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To: All Persons on the Distribution List of Cabinet

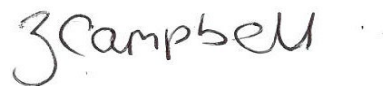
4th November 2025

Dear Councillor,

A meeting of the Cabinet is to be held on **Wednesday 12th November 2025** commencing at **5.00 p.m.** in **Grimsby Town Hall**.

The agenda is set out overleaf.

Yours sincerely,



Zoe Campbell
Senior Scrutiny and Committee Advisor
For the Interim Chief Executive.

FILMING OF PUBLIC MEETINGS

“The Council supports the principle of transparency and encourages filming, recording and taking photographs at its meetings that are open to the public. It also welcomes the use of social networking websites and micro-blogging to communicate with people about what is happening, as it happens.

There is no requirement to notify the Council in advance, but it should be noted that the Chairman of the meeting will have absolute discretion to terminate or suspend any of these activities if, in their opinion, continuing to do so would prejudice proceedings at the meeting.

The circumstances in which termination or suspension might occur could include:

- **public disturbance or suspension of the meeting**
- **the meeting agreeing to formally exclude the press and public from the meeting due to the confidential nature of the business being discussed**
- **where it is considered that continued recording / photography / filming /webcasting might infringe the rights of any individual**
- **when the Chairman considers that a defamatory statement has been made**

In allowing this, the Council asks those recording proceedings not to edit the film/recording/photographs in a way that could lead to misinterpretation of the proceedings or infringe the core values of the Council. This includes refraining from editing an image or views expressed in a way that may ridicule or show a lack of respect towards those being photographed/filmed/recorded.

Those intending to bring large equipment or wishing to discuss any special requirements are advised to contact the Council's Communications Team in advance of the meeting to seek advice and guidance. Please note that such requests will be subject to practical considerations and the constraints of specific meeting rooms.

The use of flash photography or additional lighting will not be allowed unless this has been discussed in advance of the meeting and agreement reached on how it can be done without disrupting proceedings.

At the beginning of each meeting, the Chairman will make an announcement that the meeting may be filmed, recorded or photographed. Meeting agendas will also carry this message.”

CABINET AGENDA

**for the meeting on
Wednesday 12th November 2025 at 5.00 pm**

- 1. Apologies for Absence** -

To record any apologies for absence.
- 2. Declarations of Interest** -

To record any declarations of interest by any Member of the Cabinet/Committee/Panel in respect of items on this agenda.

Members declaring interests must identify the agenda item and the type and detail of the interest declared.
- 3. Minutes** 5

To approve as a correct record the minutes of the Cabinet meetings held on the 8th October 2025 (copy attached)
- 4. Referral From Scrutiny Panels**
 1. To receive a recommendation from the Joint Communities and Transport, Infrastructure and Strategic Housing Scrutiny Panels held on Thursday 2nd October 2025 in response to call in for selective licensing (copy attached). 11
 2. To receive recommendations from the Economy, Culture and Tourism Scrutiny Panel, at its meeting held on 2nd October 2025 in relation to tourism across North East Lincolnshire (copy attached). 13
- 5. Local Government Reorganisation Submission of the Proposal for North East Lincolnshire** 15

To consider a report from the Leader of the Council and Portfolio Holder for Economy, Regeneration, Devolution and Skills to note the proposal to government as set out in the appendices (copy to follow)
- 6. 2025/26 Quarter 2 Council Plan Resources and Finance Performance Report** 73

To consider a report from the Portfolio Holder for Finance, Resources and Assets providing information and analysis of the Council's financial performance during the second quarter of 2025/26 (copy attached).

7. **Urgent Business**

-

To receive any business which, in the opinion of the Chairman, is urgent by reason of special circumstances which must be stated and minuted.

SHARON WROOT
INTERIM CHIEF EXECUTIVE



CABINET

8th October 2025 at 5.00pm

Present: Councillor Jackson (in the Chair)
Councillors Cracknell, Dawkins, Harness, Hudson, Shepherd, Shreeve and S. Swinburn.

Officers in attendance:

- Carolina Borgstrom (Director of Economy, Environment, and Infrastructure)
- Katie Brown (Director of Adults Housing and Communities)
- Zoe Campbell (Senior Scrutiny and Committee Advisor)
- Simon Jones (Assistant Director Law and Governance)
- Ann-Marie Matson (Director of Children's Services)
- Guy Lonsdale (Interim Section 151 Officer)
- Sharon Wroot (Interim Chief Executive)

Also in attendance :

Nick Browning (Head of Culture Heritage Leisure and Tourism)
Royce Coates (Lead Communications Officer – People, Health and Wellbeing)
Michelle Lalor (Head of Communications and Customer)
Tracey Law (Communication and Marketing Advisor)

There were 16 members of the public and no press present.

CB.34 APOLOGIES FOR ABSENCE

No apologies for absence were received for this meeting.

CB.35 DECLARATIONS OF INTEREST

Councillor Shepherd declared a non-registerable interest in item CB.40 and left the meeting whilst that item was being discussed and voted upon.

CB.36 MINUTES

The minutes of the Cabinet meeting held on the 16th September 2025 were agreed as a correct record.

CB.37 GRIMSBY WEST DEVELOPMENT

Cabinet considered a report from the Portfolio Holder for Housing, Infrastructure and Transport seeking approval of the Masterplan for the Grimsby West housing development.

Cabinet heard from Councillor Downes as Ward Councillor for Freshney ward and Chair of Friends of the Freshney Valley who set out residents' concerns around the impact the Grimsby West development would have. Cabinet noted these concerns.

