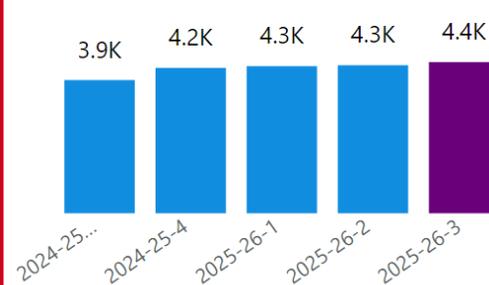
Proportion of people in receipt of long term support who have Support at Home

**A** High is good



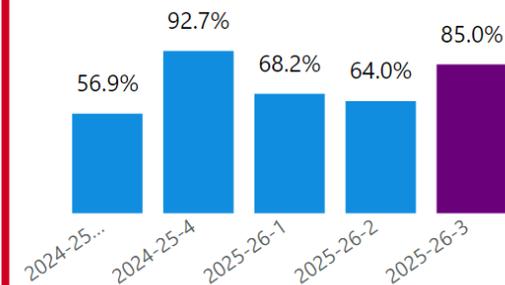
The number of carer prevention interventions per quarter

**G** High is good



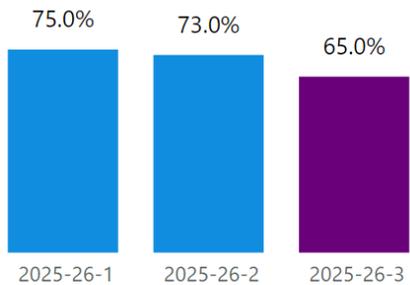
People offered a direct payment that are eligible for care and support (%)

**G** High is good



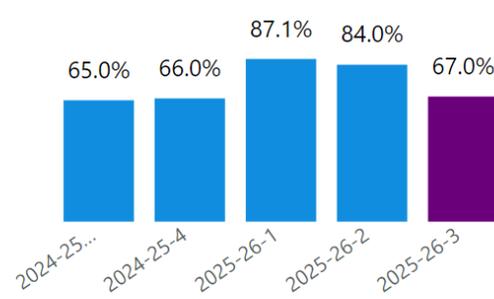
People who have no further support following intermediate care at home (%)

**A** High is good



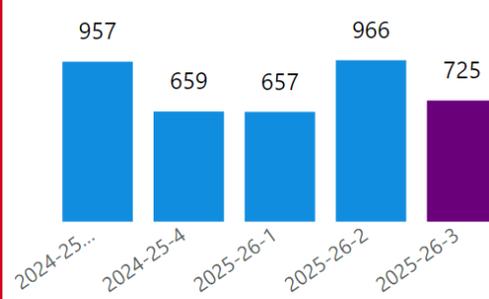
People whose outcomes were met following a safeguarding notification (%)

**A** High is good



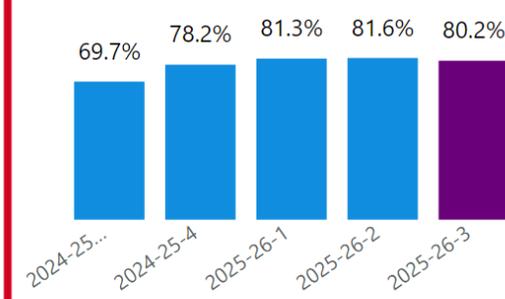
Annual reviews completed

**A** High is good



The proportion of people accessing the Single point of Access signposted to low level advice and information

**G** High is good



# Performance Overview

## Adult Services

Council Plan Priority	Commentary
<b>Stronger Communities – Supporting Our Adults</b>	<p>CQC have published the report of the assessment of adult social care services in North East Lincolnshire and an action plan has been drawn up to address performance in areas identified. An ASC Improvement Board will oversee this work.</p> <p>Although there was a small decrease in Q3, we continue to see high numbers of people being signposted to low level advice and information. This allows people to make preventative decisions based on information made available to them. The figure for Q3 remains higher than for last year.</p> <p>The number of people who meet outcomes of their safeguarding intervention has decreased significantly this quarter compared with Q2. The figures continue to be monitored by council officers, and it is hoped that the newly appointed Head of Safeguarding at Focus can support with the improvement in performance.</p> <p>Whilst the number of reviews undertaken has decreased when compared to Q2 the overall % completed has increased to 81%. While still below our target, it shows improvement. Measures taken by Focus have had a positive impact and will continue be monitored by council officers at monthly performance meetings.</p> <p>Compared with Q2, there has been a significant increase in the numbers of eligible people being offered a Direct Payment. Focus continue a programme of improvement including developing DP champions amongst the Focus workforce. Council officers continue to closely monitor the improvement plan with Focus colleagues.</p> <p>The number of people who need no further assistance after a period of rehabilitation/reablement has dipped in Q3 and remains under the target of 80%. Evidence suggests that a more complex cohort is being referred to rehabilitation/reablement and that better outcomes for these people are being achieved.</p> <p>The proportion of people with care who have a support package at home remains stable and has only varied by 1% over the past 7 quarters.</p> <p>The number of carer prevention interventions remains high and has increased since Q2. This number can fluctuate depending on the number of carers and their need for support.</p> <p>Extra Care Commissioning is underway and the new support at home framework is now operational. Reablement review (phase two – bed based reablement) continues and expected to deliver improved outcomes and efficiencies similar to those delivered through phase one.</p> <p>A new DFG measure is being developed post EQUANS.</p>

36.48%

Of Total Revenue  
Service Budgets

£2.2M

Forecast Revenue  
Overspend

3.16%

Variance as % Of Total  
Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Community (ICB)	48.1	48.0	(0.0)
Long & Short Term Residential (ICB)	25.8	28.0	2.2
ASC Operational Costs (ICB)	1.3	1.3	0.0
Better Care Fund (ICB)	(5.9)	(5.9)	(0.0)
Adult Services (NELC)	0.8	0.8	0.0
	<b>70.0</b>	<b>72.3</b>	<b>2.2</b>

### Service Comments:-

The forecasted pressure is driven by an increased demand across several areas, including a sustained increase in demand for support at home care packages, with an additional 56 individuals being supported compared to those originally budgeted. Additionally 47 more older people in residential care are being supported compared to the budget for this service. There has also been some differing trends in the number of short breaks packages, with further work being undertaken to understand the drivers for this.

As at month 9 overall ASC is supporting 178 more commissioned packages for people than was budgeted for, and there remains a risk to the year-end forecast in relation to increased activity during the remainder of the financial year.



# Housing

## **Stronger Communities - Good and Sustainable Homes**

Living a healthy life is what we want for our residents and ensuring access to good quality and affordable homes in the borough will contribute hugely towards that ambition.



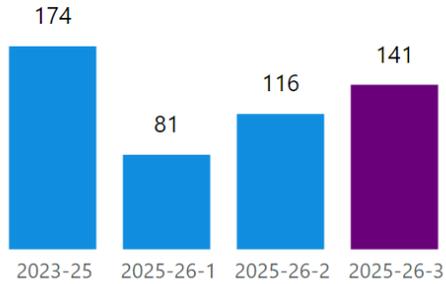
Approving the Local Plan for submission by December 2026 to Secretary of State [Manual RAG]

**G** On Target

On Target

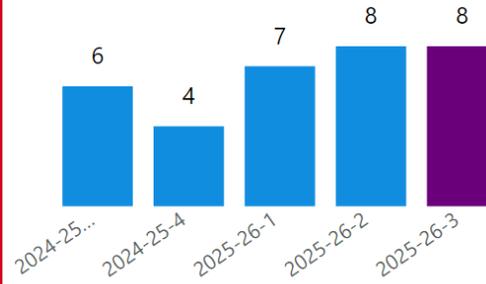
Interventions in homes where hazards have been removed (Cat 1 and 2) [Manual RAG]

**G**



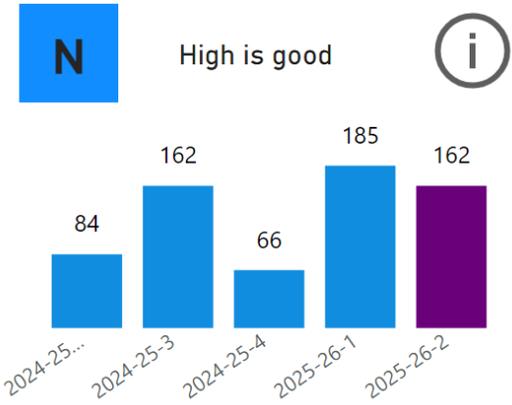
Rough sleepers identified in the latest rough sleeper count [Manual RAG]

**G** Low is good

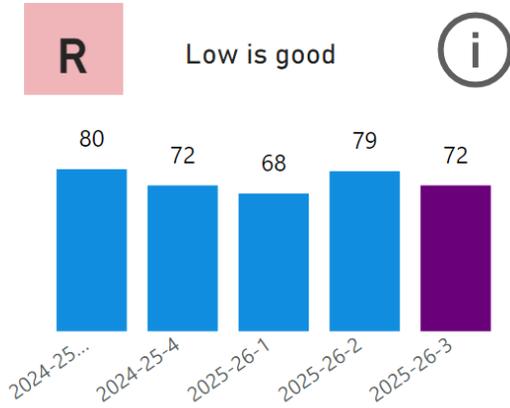




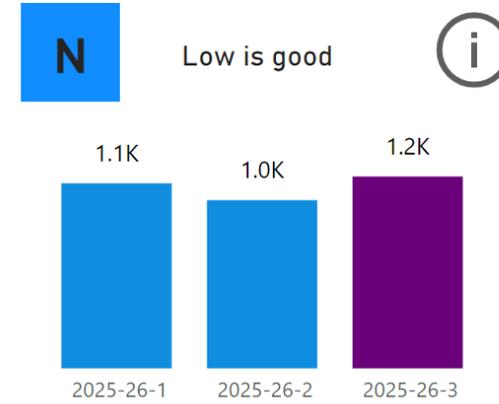
Net new homes in the year



Temp accommodation placements as at the end of the period [Manual RAG]



Number of properties empty for over 1 years as at the end of the period



# Performance Overview

## Housing

Council Plan Priority	Commentary
<b>Stronger Economy – Supporting Industry, Business and Housing (Housing focus)</b>	<p>Work continues at pace on the old Western school site being undertaken out by Keepmoat. Furthermore, the contract for Garth Lane has been complete and Keepmoat has commenced works on-site. These developments will boost the number of new homes being built in the borough.</p> <p>The number of empty homes across the borough continues to be a challenge. The Housing service supported by other teams across the Council are committed to challenging the owners of these empty properties to bring them back into full use.</p> <p>Government-grant funded work to support with strategic partnerships for building new social and affordable homes is making good progress. Stakeholder engagement sessions have been held with elected members, social housing landlords and other partners to inform this work.</p>
<b>Stronger Communities - Good and Sustainable Homes</b>	<p>The Government published their new Homelessness and Rough Sleeping Strategy in December 2025. Work is underway to update NELCs Homelessness and Rough Sleeping strategy, ensuring alignment with new national expectations.</p> <p>Home Choice Lincs is NELC and NLC's social housing register and process for residents wishing to take up social housing opportunities. A consultation was launched on 12 January on proposed changes to the social housing allocations policy to ensure access to social housing is fair, efficient and fit for purpose.</p> <p>Work within the Housing Options team to reduce the number of people in temporary accommodation continues, as the longer-term pathways to sustainable housing are established.</p>

# Revenue

# Housing

2.07%

Of Total Revenue Service Budgets

(£0.5M)

Forecast Revenue Underspend

(12.6%)

Variance as % Of Total Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Housing	4.0	3.5	(0.5)
	<b>4.0</b>	<b>3.5</b>	<b>(0.5)</b>

**Service Comments:-**  
Overall underspend is driven by housing related support contract costs being forecast lower than expected and staffing levels for the new structure not yet fully implemented.

# Capital

0.38%

Of Total Capital Programme

£0.0M

Forecast Capital Underspend

CAPITAL	Original Programme £'M	Approved Programme £'M	Capital Forecast £'M	Variance £'M
Housing	0.4	0.3	0.3	0.0
	<b>0.4</b>	<b>0.3</b>	<b>0.3</b>	<b>0.0</b>

**Service Comments:**  
Capital spend remains on track, with costs continuing to be carefully monitored.

# Adult Services and Housing

## Achievements, Challenges & Risks

Performance RAG

Amber

Finance RAG

Red

**Achievements:**

Established improvement plan and board.  
Delivery of the new support at home framework and implementation.  
Continued good performance in hospital discharge.  
Implementation of the community living framework.  
The strengths-based change programme is underway.  
Launched consultation on changes to the social housing allocations policy.

**Key challenges:**

Demand and complexity of people requiring care and support remains unpredictable and is creating financial pressure.  
Changes to the ICB are unclear and this continues to present risks in terms of NHS resources at place.  
Review numbers have improved, and the action plan continues to be in place with oversight from NELC.  
Direct payment numbers remain lower than expected and Focus have an action plan to try to improve this position.  
Pressure at the adult social care front door (demand).  
Continued demand for temporary accommodation and long-term pathways for sustainable housing.