Following a discussion around the report and the recommendations made from the Transport, Infrastructure and Strategic Housing Scrutiny Panel meeting held on 16th September 2025, it was agreed that the report be deferred to a future Cabinet meeting so that the following issues raised by scrutiny could be addressed:

- Flood risk and waterflow and pollution into the River Freshney.
- Completion of a traffic assessment.
- More graphic detail on the Freshney Valley Country Park.

RESOLVED – That, in line with recommendations from the Transport, Infrastructure and Strategic Housing Scrutiny Panel, this item be deferred to a future meeting of Cabinet to allow the following issues to be addressed:

- Flood risk and waterflow and pollution into the River Freshney.
- Completion of a traffic assessment.
- More graphic detail on the Freshney Valley Country Park.

CB. 38 REVIEW OF SUBSIDISED BUS SERVICES

Cabinet considered a report from Portfolio Holder for Housing, Infrastructure and Transport seeking authority to go out to procurement for the 1, 2 and 20 Europarc bus service, 5M bus service and Phone n Ride.

RESOLVED –

1. That the commencement of a procurement exercise for the 1, 2 and 20 Europarc bus service, 5M bus service and Phone n Ride be approved.

2. That the Director of Economy, Environment and Infrastructure, in consultation with the Portfolio Holder for Housing, Infrastructure and Transport, be delegated authority to:

A) approve the option that is awarded for each bus service and to ensure the tender award is made within the available budget.

B) to make appropriate contract awards to the most advantageous tender.

3. That the Director of Economy, Environment and Infrastructure, in consultation with the Portfolio Holder for Housing, Infrastructure and Transport, be delegated authority to carry out all ancillary activity in terms of post award implementation and mobilisation of such arrangements.

4. That the Assistant Director Law and Governance (Monitoring Officer) be authorised to execute all documents in connection with the above.

CB.39 LIBRARY AND ARCHIVES REVIEW PHASE 2 PUBLIC CONSULTATION

Cabinet considered a report from the Portfolio Holder for Culture, Heritage and the Visitor Economy updating Cabinet on the phase 2 public consultation findings of the library and archives review.

Cabinet received recommendations from the Economy, Culture and Tourism Scrutiny Panel meeting on 2nd October 2025 which were noted and accepted, including the addition of “the findings of the Library Services Select Committee” to recommendation 3 of the report

RESOLVED –

1. That the engagement and consultation with our communities during the second phase of public consultation, involving residents, partners and services, be noted

2. That the following be agreed and supported:

- a. Cleethorpes Library remain open and initiatives to better utilise the available space and facilities be pursued.
- b. Waltham Library remain open and initiatives to better utilise the available space and facilities be pursued.

- c. In principle, the current Grimsby Central Library be reopened, subject to confirmation of the options and costs for refurbishment. Such options to be subject to full and transparent engagement.
3. That the Director of Economy, Environment and Infrastructure, in consultation with the Portfolio Holder for Culture, Heritage and the Visitor Economy, be authorised to establish options and costs for the repair and refurbishment of Grimsby Central Library, refine the library service needs assessment and develop the emerging library service strategy informed by the findings of the two phases of public consultation and engagement and also the findings of the Library Services Select Committee.
4. That the Director of Economy, Environment and Infrastructure, in consultation with the Portfolio Holder for Culture, Heritage, and the Visitor Economy, be instructed to report further to Cabinet to:
 - a. present recommended refinements to the needs assessment,
 - b. present a proposed library service strategy,
 - c. present options and costs for refurbishment of Grimsby Central Library.

CB.40 PROPOSED GRIMSBY TO WALPOLE NATIONAL GRID ELECTRICITY LINE

Cabinet considered a report from the Portfolio Holder for Housing, Infrastructure and Transport seeking approval to enable the council to respond to the National Grid proposal at both the pre and post Development Consent Order submission stage.

RESOLVED – That the Director for Economy, Environment, and Infrastructure in consultation with the Portfolio Holder for Housing, Infrastructure and Transport be delegated authority to deal with matters arising from the Development Consent Order for this scheme, including all technical issues, consistently in line with the Council's stated position on the scheme in general.

CB.41 PROCUREMENT OF HIGHWAYS FRAMEWORK FOR CAPITAL WORKS

Cabinet considered a report from Portfolio Holder for Housing, Infrastructure and Transport seeking approval to procure a highways framework for capital works.

RESOLVED –

1. That the procurement of a Highways Framework for capital works, as set out in the report now submitted, be approved.
2. That the Director of Economy, Environment and Infrastructure, in consultation with the Portfolio Holder for Housing, Infrastructure and Transport, be delegated authority to commence and conduct such exercise and thereafter to make such awards and carry out all ancillary matters reasonably arising.
3. That the Assistant Director Law and Governance (Monitoring Officer) be authorised to complete all requisite legal documentation in relation to the matters outlined above.

CB.42 EXCLUSION OF PRESS AND PUBLIC

RESOLVED – That the press and public be requested to leave on the grounds that discussion of the following business was likely to disclose exempt information within paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).

CB.43 REVIEW OF SUBSIDISED BUS SERVICES

Cabinet considered the closed appendix referred to in the report at minute CB.38.

RESOLVED –That the appendix be noted.

There being no further business, the Chairman declared the meeting closed at 5.35 p.m.

The joint meeting of the Transport, Infrastructure and Strategic Housing and Communities Scrutiny Panel held on 7th October 2025, made the following comments.

To: Portfolio Holder for Housing, Infrastructure and Transport

BACKGROUND

The panel considered a formal request from councillors Patrick and Farren to call-in the below decision taken by Cabinet at its meeting on 20th August 2025.

JSPCT.16 CALLING IN OF DECISIONS – SELECTIVE LICENSING

Following a detailed discussion the panel raised concerns on a number of issues, including the following:

- Concerns around governance and the lack of transparency in the cabinet's decision-making process.
- The urgent need for selective licensing, citing over 10 years of delays and the prevalence of rogue landlords.
- The scheme was limited to a single area (East Marsh) despite needs in other wards.
- Concerns about the potential impact of selective licensing on the CARE charity and that both CARE and similar charities be exempted or reconsidered in the licensing scheme.
- Equality Impact Assessment (EIA) addressing potential effects on charities and vulnerable people.

Officers present responded.

RECOMMENDED TO CABINET

That the Cabinet decision of 20th August regarding Selective Licensing be released for implementation noting concerns regarding potential impact on charities and requesting that an Equality Impact Assessment is revisited prior to implementation.

This was proposed by Councillor Holland and seconded by Councillor Aisthorpe. This was supported by a unanimous vote.

Scrutiny Chair: Councillor Mill

If you require any further information, please contact: Jo Paterson (Scrutiny and Committee Advisor)

Municipal Offices, Town Hall Square, Grimsby, DN31 1HU

Email: joanne.paterson@nelincs.gov.uk

The **Economy, Culture and Tourism Scrutiny Panel**, at its meeting on **2nd October 2025** made the following resolution which I bring to your attention.

15th October 2025

To: Cabinet

Background

SPE.26 OVERVIEW OF TOURISM: NORTH EAST LINCOLNSHIRE TOURISM DASHBOARD, 2024

The panel received a report that summarised the data and statistics for the 2024 tourism season in NEL, reported via the Scarborough Tourism Economic Assessment Monitor (STEAM) and from other local data sources and intelligence.

Observations were made around the need for a direct train from London to Grimsby and Cleethorpes. Looking at the figures noted in the report, it showed that only 3% of visitors arrived by train.

Councillor Mickleburgh thought it would be useful if they recommended to Cabinet *that they note the very low number of visitors arriving by train and to consider using the influence it has to endeavour to increase that number, by adding its voice to the call for a direct train service between Cleethorpes and London for example*. Councillor Farren seconded this. This was then unanimously carried by the panel.

The Chair then also raised the need for expanding the team for event management. The visitor numbers were down and he wondered whether it was due to not having enough resources to be able to promote and do the work needed to increase the number of visitors. Members believed that they need to look at this resource as a whole for the resort, not just for event management.

The Chair proposed that it be recommended to Cabinet *that the Economy, Culture and Tourism Panel expressed concerns of the lack of resources being put into the Tourism Team, which was evidently holding back the full economic potential of tourism*. Councillor Mickleburgh second this. The panel unanimously agreed. Therefore, the Economy, Culture and Tourism Scrutiny Panel recommended to Cabinet that:

1. Cabinet note the very low number of visitors arriving by train and to consider using the influence it has to endeavour to increase that number, by adding its voice to the call for a direct train service between Cleethorpes and London for example.

2. That Cabinet note that the Economy, Culture and Tourism Panel expressed concerns of the lack of resources being put into the Tourism Team which they deemed to be holding back the full economic potential for tourism.

Scrutiny Chair: Councillor Steve Holland

If you require any further information please contact: **Beverly O'Brien (Scrutiny Advisor)**
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CABINET

DATE	12 th November 2025
REPORT OF	Councillor Philip Jackson Leader of the Council and Portfolio Holder for Economy, Regeneration, Devolution and Skills
RESPONSIBLE OFFICER	Sharon Wroot Interim Chief Executive
SUBJECT	Local Government Reorganisation Submission of the Proposal for North East Lincolnshire
STATUS	Open
FORWARD PLAN REF NO.	CB 11/25/02

CONTRIBUTION TO OUR AIMS

Good governance arrangements contribute directly to the achievement of the Council's strategic aims.

EXECUTIVE SUMMARY

The Council is committed to maintaining high standards of governance as it navigates through the complexities of local government reorganisation.

Following the report to Council of 20th March 2025, this report brings Appendix A ("the Proposal") to Council's attention, via Cabinet, being the proposal for North East Lincolnshire, anticipated to be submitted to Central Government. This supports the previously mandated position of Council for engagement with the Local Government Reorganisation agenda, on the basis of North East Lincolnshire Council remaining within its extant boundaries and highlighting how the Council would seek to realise efficiencies sought by government in alternative ways.

Cabinet meets on 12th November 2025 to receive and refer the Proposal to Council for support, subject to any material variation by Council.

Council meets on 12th November 2025 by way of special meeting, later that evening, to receive and consider the Proposal and recognises that actual submission of the Proposal to government rests with Cabinet.

Both Council and Cabinet are aware of the deadline of 28th November 2025 to submit the proposal.

RECOMMENDATIONS

It is recommended that Cabinet:

1. Notes the contents of this report, including Appendix A being the Proposal to government.
2. Supports the Proposal and refers the Proposal to Full Council for debate, commending the following recommendations to Full Council:

- a. *That Full Council supports the Proposal as laid out, and in the event of any material variation, that the Interim Chief Executive, in consultation with Group Leaders, be responsible for making such variations.*
 - b. *That Full Council supports the notion of a three unitary model for Greater Lincolnshire recognising the proposed unitarisation of Lincolnshire County Council and that the administrative boundaries of North Lincolnshire and North East Lincolnshire Councils remain as they are.*
3. That subject to any material variations from Full Council, that Cabinet agrees to the submission of the Proposal and that authority be delegated to the Interim Chief Executive, in consultation with the Leader of the Council, to submit the Proposal to government in time to comply with the stated deadline. Such submission to be circulated to all Group Leaders for information, once made.