**Risk to non-delivery:**

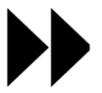
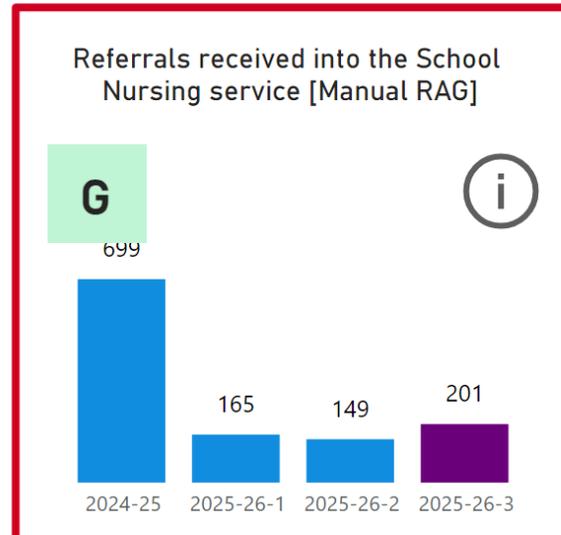
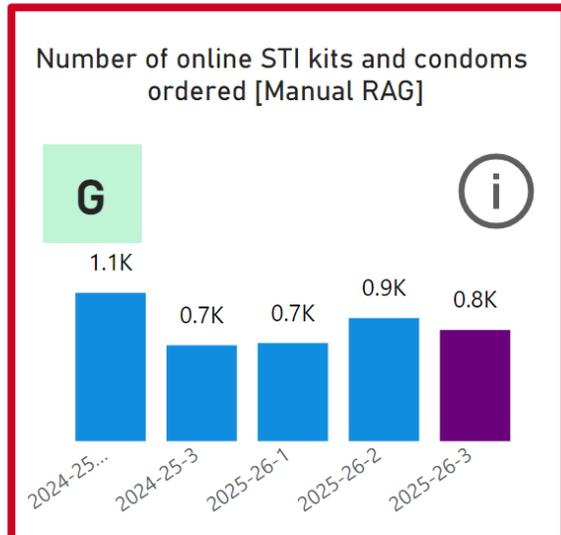
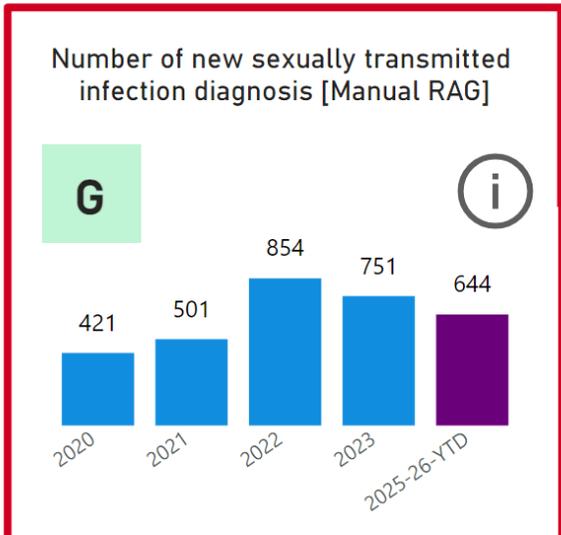
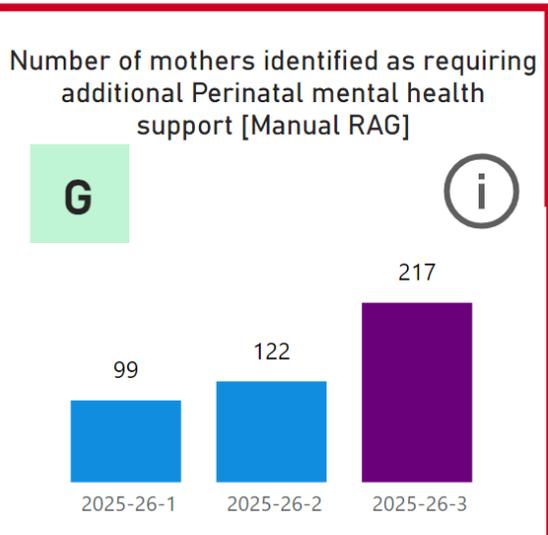
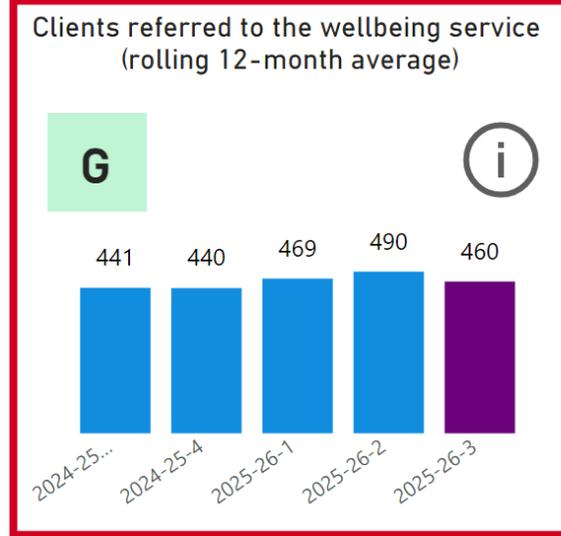
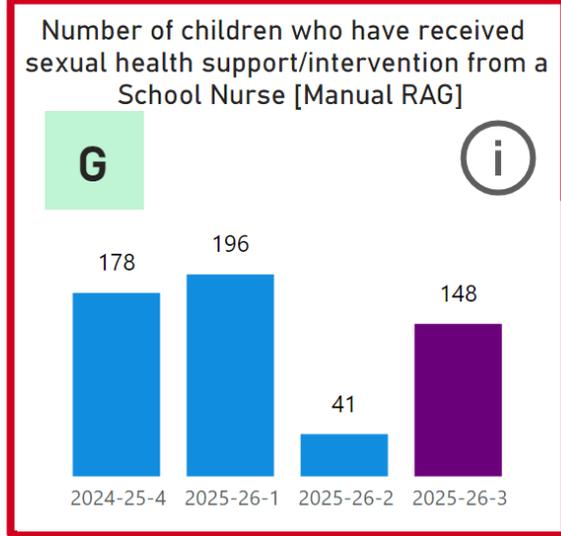
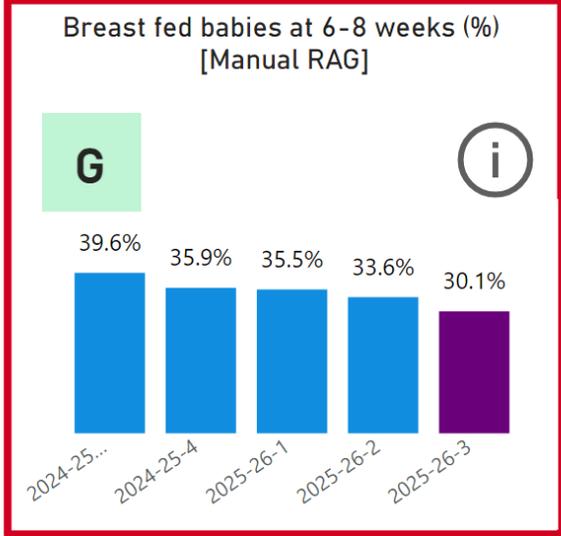
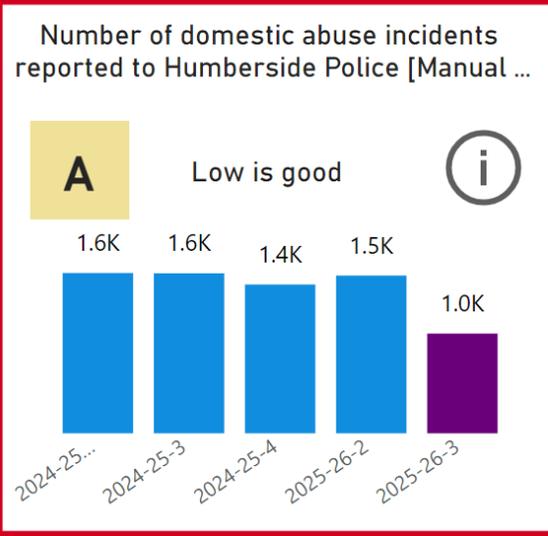
Changes to the ICB place based teams is likely to result in less resource at place.  
CIC's not being in a position to contribute to savings delivery programme.  
Demand for adult social care continuing to rise.

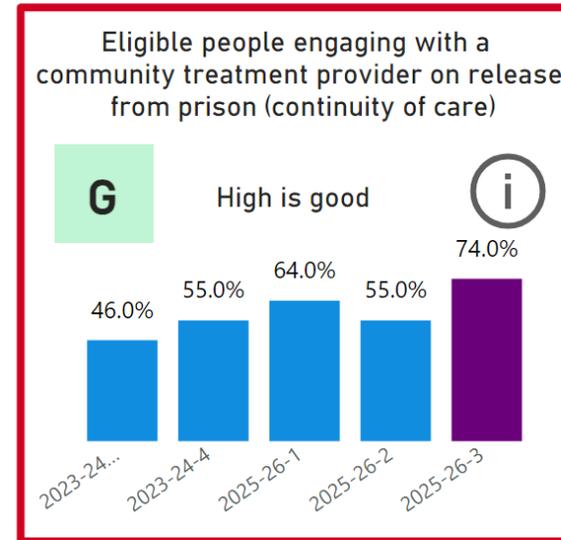
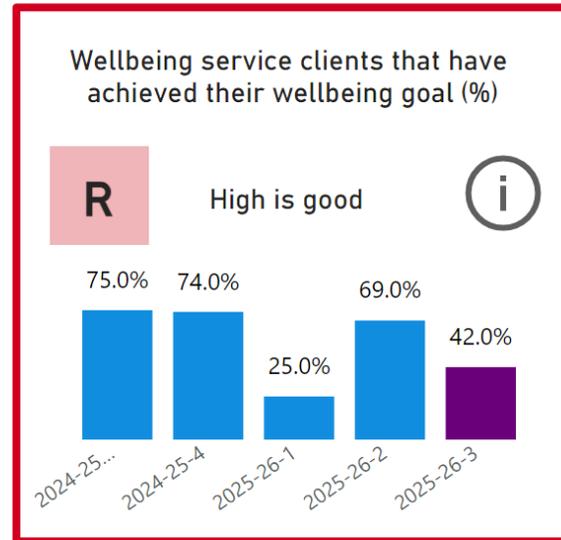
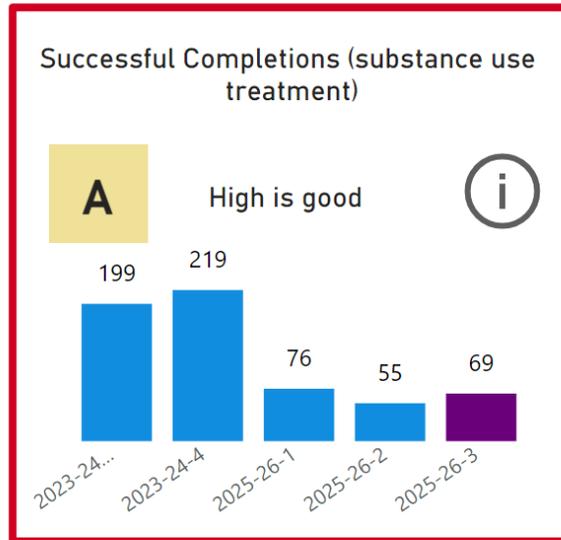
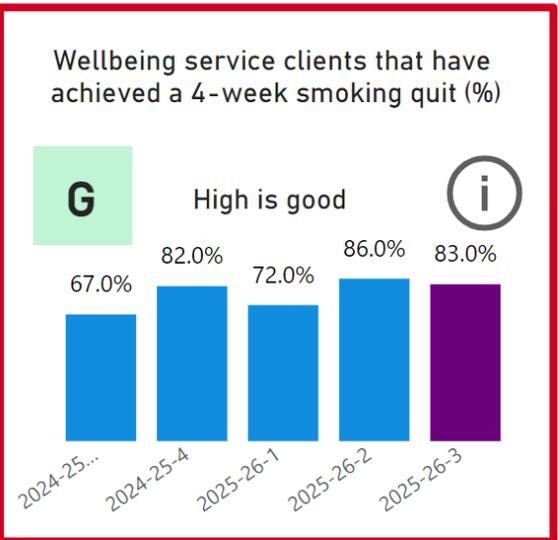
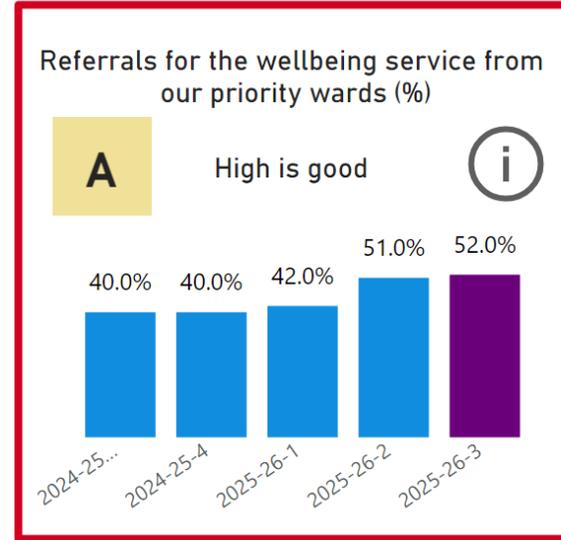
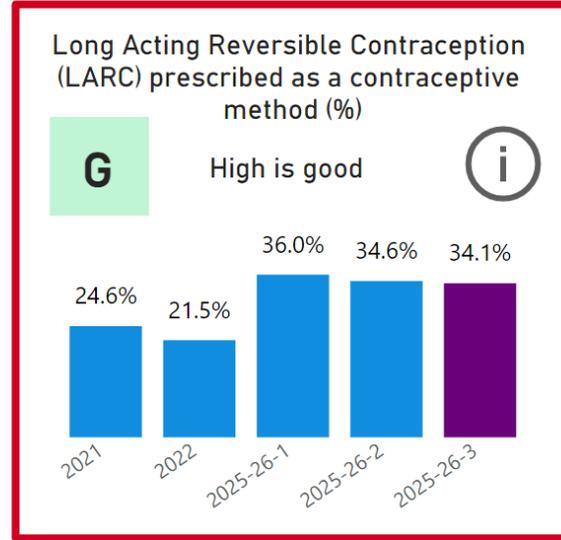
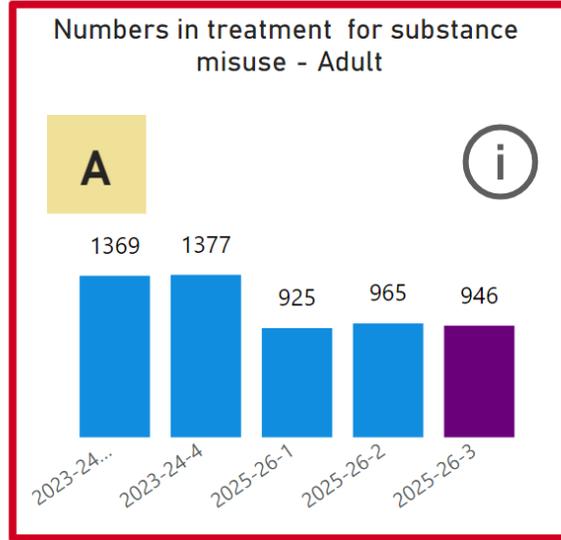
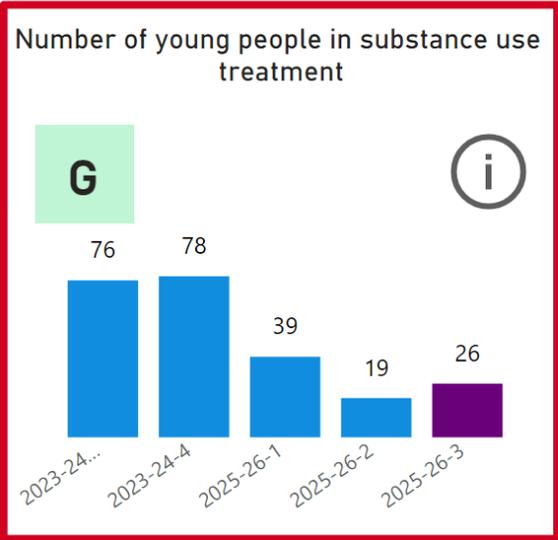
# Public Health