REASONS FOR DECISION

The contents of the report to Council dated 20th March 2025 shall not be rehearsed further. A link to that report appears in the Background Papers.

In compliance with the resultant resolution of Council, work has continued in the formulation of the proposal, reflecting a position supporting the mandate that North East Lincolnshire Council should continue to operate within extant boundaries. The timetable laid down by government calls for submission of a proposal by 28th November 2025.

As has been the case, it is a matter for full council to shape and influence the Proposal and the preferred direction to be taken by this Council. The actual submission of the Proposal falls to Cabinet as an executive function, hence the terms of the recommendations sought.

In anticipation, this report and the Proposal are brought with a view to Council supporting its content and for subsequent submission to government as provided for in the above recommendations.

1. BACKGROUND AND ISSUES

- 1.1 Since the previous report to full council, work has been undertaken to prepare the Proposal. This has been in consultation with Group Leaders, strategic partners and Greater Lincolnshire partners.
- 1.2 The Proposal seeks to highlight the scale of ambition and delivered initiatives, whilst at the same time recognising the area's sometimes unique challenges by virtue of historic factors and its geography.

- 1.3 Particular emphasis has been had around the pan-Humber position in terms of economy, growth and inward investment, whilst at the same time making a nod to regional initiatives, the Humber Freeport and pan Humber working across several strategic partner sectors.
- 1.4 Challenges around both Adult and Children's social care, health inequalities and the delivery of service and anticipated demand have naturally been cited, all the while promoting and supporting the tenet that local decision making is better for local residents. The Proposal states the intention to implement the Marmot framework to address deep rooted issues within North East Lincolnshire that will be lost within a larger authority, and the importance of the relationships it has with partners, particularly the Voluntary, Community and Social Enterprise (VCSE) sector, that would be diluted. A local engagement exercise has been carried out and the analysis of that exercise is included within the Proposal, along with words of support from key stakeholders. Cabinet and Council should note that statutory consultation will be carried out by government once government gives a direction as to its preferences based on proposals submitted.
- 1.5 There is growing commonality of approach between the County Council and the two existing Unitary Authorities and an emerging position of a three unitary model for the Greater Lincolnshire geographical area. This would likely see the unitarisation of Lincolnshire County and the Districts to a new upper tier council, North Lincolnshire Council remaining as is, in tandem with North East Lincolnshire Council remaining within its administrative area.

2. RISKS, OPPORTUNITIES AND EQUALITY ISSUES

- 2.1 It should be noted that a Council seeking to retain the status quo and operate within its extant boundary was not necessarily envisaged by government. The thrust of the Local Government Reorganisation agenda is one of consolidation and realising perceived economies of scale. There is an inherent risk that the proposition in the Proposal will not be supported by government.
- 2.2 On balance, the Council is already a unitary authority, and it may be the case that prioritisation will be directed to two tier areas, county and district, as with Lincolnshire County Council area, as opposed to existing unitary arrangements. Nevertheless, until submission and assessment, government's position can only be a matter of speculation.

3. OTHER OPTIONS CONSIDERED

- 3.1 At the moment, Council has given a firm steer towards retaining the status quo. This position has been the subject of local engagement and from the 1,400 people who engaged directly with the survey, an overwhelming desire to remain with our existing size of council was demonstrated.
- 3.2 The vast majority of people who responded to our engagement, live in the area (88%). Of the total number of respondents, 94% of them said that it was important/very important that council decisions that affect residents and services are made as locally as possible. 78% want the council to continue

to cover the same area as now, with only 16% saying that they would prefer a bigger area. When asked what the most important things were for any council for the area “Has a strong connection with local communities and understands their issues” was the most supported.

4. REPUTATION AND COMMUNICATIONS CONSIDERATIONS

There are both positive and negative reputational issues generally arising out of local government reorganisation agenda. At the moment, the Council is proceeding with the government’s set timeline in terms of engagement.

5. FINANCIAL CONSIDERATIONS

- 5.1 The financial impacts of local government reorganisation are potentially significant and wide reaching. Whilst high level financial impacts have been sought, the exact impacts are not capable of being fully captured until work begins in earnest in terms of direction. Certainly, the likely efficiencies have been captured but not in granular detail, which at this stage is not possible.
- 5.2 Based upon independent financial analysis, the financial case for the creation of a larger Northern Lincolnshire authority covering the existing geographies of North East Lincolnshire and North Lincolnshire is weak. The analysis indicates that the transitional costs are likely to be significant, with realistic estimates ranging from £34–47 million dependent on future configuration and policy decisions. Furthermore, the scope for additional efficiency savings is limited, and estimated to be less than 1% of the combined existing net revenue budget of the two councils. This partly reflects the fact that both councils have already realised financial benefits through existing collaboration, shared systems, and joint procurement frameworks.
- 5.3 It is estimated that the payback period for any new authority would be a minimum of 7–12 years, with no prospect of net financial benefit within five years. Any proposed reorganisation would impose substantial upfront costs, deliver only marginal further efficiencies, and risk destabilising two well-performing councils.
- 5.4 The table below summarises the potential financial impacts of a larger Northern Lincolnshire authority.

Category	Evidence-Based Range / Finding	Comment
Transition and aggregation costs	£34–£47 million	Reflects ICT and systems integration (£11–13m), programme management and delivery (£2m), pay and workforce harmonisation (£4–6m), and reintegration of CICs and Section 75 arrangements (£4–8m). Comparable to or above the levels seen in Somerset and Buckinghamshire once scaled for complexity.
Recurring annual savings (steady state)	£3–£5 million p.a.	Primarily from small overlaps in leadership, support services and procurement. Most large-scale efficiencies have already been achieved through existing shared systems and contracts.
Payback period	7–12 years	Based on realistic phasing of savings (full realisation by Year 4) and benchmarked implementation timelines of 24–36 months.
Five-year net position	Net cost of £7–£17 million	Early transition costs exceed achievable savings; breakeven unlikely within five years even under optimistic delivery assumptions.

6. CHILDREN AND YOUNG PEOPLE IMPLICATIONS

There are no such implications arising at this early stage

7. CLIMATE CHANGE, NATURE RECOVERY AND ENVIRONMENTAL IMPLICATIONS

There are no such implications arising at this early stage.

8. CONSULTATION WITH SCRUTINY

There has been no formal consultation with scrutiny but it is of note that in-depth consultation has been regularly carried out with Group Leaders under the auspices of the Local Government Re-organisation Working Group, created for the purposes of Local Government Reorganisation by virtue of the resolution of Full Council of 20th March 2025. Further all members have had the opportunity to attend a briefing session.

9. FINANCIAL IMPLICATIONS

- 9.1 While there are no financial implications arising directly from this report, should local government reorganisation proposals go forward, they will be significant and long term.
- 9.2 Any proposal would need to ensure the financial resilience and sustainability of all new organisations within the Greater Lincolnshire footprint to ensure that

they can deliver high quality public services. Careful consideration should be given as to the value for money implications of new proposals to the local taxpayer.

- 9.3 As detailed in the financial considerations above, independent financial analysis indicates that the financial case for the creation of a larger Northern Lincolnshire authority covering the existing geographies of North East Lincolnshire and North Lincolnshire is weak.

10. LEGAL IMPLICATIONS

- 10.1 The statutory powers enabling local government reorganisation are set out in the Local Government and Public Involvement in Health Act 2007. This act permits the Secretary of State to invite proposals, as has been done in this case.
- 10.2 Whilst the legal implications arising from a reorganisation exercise are significant, at the moment, there are no legal implications arising from mere submission of a proposal in response to the Secretary of State's invitation. Nothing is binding on the Council at this stage.

11. HUMAN RESOURCES IMPLICATIONS

Whilst there are no people implications arising directly from this report, should local government reorganisation proposals go forward, there will be significant people implications. Any proposals would need specific HR advice to be provided in respect of process, contractual obligations and to ensure that the Council follows employment legislation as well as Council policy and procedures being taken into consideration.

12. WARD IMPLICATIONS

Local government reorganisation would affect all wards within the borough.

13. BACKGROUND PAPERS

[Local-Government-Reorganisation.pdf](#)

14. CONTACT OFFICER(S)

Sharon Wroot
Interim Chief Executive
Email: sharon.wroot@nelincs.gov.uk

COUNCILLOR PHILIP JACKSON
LEADER OF THE COUNCIL
AND
PORTFOLIO HOLDER FOR ECONOMY, REGENERATION,
DEVOLUTION AND SKILLS



North East Lincolnshire Council

Local Government Reorganisation Proposal

November 2025

**Building a Stronger Economy
and Stronger Communities**

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Foreword



Cllr Philip Jackson,
Conservative Leader of
North East Lincolnshire
Council



Cllr Emma Clough,
Labour Group Leader



Cllr Steve Holland,
Leader of the North
East Lincolnshire
Independents Group



Cllr Nicola Aisthorpe,
Liberal Democrats
Group Leader

Government has confirmed a commitment to creating strong, sustainable unitary councils that represent their communities, deliver vital public services, and improve outcomes for residents. We agree and this is what we are doing here in North East Lincolnshire. Our borough is an area of opportunity and challenge, and we are making huge strides towards our ambition to build a ‘stronger economy and stronger communities’.

Momentum is growing in our place as we look at regeneration, economic activity and improving lives for all. We sit on the cusp of real change, and we ask for longevity as a unitary authority to complete that change – providing security, stability, and growth across the borough. We propose that we remain as an existing high performing unitary council, within our existing borough boundaries. This will undoubtedly support the wider Greater Lincolnshire and Humber areas as well as contributing to a successful UK economy.

Such work has been enabled thanks to the close relationships we have with those around us – relationships that are built both locally, regionally and nationally due to the commitment, passion and drive instilled amongst key partners across the borough.

What we are achieving is possible thanks to this unitary authority’s size, flexibility, and personnel. Indeed, we believe that success should not be defined by size, but by having a thorough understanding of how to respond to unique challenges and need – thereby creating opportunities. That will be achieved here if we are able to retain and grow what we have. Change in North East Lincolnshire at this moment in our journey would risk delaying or even derailing all the work carried out, and the investment made so far in our place and its people.

What we say in our proposal is only a snapshot of how far we have come. However, we hope it demonstrates our desire and need to continue - creating a transformational working model that could well inspire, encourage, and support others in the future.



Executive summary

For our borough to grow, and for our people, especially our children and young people, to reach their full potential, we continue to prioritise inward investment, skills, innovation, and inclusive job growth. This has provided true and real hope for the future.

We have used our unique position as a place with a distinct population, sectors, and geography to build close relationships. It is the ability to build those strong partnerships that has, in turn, enabled us to pilot new approaches. Great 'people' examples include our unique arrangements for Adult Social Care, and our real sense of purpose and focus to achieve rapid and transformational improvements across Children's Services.