## **Stronger Communities - Living a Healthy Life**

In North East Lincolnshire we are all working together to understand how we can have a positive impact on health and wellbeing in our community, and to make a difference to the lives and living standards of all our residents, particularly those suffering from inequality and deprivation.







# Performance Overview

## Public Health (1)

Council Plan Priority	Commentary
<b>Stronger Communities - Living a Healthy Life</b>	<p>The new joint Health and Wellbeing Strategy was adopted by full council in quarter 3, setting out our ambition to improve health across the borough by addressing barriers such as poor transport, housing, and unemployment. Marmot Place will drive this work, ensuring equitable access to support so everyone can thrive. A partnership agreement with University College London is nearing completion, with implementation planned for quarter 4. Additionally, all Council reports now include an 'Impact on Health' section to ensure decisions consider health and wellbeing.</p> <p>We continue to work closely with healthcare partners on four health inequality priorities: the first 1,001 days of life; young people's resilience and transitions; support for adults facing health inequalities; and improved care for those with frailty or nearing end of life. Programmes tackling health inequalities, such as Let's Go Grimsby, have expanded - healthy eating sessions have reached four primary schools in East and West Marsh, with additional funding secured to extend delivery for 12 months and involve parents and volunteers.</p> <p>The Healthy Weight agenda is recognised as a priority for our area. The completion of a food poverty assessment and recent published obesity data is being used to develop the healthy weight strategy and a food action plan. Consultation and engagement have commenced to ensure the resulting plans reflect the key issues identified in our area.</p> <p>Mobilisation of the new substance use treatment and recovery system is now underway. The new substance use strategy has been drafted and will be ready to launch during quarter 4.</p> <p>Significant progress was made in sexual health this quarter. Positive Health delivered education sessions in further education settings and partnered with HIV teams for World AIDS Day to tackle stigma and improve signposting. The Check Me Out campaign continued to be widely promoted and has now gained regional interest, while all 32 local pharmacies began offering emergency contraception under the NHS Pharmacy Contraception Service. GLiSH also implemented key vaccination programmes, launched online booking, and hosted a successful Sexual Health Alliance event to drive future HIV prevention work.</p> <p>The Health Protection team continues to address vaccination and screening uptake. A breast screening barriers project is under evaluation, and a Humber Outbreak Plan has been developed with regional partners to clarify roles during outbreaks.</p>

# Performance Overview

## Public Health (2)

Council Plan Priority	Commentary
<b>Stronger Communities - Living a Healthy Life</b>	<p>The Wellbeing Service continues its transformation journey, focusing on those lifestyle behaviours with the greatest impact on health - smoking and weight management. Tier Two weight management now operates on a rolling basis, reducing wait times. The Wellbeing Service has continued to drive smoking cessation through a comprehensive marketing campaign, resulting in increased engagement and access to support. Preparations are complete to introduce Varenicline as an additional option alongside existing aids such as vapes (as part of the Swap to Stop programme) and nicotine replacement therapy (NRT). Varenicline is expected to be available through the service by quarter 4.</p> <p>NHS Health Checks remain available through GP practices, with a focus on quality and targeting inclusion health groups.</p> <p>Children’s public health faces staffing challenges in Health Visiting and School Nursing, though recruitment is underway. Within children and young people’s workstreams, we have completed a review of the Maternal Wellbeing Service following 18 months of successful delivery across the borough. The findings from this review will help shape and strengthen the service as it moves into its next phase. The oral health promotion service continues to deliver supervised toothbrushing and dental screening with 561 children currently engaged in daily supervised brushing programmes. The planning for the expansion of the supervised toothbrushing scheme into early years settings has progressed ready for implementation in quarter 4.</p> <p>Suicide prevention work is progressing with a redesigned action plan aligned to wider mental health priorities.</p> <p>For Domestic Abuse, staff from CSE and Women’s Aid have completed the Safe &amp; Together Institute Train-the-Trainer programme - a victim-centred approach that prioritises keeping the non-abusive parent and children together while holding perpetrators accountable. The training will be rolled out in early 2026. The contract for the Children’s Independent Domestic Violence Advocate (CHIDVA) provision has been awarded, with provision due to commence in quarter 4.</p> <p>The Refugee Integration Service maintained normal operations throughout quarter 3. The first meeting of the Stronger Communities group was held to explore the future approach to community cohesion. Preparatory work has begun to engage with the Local Government Association (LGA), which will support the development of a potential strategy. This work is scheduled to commence in quarter 4.</p>

1.23% Of Total Revenue Service Budgets (£0.1M) Forecast Revenue Underspend (2.25%) Variance as % Of Total Budget Envelope

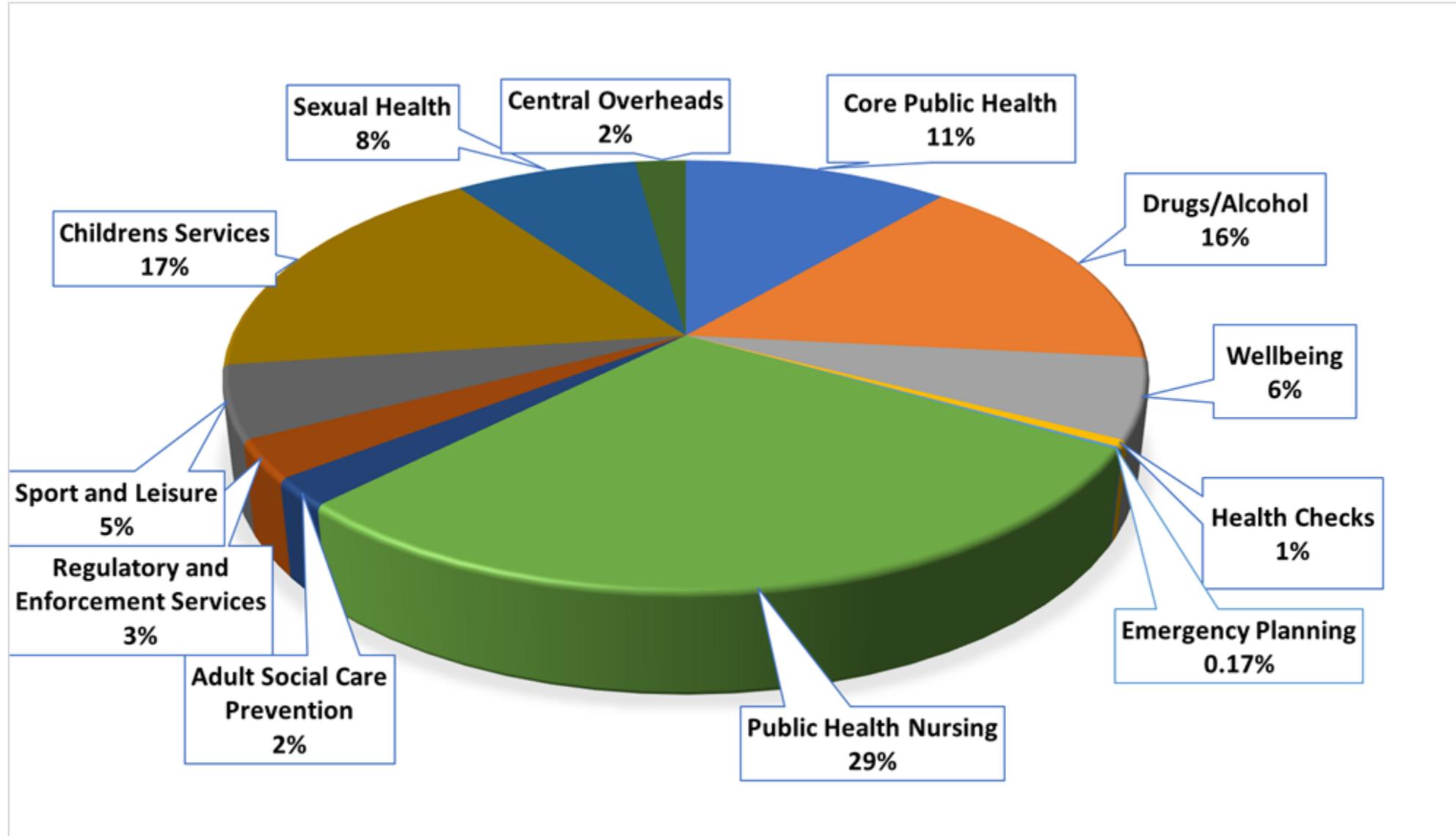
REVENUE	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Public Health	2.4	2.3	(0.1)
	<b>2.4</b>	<b>2.3</b>	<b>(0.1)</b>

**Service Comments:-**

**Core** - Public Health is not in receipt of any council funding for its core services and meets the costs of salary inflation and any increases in mandatory and demand led services through the public health grant. A public health grant uplift has been agreed for the main staffing budget to ensure that the service can meet recent staffing changes and ensure that we continue to work towards a balanced budget at year end. Negotiations are taking place with the sexual health provider regarding an uplift in the contract value for 25/26. Any agreed uplift will be met from an uplift to the budget from the public health grant to enable the budget to balance at year end. The substance use contract is due to be re-commissioned during 25/26 and there will be a need to increase the budget envelope for this new contract to ensure that services remain viable. There are also other anticipated substance use demand led costs that are expected to increase this year including pharmaceutical and rehabilitation costs, which will need to be met by Public Health Grant uplift. An independent review of the smoking cessation element of the service has recently taken place and a transformation project is now underway. As part of this, the service will be required to produce a finance plan to ensure that it is financially sustainable for the future. The Adult Wellbeing budgets receive an element of corporate funding, small underspend expected due to new contracts starting mid way through the year and we had budgeted for full year at new rate. New contracts for Healthwatch and Patient Advocacy are in place. Despite the recent announcement about the future of Healthwatch, it has been confirmed that the requirement to commission a Healthwatch will remain in place until future legislation is enacted (end of 2026). Asylum & Resettlement has now moved under PH. This service is fully grant funded and no issues are expected.

**Childrens, DA & Oral Health** - Public Health does not receive council funding for its core services. It covers salary inflation and increases in mandatory and demand-led services through the public health grant.

**Domestic Abuse** – The service is now classed as core funded due to the main DA Grant (formerly DLUHC grant) now forming part of the overall settlement. Funding is also received from OPCC, ICB,PH & DFG. The majority of the commissioning is in now in place with no anticipated issues and plans are in progress to close other gaps around CYP IDVA, perpetrator programme and target hardening. Small underspend now reported due to staff vacancy and delay in LOT3 commissioning.



**Achievements:**

- Quarter 3 saw Creative Start win the inaugural Investor in People Award for Purpose-Driven Impact, a highly competitive national category. The team received the award at the ceremony in London, where more than 750 applications had been submitted across the awards programme, highlighting the significant impact Creative Start continues to make within the community.
- Northern Lincolnshire Public Health (NEL and North Lincolnshire) have been jointly recognised by the Ministry of Housing, Communities and Local Government (MHCLG) for our contribution to Local Government and we have been invited to celebrate this achievement at a reception at St James's Palace in London.
- The Wellbeing Service had a successful robust communications and marketing campaign to support the national Stoptober month in October. This included bus stop digital posters in target areas, a radio jingle in our Lincs Inspire leisure centres and targeted-postcode postcard delivery, in addition to articles within the all-household newsletter. 10 regular smoking cessation drop-in sessions have now been established.
- Smoking in pregnancy rates continued to decline in North East Lincolnshire during the last quarter. Figures have reduced from 11.8% down to 7.9%
- The Health Visiting service has been successful in securing the Health Visiting Immunisation Pathfinder Programme pilot opportunity. Work is progressing to establish a safe and robust clinical operating model ahead of implementation in February 2026.
- Early Years practitioners in family hubs are now trained to conduct dental screening during contacts.
- During the last quarter, the oral health promotion service conducted a 'Summer Smiles Tour' featuring "Bluey", attending community events delivered in Family Hubs. Over 1500 people attended across 6 events, predominantly families and young children
- Op Terrestrial, an initiative led by Humberside Police initiative to reduce the number of referrals to MARAC whilst ensuring victims of domestic abuse and children linked to domestic abuse incidents remain safeguarded and supported, launched in North East Lincolnshire during the last quarter following a successful 6-month pilot of Op Terrestrial, in North Lincolnshire.

# Public Health

## Achievements, Challenges & Risks (1)

# Public Health

## Achievements, Challenges & Risks (2)

<b>Key challenges:</b>	<p>The main challenges continue to be the social and economic difficulties in some of our urban communities. Almost all health indicators are worse in more deprived communities and although considerable health improvement has occurred, this is mainly in more affluent communities which widens health inequalities. We are working with colleagues in central Government to highlight these risks.</p> <p>Smoking and obesity levels in North East Lincolnshire remain higher than the national average. These continue to be key priorities.</p> <p>For Public Health Nursing, recruitment challenges and high levels of safeguarding activity continue to place significant pressure on services.</p> <p>For the refugee integration service, we continue to face challenges due to limited infrastructure, particularly the lack of voluntary organisations offering tailored support for asylum seekers. This remains an area of focus.</p> <p>The Health Protection team maintain their work with partner agencies to address local uptake in key vaccination and screening priorities.</p>
<b>Risk to non-delivery:</b>	<p>Several initiatives are funded through fixed-term grants (eg Start for Life and Health Inequalities Grant). As a result, sustainability and exit strategies are being prioritised to ensure that the benefits are maintained in the event of reduced or withdrawn funding.</p>

# Corporate Budget Performance

The main corporate budgets are in relation to the borrowing costs that the Council incurs to fund its capital investment programme, with the aim to manage within prudential borrowing limits and in accordance with the Council's Treasury Management Strategy.



# Funding

(£0.3M)

Forecast Revenue Underspend

72.2%

Local Taxation Funding

27.8%

Government Grant Funding

FUNDING	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Collection Fund	(149.7)	(149.7)	0.0
Funding	(57.7)	(58.0)	(0.3)
<b>Total</b>	<b>(207.4)</b>	<b>(207.7)</b>	<b>(0.3)</b>

**Comments:**

Funding expectations remain generally inline with budget, with the £0.3M increase reflecting revised funding for the Extended Producer Responsibility. The funding forecast includes a drawdown of £800k from the Business Rates Reserve to cover the true up of the 2024/25 NNDR 3 which is reflected in the funding received in 2025/26

**Specific Grant Funding accepted in Q3 2025/26:**

- No new funding streams received in the quarter

8.22%

Of Total Revenue  
Service Budgets

(£2.1M)

Forecast Revenue  
Underspend

(13.36%)

Variance as % Of Total  
Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Other Corporate Budgets	15.8	13.7	(2.1)
	<b>15.8</b>	<b>13.7</b>	<b>(2.1)</b>

Service Comments:-

The forecast underspend is driven by increased interest income due to rates remaining at a higher level than budgeted, plus a reduction in borrowing costs due to reprofiling of capital spend. Uncertainty around interest rates remains for borrowing requirements in year.

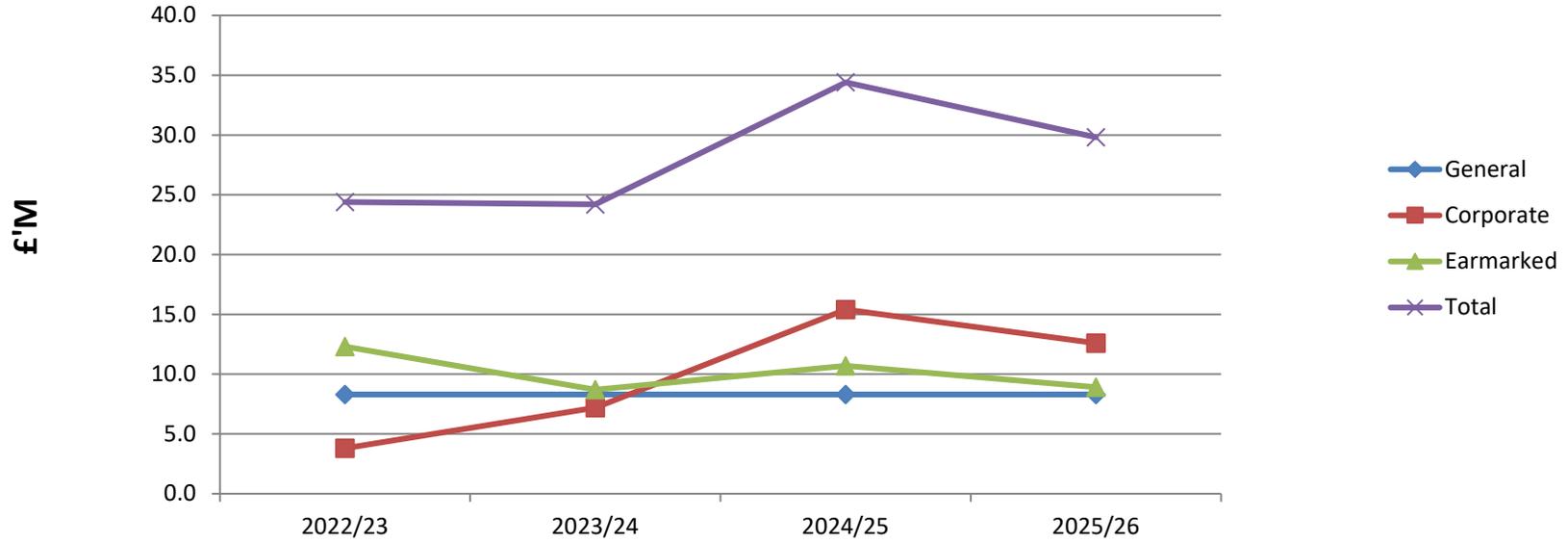
# Reserves

£8.3M General Fund

4.32% General Fund as % Of Net Service Spend

£29.8M 25/26 Total Reserve Closing Balance

### Council Reserves - Forecast Closing Balance



### Comments

General fund reserves, set aside to deal with any unforeseen events, remain at £8.3M. This is in line with the medium-term financial plan and are considered a prudent level taking into account the level of risk to which the Council is currently exposed.

It is important to ensure that our reserves remain robust to be able to respond to unforeseen calls on expenditure, whilst minimising the impact on planned service delivery. The adequacy of reserves are reviewed regularly with consideration to future key risk areas.

# Working Capital Management

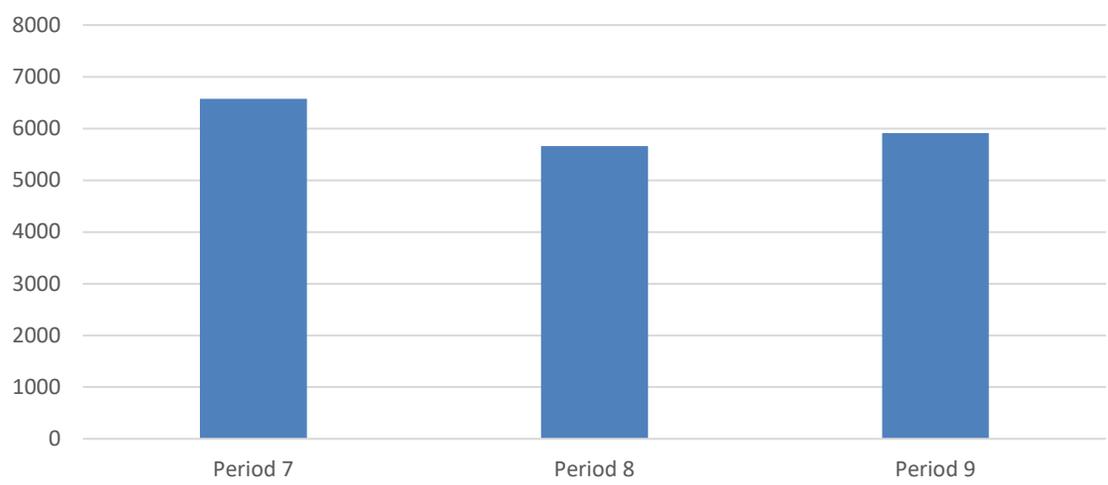
93.0%

Creditor Invoices Paid within 30 days during Qtr. 3

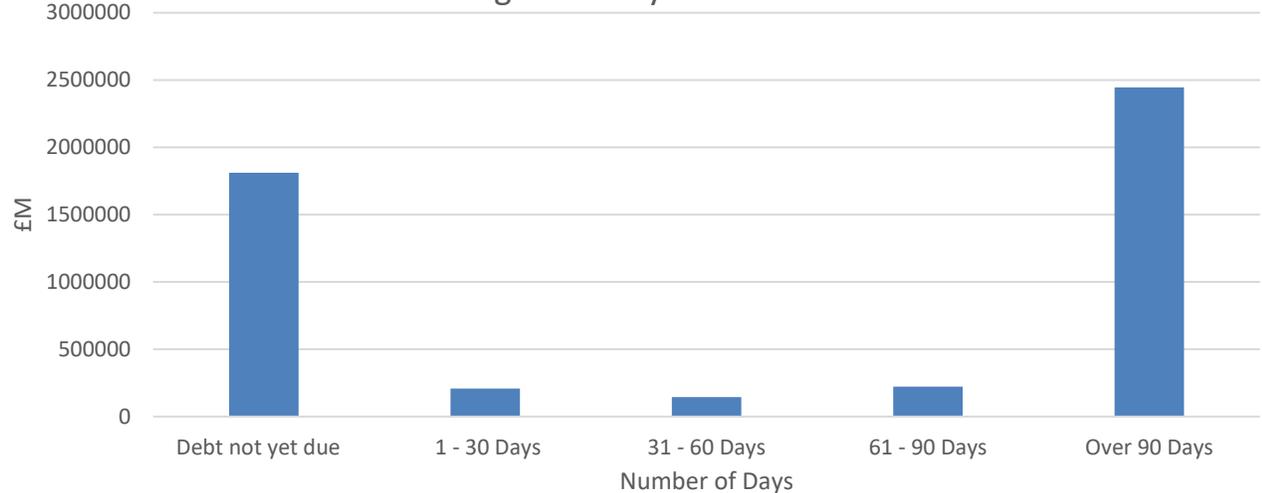
£2.45M

Value of debt over 90 days at Qtr. 3

Transactions Processed



Aged Sundry Debt



The processing of creditor invoices within NELC terms remains constant. Quarter 3 2025-26 invoices paid within terms remains the same as Quarter 2 2025-26 at 93%. The volume of invoices processed in Quarter 3 2025-26 was c18,000, an increase of 1,500 on Quarter 2 2025-26. Areas for improvement continue to be explored as knowledge of the financial system capabilities continue to develop and new staff are brought up to speed in NELC processes.

Overall debt at the end of Q3 has decreased by £0.6m compared to Q2. The debt for 90+ days includes invoices where debt is being collected on agreed payment plans. Debt management continues and there are a number of factors influencing outstanding debt, delays in the debt recovery process when the new finance system was implemented and the economic challenges faced by the local community. Debt management arrangements are in place and collection remains a key focus with the level of outstanding debt being regularly monitored.

We seek to write off debts that are fully provided on the basis that they are unrecoverable. This includes the write off of the following debts >£50,000 :- AD Solutions Limited, Lease Costs - £102,750.

# Treasury Indicators & Cashflow 2025-26

£25.4M (–£6.3m)

Investments as at 31 Dec 25

£172.8M (+ £6.0m)

Borrowing as at 31 Dec 25

3.768% (–0.12%)

Average return on investments

3.84% (+ 0.08%)

Average cost of borrowing

The following slides provide an interim update on Treasury performance during the latest quarter against its Prudential Indicators.

Higher rates since 2022 have benefited short-term income but have created significantly more interest rate risk on our future borrowing requirement. Against this background we continue to defer borrowing (as far as possible) to see us past the peak of the current cycle.

Current borrowing and investments are consistent with the Treasury Management Strategy.

Market expectations of Bank Rate cuts have been tempered during the period, primarily due to concerns around fiscal pressures and sticky inflation data resulting in higher forward expectations. To avoid committing to new long-term borrowing during a period of still elevated rates, we are securing funding via short-term loans from other Local Authorities where possible. Future corporately funded capital expenditure lifts our Capital Financing Requirement (CFR) to just under our Authorised Borrowing Limit in future years. Actual borrowing levels run much lower through the use of 'internal borrowing'.