Turning to our 'place' - we have identified the levers of change to bring about economic growth, using this knowledge to produce deliverable plans for our town centres and industrial growth. The benefit of our strong place partnership and clear economic plans is demonstrated when you see the level of grant-funding secured for our urban and coastal areas. Indeed, we have been a trailblazer for the first Town Deal and the Deep Dive pilot. As a result, our economic prospects have gradually transformed from being behind the curve of economic indicators, to being ahead in the regional landscape. We are proud of our achievements and the transformational journey we are still on, especially with our Humber partners.

We have and will continue to achieve the above, and more, with a solid track record of financial prudence, operational resilience, and strategic foresight, which demonstrates that our current size does not represent a financial risk. We have a stable and adaptable platform from which to continue delivering for residents and contributing to wider regional ambitions.

And we won't stop. To improve the health and wellbeing of our people, our approach continues with our new commitment to being a Marmot Place.

We are not complacent. We know that we are not perfect, but we have well thought through plans, have a track record of delivery and further ambitions for our people for the future.

With a wish to outline to government why remaining within our existing boundaries is the right thing to do, this proposal demonstrates both our previous delivery and our future priorities, not just for North East Lincolnshire, but for the growth and prosperity of the Greater Lincolnshire region and the economic fortunes around the Humber. We did not want to remain silent; we want to highlight our good work and our important plans to demonstrate why we are already uniquely placed to perform the tasks of a unitary council in Greater Lincolnshire.

Our commitment to driving economic growth is deeply rooted in our collaborative work across the Humber – the UK's Energy Estuary. This region is a nationally critical hub for trade, logistics, and globally significant natural capital. With over £15 billion of private sector investment interest poised to be unlocked in new energy, advanced manufacturing, and port-related development, the Humber stands at the forefront of transformative growth.

Preserving the existing boundary is essential to sustaining the momentum we've built and avoiding disruption to the progress already underway. We place immense value on our partnerships across the Humber. The newly established Humber Estuary Growth Board provides a powerful platform for collaboration between Local Authorities,

Mayoral Combined Authorities, the Humber Freeport, the Humber Energy Board, and key industry stakeholders. This structure is already delivering tangible economic opportunities, driven by strong partnerships with areas that share a common economic profile and sectoral strengths.

North and North East Lincolnshire are two established and successful unitary councils, each serving distinct communities but sharing a strong sense of place and public purpose. We have very distinct populations and communities. Both authorities already demonstrate the benefits of shared working without the cost and disruption of structural change. We are proposing that we continue to work for our distinct communities in cooperation rather than through any type of merger, as outlined above this would also support our economic ambition. We also want to work directly with a newly formed unitary council across the current Lincolnshire County Council boundary.

We offer our proposal as part of a strong three unitary option. Our proposal takes on board our commitment to local people and, whilst standing on its own, it aligns with the proposals put forward by both North Lincolnshire unitary authority and Lincolnshire County Council. We collectively

believe this to be the most effective and efficient option for Greater Lincolnshire.

All three councils have undertaken detailed analysis of the potential costs, benefits and implications of local government reorganisation across Lincolnshire. Although the scope and methodology of the assessments differed, the conclusion was consistent; the cost and disruption required to create a single unitary authority for northern Lincolnshire would outweigh any potential benefits, both in the short and longer term. The analysis indicates that the transitional costs are likely to be significant, with realistic estimates ranging from £34–47million. The scope for additional efficiency savings is limited and estimated to be less than 1% of the combined existing net revenue budget of the two councils. Because of our unique circumstances, payback will only occur between 7 and 12 years.

For the existing county council footprint, we believe that there is a strong case for merging the county and district services together to form one unitary council.

We offer a solution to government for one collective proposal across Greater Lincolnshire, which we feel creates a strong case for reorganisation and change without destabilising existing good practice.



Building a Stronger Economy & Stronger Communities

Key achievements



Stronger Economy: Grimsby's seafood cluster is one of the largest in the northern hemisphere, employing over 6,000 directly in seafood and fish processing and another 10,000 in the supply chain. It is unique and processes approximately 70% of the UK's seafood, contributing more than £1.5 billion to our regional economy. The cluster is closely supported by the Council both in our role of Economic Growth and as the Port Health and Food Authority.



Stronger Economy: The Port of Grimsby is the place of choice for the world's two largest offshore wind asset owners' Operations and Maintenance (O&M) hubs. Orsted has invested £14m here – creating its largest offshore wind UK Operations & Maintenance Hub, with 74% of its 600-plus workforce living locally. RWE (renewable energy) has recently extended its facility and monitors all its UK assets from Grimsby. With its latest hub now opened, it has committed a long-term future here. Our council has a strong relationship with both organisations from both a skills and growth perspective. The two companies also support many community groups and organisations in the borough.



Stronger Economy: More than 90% of businesses in the borough are classed as 'small' and thriving with a strong support network, which includes the economic development team at North East Lincolnshire Council. The team's work has enabled growth and innovation.



Stronger Economy: The purchase of Grimsby's Freshney Place shopping centre by the council has saved our town centre, and protected 1,700 jobs, reduced shop vacancy rates and provided a cost neutral business model to support further town centre investment.



Stronger Economy: Our priority place partnership with Homes England will see a brownfield site in the heart of the town centre transformed for good quality urban living. This partnership has been developed over a number of years and is set to grow.



Stronger Communities: UK Shared Prosperity Funding was used to support people and skills initiatives, which reached 1,147 local people via 15 partner organisations. All projects aimed to support people to overcome barriers to employment and training.



Stronger Communities: Our council has confirmed its commitment to becoming a Marmot Place, which reflects the borough's ambition to reduce health inequalities and improve the wellbeing of all residents and future generations.



Stronger Communities: Our Adult Social Care partnership with NHS colleagues is unique and effective.