## Key Activity During The Period

Borrowing Repaid	New Borrowing	Aggregate Investments Made	Income Delivered
£26.0m	£32.0m	£182.7m	£0.357m

Peak Balance	Minimum Balance	Avg. Counterparty Rating	Avg Investment Period
£62.3m	£24.6m	AA	13 days

# Treasury Indicators & Cashflow 2025-26

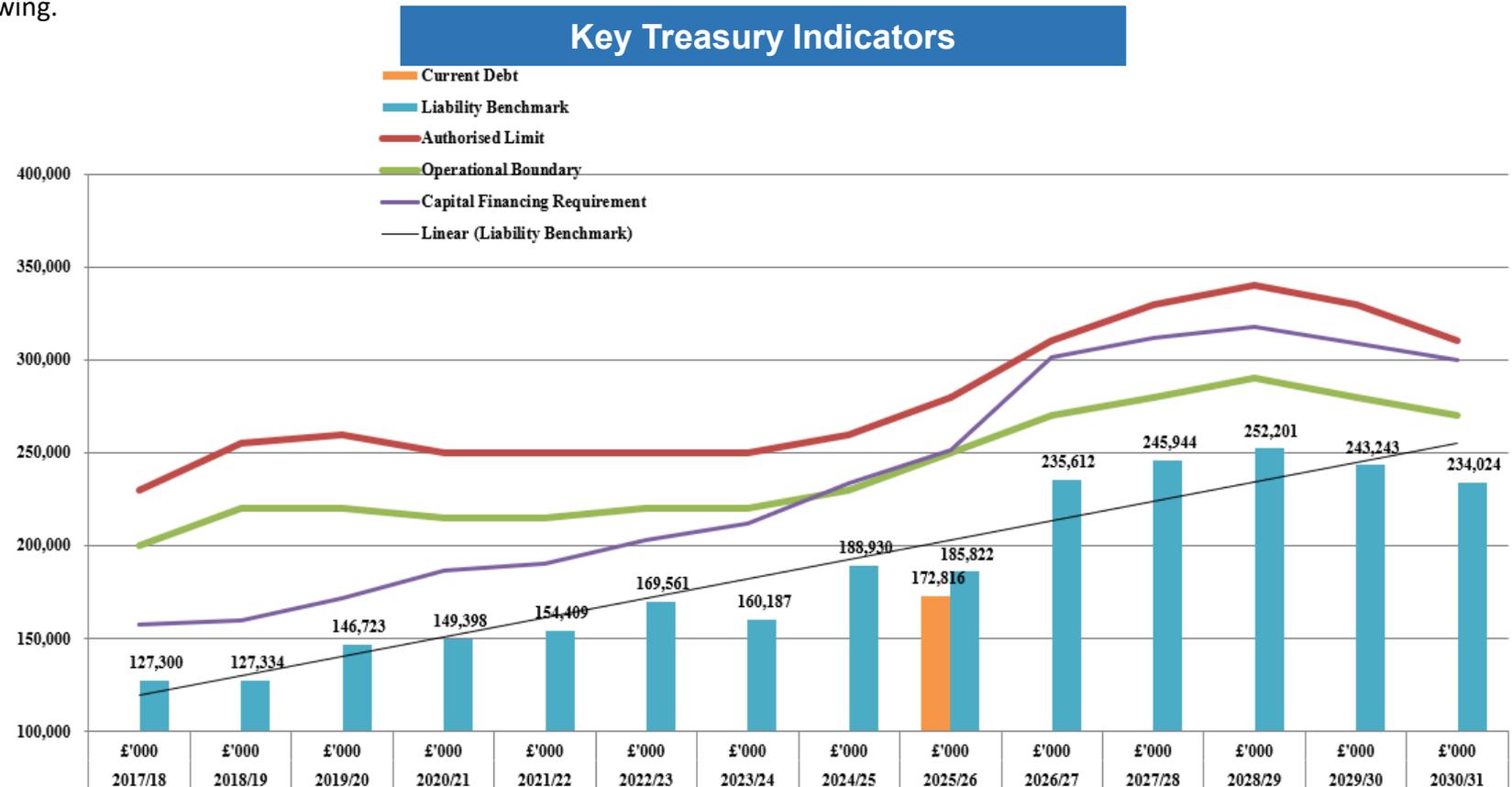
The chart opposite shows the projection for various limits, determined to ensure that all borrowing is affordable and linked to the Capital Programme over time.

The Capital Financing Requirement (CFR) is the underlying need to borrow for capital plans. The Authorised and Operational Boundaries are limits of borrowing that are deemed affordable, they are not targets.

The Council is forecast to maximise use of what it determines as 'sensible' leverage to deliver meaningful place change. Actual borrowing, shown by the columns in the chart, whilst increasing, remains well below the outright limits.

We update Members on all our Prudential Indicators each quarter. The Chart below covers the Key Indicators. The columns show our expected year end levels assuming full, on-time, delivery of the agreed capital programme. The various limits are determined to ensure that all borrowing is affordable and linked to the Capital Programme over time.

Whilst the CFR (Yellow line) is predicted to increase sharply to a level just below the Authorised Limit – ostensibly the ceiling on affordable, sustainable and prudent debt levels – this can be interpreted as an Authority determined to use maximum 'sensible' leverage to deliver meaningful place change. Actual borrowing, shown by the columns below, whilst increasing remains well below the outright limits. The Chart should also be read in conjunction with the other Prudential Indicators on the following slides to fully understand the reasonableness of forecast borrowing.



# Treasury Outlook – Cost of Debt

Pressures resulting from higher rates have now been built into budgets, with a prudent weighting toward rates remaining higher for longer than currently predicted by market forecasters.

The table across shows current interest rate projections against budgets.

These projections move in relation to both additions/slippage in the approved Capital Programme and changes in interest rate forecasts.

Budgets reflect live forecasts on rates and capital spend across the 3 year period but costs are weighted toward later years as major schemes such as Freshney Place and Cleethorpes Masterplan move toward completion.

As borrowing arrangements typically form very long-term commitments the ability, once drawn, to generate revenue savings from this portion of our spend is very limited. This is an important consideration in budget setting and in all borrowing decisions.

The impact of higher rates on future budgets is shown below. These forecasts are a function of both capital spend funded by borrowing and the market forecast path for interest rates.

At period end there was a prevailing view that interest rate levels would reduce gradually through 2026, although changes in growth and inflation data could impact rate paths in either direction.

Net Financing Costs	2025/26	2026/27	2027/28
Forecast outturn	£12.722m	£18.998m	£23.891m
Current Budget	£15.003m	£18.980m	£20.334m
Potential Savings	£2.281m	-£0.018m	-£3.557m

**Ratio of Financing Costs to Net Revenue Stream:** This is an important indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income. As borrowing arrangements typically form very long-term commitments, once drawn the ability to generate savings from this portion of Council spend is very limited.

Ratio of Financing Costs to Net Revenue Stream	2024/25 Actual	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
General Fund	6.44%	6.05%	8.47%	9.55%

# Prudential Indicators (The Liability Benchmark)

Although net indebtedness is forecast to increase over the next 3 years. Total drawn debt is expected to remain well below the CFR, the Liability Benchmark and both the Operational and Authorised Borrowing Boundaries during the forecast period.

The table shows a peak change in debt levels of £67m over the MTFP forecast period during which we also have £67m of debt maturities. Total new borrowing required will therefore be around £144m (subject to spend being in line with forecast).

Borrowing remains below control levels as a result of continued internal borrowing support for the Capital Programme.

Changes to accounting rules for Operating leases from the 2024/25 financial year required additional lease obligations of around £7m to be reflected in our prudential Indicators. This is merely an accounting change and the Authority's debt obligations and cash flows are unchanged.

Limit levels do not commit the Authority to any increase in actual borrowing.

**Gross Debt and the Capital Financing Requirement:** To ensure that, over the medium term, debt will only be for a capital purposes the Authority should ensure that debt does not, except in the short term, exceed the total capital financing requirement in the current and next two financial years as updated for the Treasury Strategy 2025-26

£m	2024/25 Actual	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
External Debt					
Debt at 1 April	160.2	188.9	185.8	226.4	246.0
Expected change in Debt	15.1	-3.1	40.6	19.6	6.3
Other long-term liabilities (OLTL)	7.0	7.0	7.0	7.0	7.0
Expected change in OLTL	0.0	0.0	0.0	0.0	0.0
The Capital Financing Requirement	232.5	251.7	292.2	311.9	318.1
Under / (over) borrowing	43.6	65.9	65.8	65.9	65.8

**Authorised Limit for External Debt:** This is a key prudential indicator represents a control on the maximum level of borrowing. This is a legal limit beyond which external debt is prohibited and can only be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

**Operational Boundary for External Debt:** This is the limit beyond which external debt is not normally expected to exceed. (i.e. prudent but not worst case). It links directly to the Authority's estimates of capital expenditure, the capital financing requirement and cash flow requirements, and is a key management tool for in-year monitoring. Other long-term liabilities comprise finance leases and other liabilities that are not traditional loans but still form part of the Authority's debt.

Authorised Limit	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Authorised Limit (Borrowing)	260	280	300	310
Operational Boundary (Borrowing)	230	250	260	270
Max Debt in Period	189	190	226(est)	246(est)

# Prudential Indicators (The Liability Benchmark)

## Key Messages:

A minimum cash balance of £10m will be maintained to ensure forecast liquidity needs are met.

The gap between the red and black lines in the Liability Benchmark chart shown here depicts the additional borrowing need the Authority currently projects – a peak requirement of £141m new loans by the end of 2028-29 – including replacement of maturing debt.

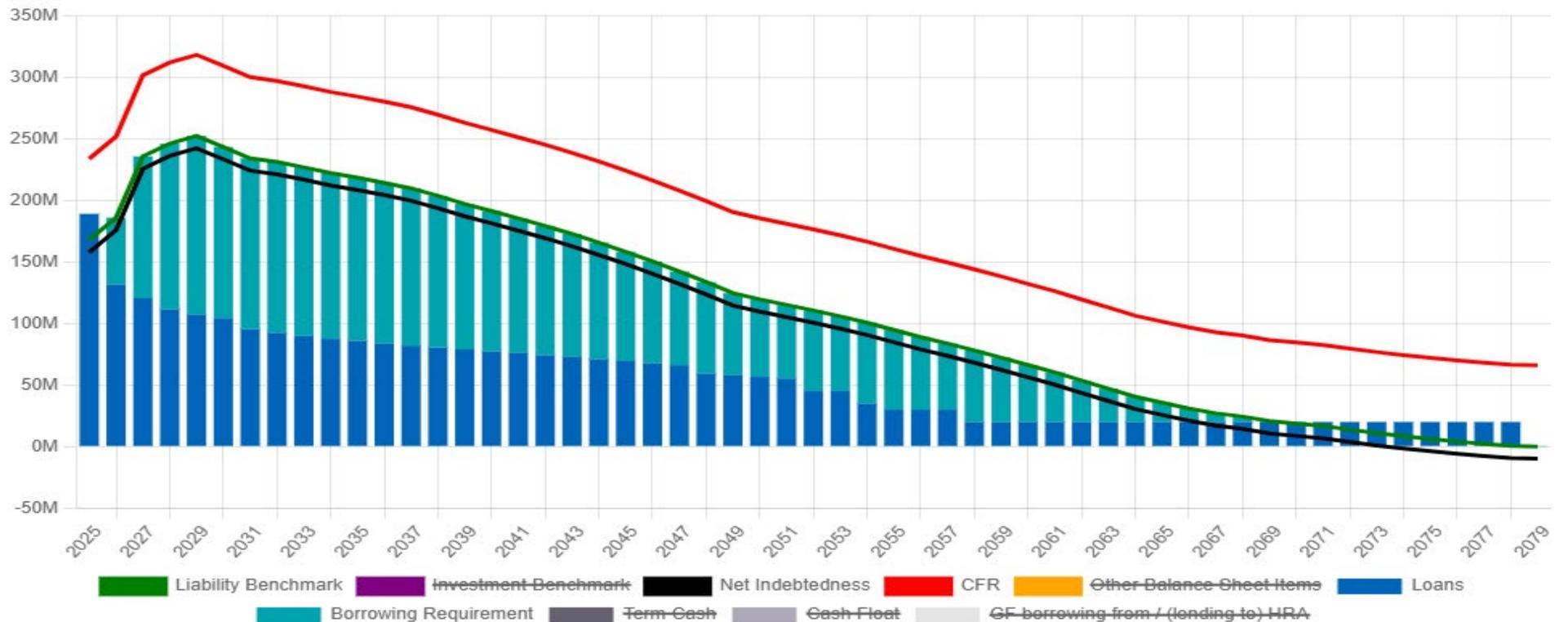
Before new long-term borrowing is entered into the Authority will have regard to the Liability Benchmark and its underlying assumptions will be assessed for their continuing prudence, with revisions made where necessary.

The **Liability Benchmark** tool is now a formal Prudential Indicator.

The Benchmark forecasts our need to borrow over a 50-year period. This aids decision making when it comes to the quantum and term to be chosen, the aim being to avoid cost of carry revenue implications and avoid the trap of defaulting to ultra-long tenors just because the yield curve tail slopes downward. It represents the level of our anticipated borrowing and in the ordinary course of business would not be expected to be exceeded. It therefore should closely mirror the Operational Boundary.

The benchmark assumes:

- future capital expenditure beyond the current programme funded by borrowing of c£8m a year on average
- minimum revenue provision on new capital expenditure based on an annuity profile of c30 years average
- No changes to Reserves beyond the current MTFP period (3 years)



# Treasury Management Indicators

## Key Messages:

A series of targets (both voluntary and centrally required) are used to measure performance.

These targets can be more restrictive than levels set in the Treasury Strategy but by being more restrictive, can provide a potential 'early warning' of any potential issues.

Given the elevated rates seen since 2022 we anticipate continuing to utilise short-term borrowing wherever possible to meet our need until longer-term rates begin to factor in a looser rate environment. At period end markets were watching competing influences of weakening labour data and sticky inflation to inform the pace and scale of future rate cuts, meaning longer term rates remained elevated.

Close monitoring with the support of our Advisors will be maintained

The Authority measures and manages its exposures to treasury management risks using the following indicators.

**Security:** The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	Target	Actual
Portfolio average Credit Rating	A	AA

**Liquidity:** The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling 1 week period.

	Target	Actual
Total cash available within 1 week.	£10m	£24m

**Upper limits on variable interest rate exposure.** This identifies a maximum limit for variable interest rates based upon the debt position net of investments. All borrowing due to mature within 12 months is classed as variable as renewal will be subject to any short term movement in rates.

	2024/25	2025/26	2026/27	2027/28
Upper limit on variable interest rate exposure	£90m	£80m	£80m	£80m

Given the elevated rates seen since 2022 we anticipate continuing to utilise short-term borrowing wherever possible to meet our need until longer-term rates begin to factor in a looser rate environment. At period end markets believed both the pace and scale of future rate cuts had declined, meaning longer term rates remained elevated. This was exacerbated post period end by concerns over UK Government debt plans resulting in rates not seen since the Global Financial Crisis. Close monitoring with the support of our Advisors will be maintained.

# Treasury Management Indicators

## Key Messages:

Maintaining a spread of maturities across our borrowing portfolio can assist with managing cash flow and re-finance risk (the risk that replacement loans are not available or that interest rate costs differ significantly from the maturing loans).

Our active investment portfolio does not lend itself to longer term investments and in the ordinary course of business deposits over 366 days wouldn't be entertained. However, one option for redressing our LOBO loan risk requires a long-term matching deposit (funded by new borrowing) and so a limit is included here to cover that transaction should it be deemed of positive benefit.

Recent higher rates have meant that £20m of LOBO loans have been repaid without penalty, and refinanced in the last 12 months.

**Upper limits on fixed interest rate exposure.** This is similar to the previous indicator and covers a maximum limit on fixed interest rates;

£'m	2025/26	Actual	2026/27	2027/28
Upper Limit on fixed interest rate exposure	310	154	330	340

**Maturity structure of borrowing.** These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing and are required for upper and lower limits.

	Upper	Lower	Actual
Under 12 months	70%	10%	30%
12 months and within 24 months	30%	0%	5%
24 months and within 5 years	30%	0%	7%
5 years and within 10 years	30%	0%	10%
10 years and within 20 years	30%	0%	9%
20 years and within 30 years	50%	0%	22%
30 years and more	75%	10%	17%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment. Note: Variable rate borrowing is excluded.

**Principal Sums Invested for Periods Longer than 366 days:** The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

	2025/26	2026/27	2027/28	2028/29
Limit on principal invested beyond year end	£21m	£11m	£11m	£11m
Current investments as at 31.12.25 in excess of 1 year	0	0	0	0



# Capital Programme

# Capital Programme

SCHEME	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme
	£000	£000	£000
<b>ECONOMY AND GROWTH</b>			
<b>Regeneration</b>			
Clee HLF Townscape Heritage	1,009	-	-
SHIP Scheme	324	667	-
Playing Pitch Reprovision	165	529	-
Cleethorpes Public Art	24	-	-
Heritage Action Zone	213	400	-
Town Deal Investment	840	-	-
UK Shared Prosperity Fund	319	-	-
Freshney Place Leisure Development	7,680	23,138	7,656
Cleethorpes Masterplan - Market Place LUF Scheme	317	3,851	350
Towns Fund - St James House	329	-	-
Towns Fund - Activation Fund	89	221	-
Towns Fund - Riverhead Square	561	-	-
Towns Fund - Public Realm Connectivity	2,526	-	-
Cleethorpes Masterplan - Sea Road LUF Scheme	682	3,803	450
Cleethorpes Masterplan - Pier Gardens LUF Scheme	482	8,515	800
Tennis Court Refurbishment	25	-	-
Play Zone	37	297	-
House of Fraser	250	2,600	1,000
Freshney Place Landlord Works / Cap Cons	155	438	350
Cleethorpes Masterplan - LUF Wayfinding	90	-	-
Cleethorpes Masterplan - LUF Logisitics	155	150	-
Freshney Place Car Park	2,643	-	-
Freshney Place RAAC	60	2,090	3,910
Grimsby Central Library Asbestos Removal	144	-	-

# Capital Programme

SCHEME	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme
	£000	£000	£000
<b>Infrastructure</b>			
Disabled Facilities Grants	5,130	-	-
Local Transport Plan Schemes	7,605	7,195	8,103
Immingham Lock Flood Def Gates	3	-	-
Corporation Rd Bridge Refurb	-	-	-
Gy and Imm Flood Innov Funding	849	-	-
A180 Structures	1,048	2,825	-
Grimsby Surface Water Flood Alleviation	48	-	-
Bus Service Improvement Plan	1,043	3,011	-
Towns Fund - Garth Lane	2,866	3,500	-
Toll Bar Drop Off	198	-	-
Greater Lincs Groundwater Project	-	2,000	-
Car Park Schemes	774	325	-
Transport Hub	550	988	-
North Prom Footwash	18	-	-
Planned and Preventative Maintenance (PPM)	3,063	3,472	1,571
Property Rationalisation Programme	123	-	-
Cartergate Office Development	-	-	-
Business Centre Improvement	97	100	-
Heritage Assets at Risk	498	2,800	-
Motor Caravan Parking Scheme	17	-	-
Local Transport Grant	2,124	9,880	6,790
<b>SAFER TOWNS &amp; COMMUNITIES</b>			
HAS & Green Spaces	417	-	-

\*Corporation Bridge Refurbishment costs are included with Capital Investment Capacity

# Capital Programme

SCHEME	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme
	£000	£000	£000
<b>RESOURCES</b>			
<b>Deputy S151</b>			
Capital Investment Capacity	4,918	6,966	12,928
Capital Rec't Flexibility	2,150	2,150	-
<b>Policy, Strategy and Resources</b>			
ICT Refresh	928	965	639
M365 Transformation Programme	196	258	199
Childrens Services Platform	837	1,000	804
Digital Platform	125	300	-
Cleethorpes Town Hall Audio Visual	66	-	-
<b>ENVIRONMENT</b>			
Fleet Replacement Programme	2,138	7,315	1,693
Enhancement of Bereavement Services	12	-	-
Depot Rationalisation	2,328	-	-
Regulatory Services Management System	-	-	-
Urban Tree Challenge Fund	-	-	-
Salix - Public Sector Decarbonisation Scheme	4,835	-	-
Mayoral Renewable Fund	226	-	-
Housing Assistance Grants and Loans	315	461	-
Warm Home Grants	125	380	375
Capital Office Recycling Project	47	-	-
<b>ADULTS &amp; HOUSING</b>			
Rough Sleeper Accom Grant	40	-	-
Local Authority Housing Fund 3 (LAHF3)	270	90	-

# Capital Programme

SCHEME	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme
	£000	£000	£000
<b>CHILDRENS SERVICES</b>			
<b>AD Regulated</b>			
Childrens Residential Transformation	1,530	70	-
<b>Safeguarding &amp; Youth Justice</b>			
Youth Justice Grant	50	-	-
<b>Education and Inclusion</b>			
Schools - Devolved Formula Cap Grant	73	150	150
Schools - Backlog Maintenance	274	250	250
Schools - Basic Need Sufficiency of Places	9,861	7,300	3,000
SEND Special Prov Fund	3,986	1,118	-
SEMH Free School	10	10	-
Wraparound Childcare Programme	65	-	-
<b>TOTAL CAPITAL PROGRAMME</b>	<b>80,995</b>	<b>111,578</b>	<b>51,018</b>

<b>Funding</b>			
External Grants	51,514	58,742	18,268
Corporate Borrowing	27,297	50,642	32,750
Capital Receipts	2,150	2,150	-
Revenue Contributions	-	-	-
Other Private inc S106	34	44	-
<b>TOTAL FUNDING</b>	<b>80,995</b>	<b>111,578</b>	<b>51,018</b>

Denotes a Major Project

Denotes a Major Education Project



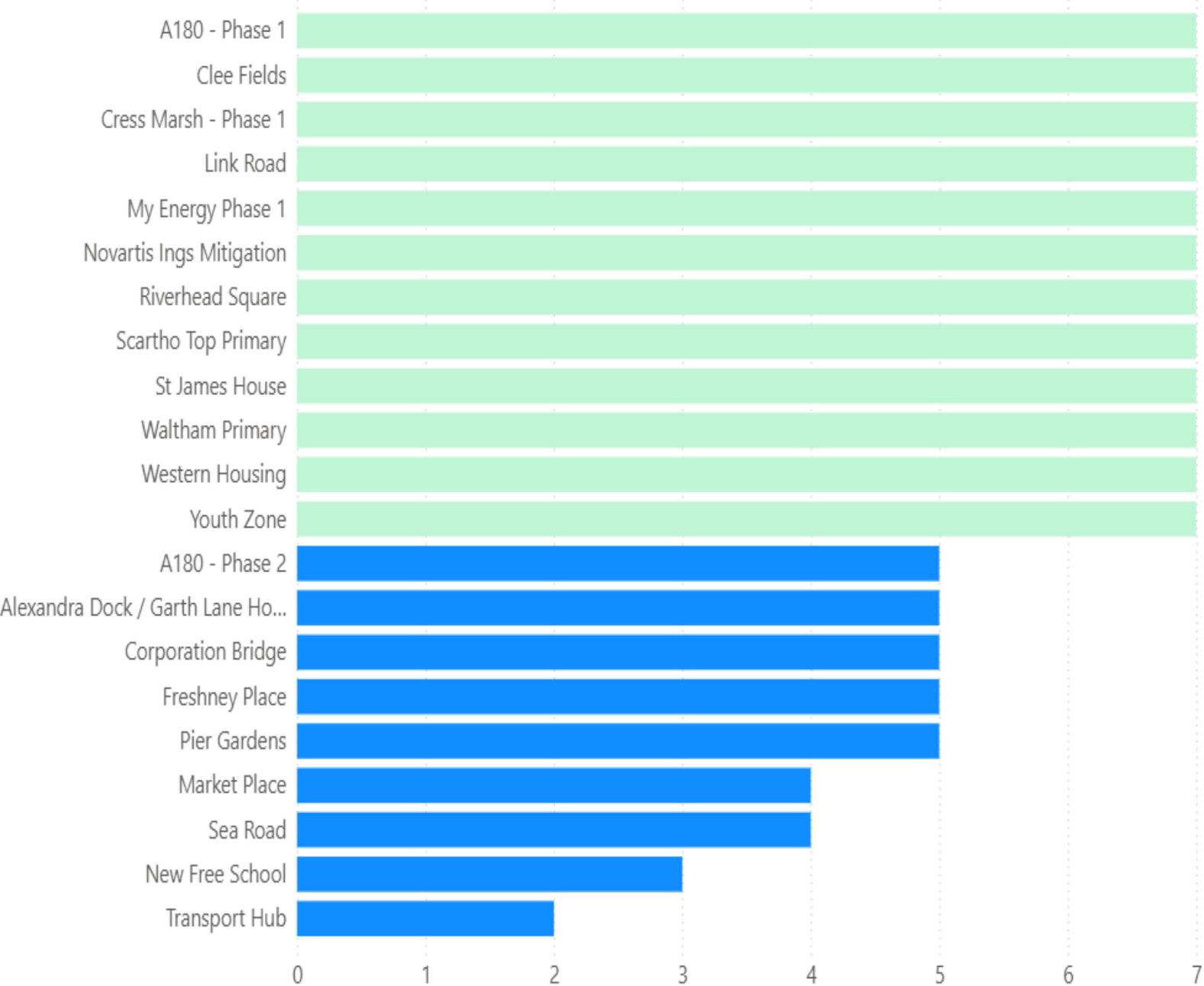
# Major Projects

Quarter 3 - 2025/26  
Monitoring Report

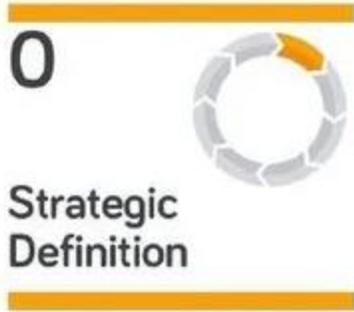
# RIBA Stages

This is the first time we have published this level of information, and it's representing a developing piece of work. As we continue to refine our reporting approach, future iterations will evolve to provide even greater clarity, consistency and insight.

[Projects - Major Projects - Power BI](#)



# RIBA Stages



Background research, review the budget and project risks and develop a business case for the project.



Share vision and intention for the project, agree project budget, gather site information and prepare a programme and timeline.



Let's begin the design process! Start to develop architectural concepts in line with project brief and budget. Develop concept designs and undertake design reviews.



Carry out design studies and cost exercises to test design. At the end of this stage, we will have all information for the planning process and submit any required planning applications.



All technical information is prepared: produce detailed architectural and engineering designs and specification ready for tendering, submission to building control and construction.



Manufacturing and construction is delivered to the agreed design information. Organise site logistics, monitor progress against construction programme and resolve any issues as they arise.



Final handover back to the client and building construction finishes. Review project performance, identify and remedy snags and agreed aftercare begins.