Stronger Communities: A full inspection of Local Authority Children's Services took place in July 2025, which culminated in NELC Children's Services being rated by His Majesty's Inspectors to be 'Good' with one 'Outstanding' element. As at the time of publishing (September 2025), and in the context of the new inspection framework, the progress that NELC Children's Services have made, from our starting point, is the fastest transformation of all local authorities in the country.



Stronger Communities: 90% of North East Lincolnshire schools are judged by Ofsted as good or outstanding and all 7 of our Children's Homes judged by Ofsted to be good.



Stronger Communities: Since the inception of our Foster Friendly initiative in March 2024, over 200 businesses have joined as members of our innovative, bespoke foster friendly business scheme. This awareness raising and support has contributed significantly to improved recruitment and retention of foster carers. It also shows the strength of partnerships this council has with local businesses and organisations.



Stronger Communities: The council used grant funding to support a new multi-million-pound Youth Zone. Located in the heart of Grimsby, developed from previously derelict buildings, Horizon will be a safe and inspiring place for young people. Youth Zones are brand new, purpose-built spaces fizzing with energy, and crammed with incredible facilities. They offer 20 activities each night ranging from football, climbing and media to DJ-ing, drama and employability training.



Stronger Communities: Our close partnership with the Police, and mental health and wellbeing organisations has led to direct action to tackle issues in Grimsby Town Centre. This has seen a reduction in overall anti-social behaviour of 14% with alcohol related anti-social behaviour down by 51%. Policing minister Dame Diana Johnson visited in July and praised the partners for working together.

North East Lincolnshire has over the past 10 years demonstrated how effective place partnerships, town centre regeneration, and economic development strategies can transform the outcomes. Our progression on this journey can be evidenced by real change in recognised national data indications including a 10.4% increase in GVA, against an average of 6.1% across Greater Lincolnshire, and a 9.1% increase in average salary, along with improved attainment with more people gaining qualifications.

Building a Stronger Economy & Stronger Communities

Our place

North East Lincolnshire's coastal location has shaped our place throughout history, from past prosperity as a fishing and food processing area (the latter remains a vital employer with thousands of jobs directly and in support industries), to new opportunities as the maintenance hub for the world's largest offshore wind development.



Greener Future: Attracting green investment and supporting industrial decarbonisation is at the heart of our partnership and growth agendas, and is mirrored by our organisational ambition to reach net zero by 2030.



Greener Future: Our Natural Asset Strategy further sets out our aspiration to balance growth with nature protection, which is at the core of our South Humber Industrial Investment Programme - an award-winning, nationally recognised ecological mitigation scheme which has underpinned industrial growth along the banks for the Humber.



Stronger Economy: The ports of Grimsby and Immingham support employment sectors which are historically different in range and nature to the rurality of Lincolnshire and North Lincolnshire. In Grimsby, food processing and the use of the fishing industry infrastructure to grow offshore wind operations has created significant economic activity and has seen Orsted and RWE locating their operations bases here. These two organisations alone have created hundreds of jobs many for local people and both have made substantial contributions to our communities. Immingham, the largest port in the UK by tonnage, handles 46 million tonnes of cargo every year: an unparalleled gateway for trade connecting businesses across the UK, Europe, and beyond. The port is a critical part of the supply chain for sustainable electricity generation and other energy production, helping power the nation and to cement the Humber as 'the UK's Energy Estuary'.



Stronger Economy: The resort of Cleethorpes has a vibrant future ahead and the next three years will see more positive change, thanks to the awarding of £18.4m of Levelling Up Fund (LUF) monies. The successful Levelling Up Award for Grimsby of £20m and the 10-year Long Term Plan for Town endowment of £20m, will build on the ambition of the Town Deal and deliver significant improvements to the prosperity of Grimsby Town Centre.



Stronger Communities: We have challenging and very specific health inequalities. Five of our 15 wards are recognised as major outliers for health inequality and there is concern about declining healthy life expectancy over the last decade. Around 10% of our population live in the most deprived 1% of communities in England. Many people in these communities are old before their time, with much higher rates of cardiovascular, respiratory, and musculoskeletal disease amongst people in their fifties and even younger. The challenges faced by coastal communities has been well documented and evidenced by the Chief Medical Officer and we have positive, and seismic plans to turn this tide through our partnership with University College London and our journey to become a Marmot Place. To achieve success and enable us to move faster and further, this work needs a real focus on our specific areas of concern within North East Lincolnshire and the unique public health challenges some of our residents are facing.



Stronger Communities: Our borough is based around the Grimsby and Cleethorpes conjoined urban centre, making it the largest urban settlement in Greater Lincolnshire. Our pattern of self-contained and stable populations is further supported by data relating to household movements/migration between the two recent census periods. Most of our population moves are within the existing area, which provides a level of consistency in provision of services, from education, health, and social care. In relation to travel to work, daily commuter flow shows a similar limited pattern, with most people living in, and working in this area.



Effective and Engaging Council: Since 1974, our area has been aligned directly with both the north and south banks of the Humber. North East Lincolnshire was established as a unitary council in 1996 and remains part of the Yorkshire and Humber wider region. Whilst the borough is a constituent part of the GLCCA, along with North Lincolnshire and Lincolnshire County, there are legacy issues from the previous reorganisation in 2003, which sees police and fire services provided across the Humber. This is the same for our integrated care system – making us separate and distinct from those public organisations that serve the rest of Lincolnshire. The exception is the Greater Lincolnshire Combined County Authority (GLCCA), of which we are an active member.

As part of our engagement process one member of the public said: *"We have a good council, it's under 30 years old."*

Our plans focus on our priorities with a clear agenda to protect our children and young people, improve the lives of all our residents, aspire to provide a sound economy where aspirations are nurtured, and people can live better lives. We remain committed to our vision for 'stronger economy, stronger communities'.