Building is in operation and being well maintained, remedy any defects that arise. Carry out post-occupancy evaluation of the building performance and lessons learned from the project.

# A180 STRUCTURES REMEDIAL WORK

## Transport Infrastructure and Strategic Housing Scrutiny Panel

Cllr Swinburn, Portfolio Holder for Housing, Infrastructure and Transport

<b>Project description</b>	A180 is a key route to the strategic motorway network supporting both Grimsby/Immingham docks and the Cleethorpes resort. In addition, it provides key access to the Lincolnshire coastal area. The structures all require maintenance to extend their operational usefulness.
<b>Approved budget</b>	Project budget - £11.2m (DHLUC+NELC+LTP)
<b>Cumulative spend</b>	£8.1m - Includes Bridges 1 and 3 final account figures
<b>Approved Programme</b>	Remaining works - Bridge 2 (Alexandra Dock) 2 x phases – Above Deck Works (2a) & Below Deck Works (2b) Procurement for 2a: August to October 2025 (completed) NPG cable diversion on A180: November to December 2025 (completed) Anticipated start date phase 2a – Above Deck Works: Early Spring 2026 Anticipated start date phase 2b – Below Deck Works: TBC Completion for 2a: Summer 2026
<b>Indicative timeline</b>	Early Spring 2026 to Summer 2026 for Above Deck Works
<b>Top 3 risks</b>	<ul style="list-style-type: none"> <li>• Weather</li> <li>• Contract mobilisation</li> </ul>
<b>Capacity / Resourcing / Expertise needed</b>	Site supervision in place Advisory Structural Engineer arrangements NEC PM/QS support being sourced

### Current status and programme timeline

- Original timeline amended to better align with other major projects on the network
- Contract to be sent imminently to C R Reynolds to enable a start date of early Spring 2026
- Submitted programme highlights a 24-week duration. (Planned completion – Summer 2026)
- Northern Power Grid cable diversion on A180 completed

### Key progress since last report

- Procurement for Phase 2a completed - C R Reynolds emerged as preferred contractor who has accepted the offer and is now in process of signing.
- Northern Power Grid diversionary works completed

### Outline of current issues/challenges

- Minimising highway disruption during the above deck works
- Cleethorpes footbridge remedial works feasibility, funding and programme currently being appraised – ongoing

### Outline of potential mitigation/decisions needed

- Contraflow traffic management system to mitigate delays
- Monitoring of weather and network coordination to keep ahead of external risks

# CORPORATION BRIDGE

## Transport Infrastructure and Strategic Housing Scrutiny Panel Cllr Swinburn, Portfolio Holder for Housing, Infrastructure and Transport

<b>Project description</b>	Major restoration work to Corporation Road Bridge includes key structural works, waterproofing and resurfacing alongside improvements to the aesthetic appearance of the bridge through repainting and heritage restoration. These works will help in protecting the landmark for many years to come, preserving its heritage status.
<b>Approved budget</b>	The Corporation Bridge project budget is currently going through formal Council approval processes and is commercially sensitive, so detailed figures cannot yet be published.
<b>Cumulative spend</b>	Current actual spend: £9.3M
<b>Approved Programme</b>	Taziker mobilisation – November 2025 Contract completion - December 2026
<b>Indicative timeline</b>	Award of main contract – November 2025 Completion date - December 2026
<b>Top 3 risks</b>	<ul style="list-style-type: none"> <li>Age and condition of existing structure</li> <li>Extreme weather and tides</li> <li>Span 4 and the lifting mechanism</li> </ul>
<b>Capacity / Resourcing / Expertise needed</b>	Pell Frischmann continue to provide main project management, and commercial management services. In addition to NEC PM, Principal Designer, NEC Supervisor and Structural Engineer service and design to end of the project.

### Current status and programme timeline

- Award of main NEC works contract to Taziker Industrial Ltd, in November 2025
- Site mobilisation complete December 2025

### Key progress since last report

- Approval for award of contract under Option 1 proposal, granted at Cabinet in November 2025.
- New contract programme with works anticipated to complete in December 2026.
- Site was prepared for handover, with removal of existing scaffolding and works to clean down pigeon infestation prior to the start of the new contract.
- Taziker Industrial Ltd took possession of the site and started works on site in November 2025, following successful completion of the scope of service under the Professional Service Short Contract (PSSC).
- Procurement of the wider professional team, has been agreed.
- Highways design works are underway, to enable highway finishing works to go out to tender on NELC framework.
- Taziker first newsletter was distributed before Christmas.
- TISH monthly progress reporting began December 2025.

### Outline of current issues/challenges

- Works to predict tide times and levels within the dock being appraised by the contractor with close support from Associated British Ports (ABP).
- Ensuring all planning conditions are adhered to, and span 4 designs are submitted for planning discharge, and close liaison with the planning officer and heritage officer.

### Outline of potential mitigation/decisions needed

- Procurement of associated works i.e. highways, control room Mechanical & Engineering works, and feature lighting) and other professional services, for construction related support are being finalised.

# ALEXANDRA DOCK GARTH LANE

## Transport Infrastructure and Strategic Housing Scrutiny Panel

Cllr Swinburn, Portfolio Holder for Housing, Infrastructure and Transport

<b>Project description</b>	Homes England and the Alexandra Dock brown field land housing project. Utilising £7.8m of Towns Fund money, Keepmoat is working closely with council officers to transform derelict land in the town centre to a modern, low carbon town centre community, to act as the cornerstone for the wider regeneration of Alexandra Dock.
<b>Approved budget</b>	£7.8m Towns Fund money to be spent by March 2028
<b>Cumulative spend</b>	£1.6m
<b>Approved Programme</b>	Programme is led by Keepmoat, and not by the local authority: Start on site Autumn 2025 First homes delivered Summer 2026 All homes completed Spring 2028
<b>Indicative timeline</b>	Completion Spring 2028
<b>Top 3 risks</b>	<ul style="list-style-type: none"> <li>• Timing of planning approval</li> <li>• Grant funding timescales</li> <li>• Unexpected ground conditions</li> </ul>
<b>Capacity / Resourcing / Expertise needed</b>	Additional external support will be procured as appropriate if further matters arise.

### Current status and programme timeline

- Land contract with Keepmoat exchanged on 31st October 2025 and completed on 14th November 2025.
- Planning approval granted on 31st October 2025, the associated Section 106 Agreement was executed on 19th November 2025.
- Keepmoat have now commenced works on site. Key programme dates - show homes scheduled to be completed July 2026, first homes scheduled to be completed Summer 2026, scheme completion anticipated Spring 2028.

### Key progress since last report

- Completion of land sale to Keepmoat
- Planning approval obtained
- Commencement of works on site
- Face to face forum set up to keep users of Alexandra Dock updated on site progress – initial meeting held in November 2025, meetings quarterly thereafter

### Outline of current issues/challenges

- Potential delay to total spend of Towns Fund money due to slightly delayed start and potential for delays caused by inclement weather
- Delays to overall progress caused by poor plot sales

### Outline of potential mitigation/decisions needed

- Close liaison with Ministry of Housing, Communities and Local Government (MHCLG) on Towns Fund spend – cashflow forecast from Keepmoat awaited
- Maintain market awareness and regular update discussions with Keepmoat

# FRESHNEY PLACE LEISURE SCHEME

## Economy, Culture, and Tourism Scrutiny Panel

Cllr Jackson, Leader & Portfolio Holder for Economy, Regeneration, Devolution and Skills

<b>Project description</b>	The project is a key element of delivering on the Grimsby Town Centre Masterplan. The aim is to transform the western end of Freshney Place, Victoria Street and the Bull Ring through the creation of a Family Entertainment Centre comprising a cinema, food hall and modern market, together with new food, drink, and leisure facilities. Pre-construction, the scheme has secured pre-let agreements with Parkway and Starbucks.
<b>Approved budget</b>	£49.96m following 12 December 2024 Full Council decision
<b>Cumulative spend</b>	£13.6m inc. design, planning, PCSA (asbestos, soft strip, design), site acquisition, vacant possession, surveys and fees
<b>Approved Programme</b>	<ul style="list-style-type: none"> <li>• Planning Approval – completed Feb 23</li> <li>• Appoint PCSA Contractor (phase 1) - completed March 24</li> <li>• Final Cost Plan – received</li> <li>• GMI formally contracted Feb 25</li> <li>• Construction Completion – Practical completion due Q2 2027</li> </ul>
<b>Indicative timeline</b>	Having commenced February 2025, due to utilities and archaeology challenges (now largely resolved), Practical Completion is now targeted for Q2 2027 with tenant fit-out largely occurring thereafter.
<b>Top 3 risks</b>	<ul style="list-style-type: none"> <li>• Utilities</li> <li>• Asbestos</li> <li>• Ground/structure conditions</li> </ul>
<b>Capacity / Resourcing / Expertise needed</b>	<ul style="list-style-type: none"> <li>• Professional team – in place</li> <li>• GMI formally appointed</li> <li>• Monthly client meetings in place</li> </ul>

### Current status and programme timeline

- Cinema pre-let secured
- Starbucks pre-let secured
- Scheme approved
- GMI appointed
- Works commenced and demolition complete
- Heads of Terms agreed for food and beverage offer
- Practical completion due Q2 2027

### Key progress since last report

- Demolition complete
- Monthly client meetings progressing
- Market and food hall layouts now fixed, with slab modifications started
- Steelwork for the new market parapet arrived on site
- Piling complete and foundations laid
- Revised planning drawings submitted December 25

### Outline of current issues/challenges

- A Northern Power Grid (NPG) diversion is a risk although the relevant personnel are working well with NPG. Piling completed without any major challenge, but the archaeological dig has been extended from an expected four week dig to an anticipated 12 twelve weeks which is having an impact on the critical path. Subject to them being offsite at the end of January, the remaining key risks are around existing structure, NPG and design coordination.

### Outline of potential mitigation/decisions needed

- No immediate mitigation or decisions required.

# MARKET PLACE CLEETHORPES

## Economy, Culture, and Tourism Scrutiny Panel

Cllr P Jackson – Leader and Portfolio Holder for Economy, Regeneration, Devolution and Skills / Cllr H Dawkins – Portfolio Holder for Culture, Heritage and the Visitor Economy

<b>Project description</b>	Rejuvenating Cleethorpes' historic Market Place will add space for social interaction, reconnecting our busy seafront and town centre, creating jobs, and boosting the economy. These improvements will re-balance the relationship between traffic and pedestrians, encouraging wider circulation of people through the town.
<b>Approved budget</b>	£5m
<b>Cumulative spend</b>	£0.7m
<b>Approved Programme</b>	Contractor Appointment and Award: End Jan 26 Contract Commences: Mid Feb 26 Practical Completion: TBC following programme submitted by winning tenderer
<b>Indicative timeline</b>	Tender Live - Principal Contractor: Autumn 2025 Tender Evaluation: 15th Jan Completion: Estimated end of 2026
<b>Top 3 risks</b>	<ul style="list-style-type: none"> <li>• Traffic Regulation Orders</li> <li>• Procurement</li> <li>• Stakeholder engagement</li> </ul>
<b>Capacity / Resourcing / Expertise needed</b>	Additional expertise sourced for the project in relation to: <ul style="list-style-type: none"> <li>• RIBA 4 Technical Design</li> <li>• RIBA 5 and 6 – project oversight role</li> <li>• NEC 4 Project Manager</li> <li>• NEC 4 Supervisor</li> <li>• QS</li> </ul>

### Current status and programme timeline

- Traffic Regulation Orders approved for the majority of the scheme.
- Project is estimated to be due for completion end of 2026.
- Parking mitigation implemented and operational on 10th Oct 2025.
- Stakeholder relations with businesses and locals during construction will be addressed in partnership with the winning contractor.

### Key progress since last report

- Traffic Regulation Orders sealed or due to be sealed.
- Out to tender – closing 12 January 2026.
- On-going technical reviews with Pell Frischmann and Highways.
- Legal project assurance.

### Outline of current issues/challenges

- Managing stakeholder relations internally and externally to ensure the project stays within the agreed scope so that the project benefits and outcomes can be realised but also stay within the funding programme deadline.
- Completing the project as quickly as possible whilst operating within statutory requirements.
- Stakeholder relations with business stakeholders.
- Public perception on parking.

### Outline of potential mitigation/decisions needed

- Continued engagement with businesses and local residents.
- Contractor to provide a plan to minimise disruption.
- Complete: Victoria car park into use and High Street changed to short-stay only.

# PIER GARDENS CLEETHORPES

## Transport Infrastructure and Strategic Housing Scrutiny Panel

Cllr P Jackson – Leader and Portfolio Holder for Economy, Regeneration, Devolution and Skills / Cllr H Dawkins – Portfolio Holder for Culture, Heritage and the Visitor Economy

<b>Project description</b>	Pier Gardens is a Victorian, traffic free, linear park raised above the Central Promenade which runs along the length of the town centre. Opened in 1885, its location is at the heart of the resort and the scope for re-development is vast. Regeneration of Pier Gardens will boost the tourism offer, ensuring there is something for everyone by providing play, leisure, and biodiversity attractions.
<b>Approved budget</b>	£10.6m
<b>Cumulative spend</b>	£1.1m
<b>Approved Programme</b>	June 2025 – RIBA 4 completion and Principal Contractor and NEC4 Supervisor Procurement (completed) January 2026 to Winter 26/27 – Mobilisation and Construction RIBA5 and 6.
<b>Indicative timeline</b>	Autumn 2025 – Principal Contractor and NEC4 Supervisor Procurement January 2026 to Winter 26/27– Mobilisation and Construction RIBA5 and 6.
<b>Top 3 risks</b>	<ul style="list-style-type: none"> <li>• Procurement</li> <li>• Ground conditions</li> <li>• Planning</li> </ul>
<b>Capacity / Resourcing / Expertise needed</b>	<p>Additional expertise sourced for the project in relation to:</p> <ul style="list-style-type: none"> <li>• RIBA 5 and 6 – project oversight role (appointed)</li> <li>• NEC 4 Supervisor (appointed)</li> <li>• NEC4 Project Manager (appointed)</li> <li>• Quantity Surveyor (appointed)</li> <li>• Ecological input</li> </ul>

### Current status and programme timeline

- Principal Contractor procurement completed
- NEC supervisor procurement completed
- Site mobilisation to commence end January 2026
- Project duration 15 months – planned completion April 2027

### Key progress since last report

- Principal Contractor procurement completed – Maylim emerged as preferred contractor
- NEC4 Supervisor procurement completed and contract signed

### Outline of current issues/challenges

- Coordination of Pier Gardens with Sea Road Site
- Coordination with resort and activities during development and construction stage

### Outline of potential mitigation/decisions needed

- Ensuring co-ordination of design and delivery with Sea Road project.
- Levelling Up Funding (LUF) Logistics to ensure co-ordination of resort and its activities during construction.

## 2 SEA ROAD CLEETHORPES

### Transport Infrastructure and Strategic Housing Scrutiny Panel

Cllr P Jackson – Leader and Portfolio Holder for Economy, Regeneration, Devolution and Skills / Cllr H Dawkins – Portfolio Holder for Culture, Heritage and the Visitor Economy

<b>Project description</b>	<p>A three-storey building will be constructed at the former Waves site on the corner of Sea Road and the Promenade, comprising public amenities and a changing places facility, as well as commercially lettable space across all floors of the building, which may include different providers in retail and hospitality.</p>	<b>Current status and programme timeline</b> <ul style="list-style-type: none"> <li>• Design works progressing under PCSA with contractor Lindum</li> <li>• RIBA Stage 4 design completed (all disciplines) by February 2026</li> <li>• Commencement of site works anticipated in March 2026</li> <li>• Practical completion currently forecast as March 2027</li> <li>• Fit out estimated March 2027 onwards</li> </ul>
<b>Approved budget</b>	<p>£6.1m</p>	
<b>Cumulative spend</b>	<p>£1.4m</p>	<b>Key progress since last report</b> <ul style="list-style-type: none"> <li>• PCSA with Lindum signed 10th November 2025</li> <li>• NELC team working alongside contractor to complete RIBA Stage 4 design work to enable price to be finalised</li> <li>• NELC team reviewing costing information provided to date by Lindum with further negotiation planned/necessary as scheme costs develop</li> <li>• Agreement for letting in legal – on hold pending design progression</li> </ul>
<b>Approved Programme</b>	<p>Pre-construction works: Winter 2024 - complete  RIBA 4: Autumn/Winter 25/26  RIBA 5/6 Construction works commencement: Winter 2026  Completion: Winter 26/27  Tenant fit out: Spring 2027</p>	
<b>Indicative timeline</b>	<p>RIBA 4: Autumn/ Winter 25/26  RIBA 5/6 Construction works commencement: Winter 2026</p>	<b>Outline of current issues/challenges</b> <ul style="list-style-type: none"> <li>• Certainty required on design, legal position and costings to enable start on site</li> <li>• Support from Planning and Highways colleagues crucial to achieving start on site</li> <li>• Co-ordination of design and delivery with Pier Gardens project.</li> <li>• Aligning project cost with procurement requirements.</li> </ul>
<b>Top 3 risks</b>	<ul style="list-style-type: none"> <li>• Re-procurement of construction contract</li> <li>• Cost certainty</li> <li>• Ground conditions</li> </ul>	
<b>Capacity / Resourcing / Expertise needed</b>	<ul style="list-style-type: none"> <li>• Additional expertise sourced for the project in relation to:</li> <li>• Technical Design</li> <li>• Construction Planning</li> <li>• Ecological input</li> </ul>	<b>Outline of potential mitigation/decisions needed</b> <ul style="list-style-type: none"> <li>• Weekly design team meetings along with frequent ad hoc meetings to discuss information required by the contractor, programme and costs. All meetings led by NELC project manager.</li> <li>• First meeting with planning and highways occurred 16th December 2025. Future meetings convened</li> <li>• Regular meetings between Sea Road and Pier Gardens project managers and designers being held</li> <li>• Level of QS support required for the project currently under review</li> </ul>

# ABBEY WALK CAR PARK

## Transport Infrastructure and Strategic Housing Scrutiny Panel

Cllr Swinburn, Portfolio Holder for Housing, Infrastructure and Transport

<b>Project description</b>	A study highlighted significant structural issues affecting the beams across the car park floors, particularly on the first and second floors, which support the loads from the upper levels. In May 2024, the car park was closed due to structural safety issues. Demolition of the car park is being progressed.
<b>Approved budget</b>	£1.0M for feasibility and demolition
<b>Cumulative spend</b>	£0.2m which was allocated for viability assessments, and preparatory works.
<b>Approved Programme</b>	Demolition programme – January 2026 to Spring 2026
<b>Indicative timeline</b>	Soft asset stripping including asbestos - October 2025 Demolition mobilisation – December 2025 Demolition commencement – January 2026 Ground floor car park design completion – Jan/ Feb 2026 Ground floor car park planning application – Spring 2026
<b>Top 3 risks</b>	<ul style="list-style-type: none"> <li>• Demolition around existing buildings</li> <li>• Rail infrastructure (BAPA) – demolition in close proximity to the rail track</li> <li>• Northern Power Grid (NPG) – demolition with the substation in situ</li> </ul>
<b>Capacity / Resourcing / Expertise needed</b>	Project resource for reconstruction of the ground level car park - TBC

### Current status and programme timeline

- Demolition works started - 5th Jan 2026
- Demolition completion – Spring 2026
- Ground floor car park design and procurement – December 2025 to Summer 2026
- Ground floor car park proposed construction start – Summer 2026

### Key progress since last report

- Network Rail letter of no objection received - December 2026
- NPG substation protection implemented
- Demolition started

### Outline of current issues/challenges

- Working around the NPG substation
- Time restrictions around the BAPA limited to five hours overnight, per day
- Working around Doughty Road trees
- Site footprint and size constraints

### Outline of potential mitigation/decisions needed

- No decisions required at this point

# TRANSPORT HUB

## Transport Infrastructure and Strategic Housing Scrutiny Panel

Cllr Swinburn, Portfolio Holder for Housing, Infrastructure and Transport

<b>Project description</b>	The scheme aims to deliver a centralised, compact, highly functional, multi-purpose transport hub located within Grimsby Town Centre. This site has excellent connectivity to the railway station, Freshney Place shopping centre, the wider town core, and significant wider regeneration activities underway, the Hub will provide a single central location for all buses in NEL, in a safe, sheltered environment that is accessible to all.
<b>Approved budget</b>	Indicative Budget (Brownfield, LTG, BSIP) - £4.6m <i>Further funding may be assigned once final plans are confirmed</i>
<b>Cumulative spend</b>	£0.6m
<b>Approved Programme</b>	Demolition of Osborne Street buildings - October 2025 (completed) RIBA 1 to 2 Design - February 2025 to December 2025 (completed) RIBA 3 – Spring 2026 Planned start date for construction of Transport Hub pending approval – Winter 2026/27
<b>Indicative timeline</b>	Expected Cabinet decision on progression of hub – February 2026 Submission of planning application – Spring 2026
<b>Top 3 risks</b>	<ul style="list-style-type: none"> <li>• Short to medium-term land usage while the next stage of construction is decided</li> <li>• Procurement of Civils Consultant delays progress</li> <li>• Planning application delays construction start</li> </ul>
<b>Capacity / Resourcing / Expertise needed</b>	Civils Consultancy to support Internal NEL Architecture team required

### Current status and programme timeline

- RIBA 2 report and Economics Technical Note received
- Assessment of site as a temporary car park ongoing
- Construction of dentist wall to be completed – ongoing procurement of sub-contractor
- Ongoing discussion with Stagecoach to undertake a bus station layout trial in Spring 2026

### Key progress since last report

- Demolition complete in October 2025
- Continued conversations with planning officers in relation to new hub
- Continued consultation and support with Stagecoach
- Outline design for both layout and potential building received

### Outline of current issues/challenges

- Maintaining a phased approach to programme delivery, opportunities to merge phases should funding allow
- Converting current building footprint into a temporary car park
- Completion of third-party wall that doesn't affect future hub construction
- Securing funding for future phases

### Outline of potential mitigation/decisions needed

- Cabinet report to be submitted – decision required to bid for funding to complete scheme
- Ongoing discussions with highways and pavement specialists to determine way forward
- Ongoing discussion with Contractor and Designers to determine a solution

# SCHOOLS – SOCIAL, EMOTIONAL AND MENTAL HEALTH (SEMH) SCHOOL

## Children and Lifelong Learning Scrutiny Panel

Cllr Margaret Cracknell, Portfolio Holder for Children and Education

<b>Project description</b>	Delivery of 150 specialist places in North East Lincolnshire following successful award of Department of Education (DfE) free school for children and young people (CYP) with Education, Health and Care Plans with primary need of social emotional and mental health (SEMH). NELC are a key stakeholder working with the DfE and appointed Trust to deliver the new school.
<b>Approved budget</b>	£1m approved overall
<b>Cumulative spend</b>	£0m 2025/26 Funding of NELC professional services and other project activity under £20k
<b>Approved Programme</b>	Feasibility and options analysis stage – Cabinet decisions Feb 2026 3-to-4-year programme due to open 2028
<b>Indicative timeline</b>	<ul style="list-style-type: none"> <li>• Feasibility and options analysis stage – decisions Feb 2026</li> <li>• Detailed indicative programme timeline awaiting approvals</li> </ul>
<b>Top 3 risks</b>	<ul style="list-style-type: none"> <li>• Insufficient local specialist places to meet demand impact on CYP outcomes, revenue finances including placement and transport costs due to them having to be educated out of borough</li> <li>• Timescales for robust decision making</li> <li>• Lack of capacity and increase of build costs</li> </ul>
<b>Capacity / Resourcing / Expertise needed</b>	The project currently has capacity and technical expertise to support delivery of DfE led free school to achieve specialist places required. Further capacity, for all workstream areas, would be needed if not DfE lead.

### Current status and programme timeline

- Programme slipped from previous DfE indicative timeline. Programme and figures from DfE led programme reviewed, reported to scrutiny.
- Options analysis being undertaken for further consultation.
- Cabinet decisions February 2026.

### Key progress since last report

- SEMH specialist free school design revised feasibility costings and programme reviewed and Business Development Group and Scrutiny updated, including on progress of securing of land, ready for decision making.
- Regular meetings with DfE continued.
- Engagement continued including with Wellspring Trust, Ward Councillors, Leadership teams.
- Business case analysis being refreshed.

### Outline of current issues/challenges

- DfE specialist free school not yet contracted with DfE and land transfer due to be signed; substation and flooding issue indicative costs known but not yet resolved fully.
- Change of Government strategy requiring decisions in short timescales.

### Outline of potential mitigation/decisions needed

- Multidisciplinary project working group resource prioritised to ensure activities meet timescales for updating reports to inform decision makers
- Cabinet decisions February 2026 to confirm way forward

# SCHOOLS – HUMBERSTON PARK ACADEMY

## Children and Lifelong Learning Scrutiny Panel

Cllr Margaret Cracknell, Portfolio Holder for Children and Education

<b>Project description</b>	To address the current and future significant shortfall of suitable and sufficient specialist places in the borough provided by Humberston Park Academy (HPA) for children and young people (CYP) with complex medical and physical needs. Immediate issues identified following Department for Education (DfE) new capacity assessment of current site along with future forecast of demand. Current site is too small CYP having to be educated out of borough.
<b>Approved budget</b>	£1.5m Special Educational Needs and Disabilities (SEND) provision capital funding and £4.5m corporate funding. Total project funding £6m
<b>Current spend</b>	£0m
<b>Approved Programme</b>	2–3-year programme depending on option secured. Currently funding is allocated into 2026/27 depending on option analysis outcome and decisions
<b>Indicative timeline</b>	<ul style="list-style-type: none"> <li>• Securing of option – aiming April 26</li> <li>• Design and feasibility phase May 26 TBC</li> </ul>
<b>Top 3 risks</b>	<ul style="list-style-type: none"> <li>• Insufficient local specialist places to meet demand impact on CYP outcomes, revenue finances including transport costs due to CYP having to be educated out of borough</li> <li>• Lack of capacity and increase of build costs</li> <li>• Delay in legally securing option</li> </ul>
<b>Capacity / Resourcing / Expertise needed</b>	More workstream resources may be required including School Assets team, Professional Services, project resource depending on programme timeline and other competing priorities SEND cohort focus design expertise

### Current status and programme timeline

- Cabinet approval June 2025 approving funding and exploring of options
- Detailed programme timeline TBC once appropriate option confirmed and secured.

### Key progress since last report

- Continued to explore all options
- Regular liaison with Trust regarding progress
- Advice provided by DfE to inform options
- Engagement with key stakeholders including DfE and Grimsby Institute
- Initial costing analysis

### Outline of current issues/challenges

- Solutions for Humberston Park School capacity to meet current and future demand– securing of option
- Timescales securing option and increasing build/refurbishment costs

### Outline of potential mitigation/decisions needed

- Project team continue to explore and assess all options for any further decision making required