Section 1:

Building a stronger economy

Our growth achievements

One of the most ambitious strategic industrial projects in our history, is the South Humber Industrial Investment programme (SHIIP), including the construction of a new strategic link road, unlocking development land to improve movement between the Ports of Grimsby and Immingham, and an award-winning ecological mitigation programme which unlocks barriers to investment. This is a 15-year programme of activities, aimed at unlocking 195ha of developable land, and attracting international business development to create 3000+ high quality jobs and opportunities for local people.

We form part of the Humber Freeport, a collaboration between North and North East Lincolnshire, Hull and East Riding Councils, and other key private sector landowners and stakeholders. The Humber Freeport is delivering significant economic and strategic benefits for the region and the UK. It has already attracted major investment at sites like Hull East and Goole, helping to grow a green industrial cluster and unlocking up to £7 billion across the value chain. With £650 million in direct investment and a further £25 million in seed capital funding, £15m of which is supporting three initiatives in North East Lincolnshire which will drive growth, support supply chain activities, and provide an industrial decarbonisation facility. The Freeport is enhancing port infrastructure, boosting logistics competitiveness, and supporting job creation and innovation. Utilising Future Humber, the Freeport puts the Humber Energy Estuary on the national and international stage.

Immingham is the UK's largest port by tonnage, handling 46 million tonnes of cargo every year, it is a critical part of the UK's supply chain for energy, construction, automotive, and container imports. The inclusion of the ports of Immingham and Grimsby in the Humber Freeport further raises the profile of the area and offers additional opportunities for investment. North East Lincolnshire has the largest number of Enterprise Zones surrounding the Port of Immingham, and this, coupled with the proximity to the Viking CCS carbon capture and storage project, supported by Government in Track 2, is attracting investment in green energy production.



Taking advantage of the intrinsic former fishing industry infrastructure and facilities, the Humber Offshore Wind Cluster has become the most established in the UK, with Grimsby docks home to the largest Offshore Wind Operations and Maintenance facilities, servicing eight offshore wind farms and 28% of all offshore turbines installed in the UK.

A longstanding business owner in our area says: *"As a resident of the area and having lived and worked here for over 40 years, it's fair to say I have reasonable insight into the workings of NELC from a business perspective. Grimsby, in particular, has had to find the belief in itself again after the disappearance of its previous mainstay, the fishing industry. My family business was in the supply chain to that industry and suffered like many others did but thanks to the resilience, innovation, and hard graft of many in the area and with the support of NELC – we are still here and going strong."*

Another says: *"One of the many things I admire about this organisation and particularly the people within it is their personal resilience, they carry a heavy weight of responsibility to families across the borough. But in my experience, they do this with class and a resolve that is indeed rare in today's fractured world.....So, if it ain't broke why fix it. Please don't re-organise something that is already very well organised, well run and well delivered."*



Compared to our rural neighbours, our employment sectors have historically evolved with distinct diversity and structure, for example the food processing industry, cold storage and logistics network, a long history of engineering, and offshore wind operations and maintenance facilities.

North East Lincolnshire covers an area of 193km, and is home to 4,600 predominantly small businesses, with a strong economic focus on manufacture and port-related industries, around a centralised core (Grimsby) a heavy production focus in Immingham and a linked seaside resort (Cleethorpes). Current commuting trends reflect a functional economic market area (FEMA) with 81% of residents working locally. North East Lincolnshire has a population density of 829 people per km², reflecting a relatively compact and urbanised area. In contrast, neighbouring authorities have densities of 202 people per km² or less, indicating a more rural character. The inclusion of additional towns in these areas contributes to a more polycentric settlement pattern, which can dilute the focus of place-based interventions and strategic planning.

North East Lincolnshire has 94,800 working age residents, 70,700 are in employment. Of the 69,000 jobs (ONS: Business Register and Employment Survey 2021), over half of the employment base is in the three largest sectors of manufacturing, wholesale, and retail trade. The proportion of the jobs in manufacturing, wholesale and retail trades as well as the transport and storage sector are larger than the GB averages in terms of percentage of the total jobs share. In manufacturing that proportion is almost double the GB averages.

The success of our economic growth strategy is supported by up-to-date ONS data. Having historically lagged in measures such as mean average wage and productivity, three-year growth figures show North East Lincolnshire is now 7% more productive than nationally. This contrasts with the overall figures for Greater Lincolnshire where the productivity gap is narrowing, but still behind the national average with a gap of 21.5% in 2011, to 13% in 2019 to 8% in 2022. With a local median earning of £34,614 a year, the borough now has the highest median earning rate in the region, just below the national average, demonstrating the continuing growth in skilled employment in the area.

We have a strong and proven track record in navigating economic shocks - including financial downturns, the COVID-19 pandemic, the energy crisis, and the ongoing cost of living challenges. While some exposure to macroeconomic conditions and external factors is inevitable, we have robust local response plans in place. However, there is a risk that these plans could become less targeted and effective for our industries and communities if stretched across a broader and more diverse demographic.

Our approach to working with businesses is distinctive and deeply collaborative. At the heart of this is our long-established Development and Growth Board—a private sector-led panel of industry leaders representing a broad cross-section of our key sectors. This board plays a pivotal role in shaping and driving the ambitions set out in our Economic Strategy. Our forward-thinking model fosters strong, enduring relationships with the business community. Even our support network stands apart: we partner with a not-for-profit organisation to deliver tailored, specialist business support, ensuring our services are both responsive and rooted in real-world expertise.

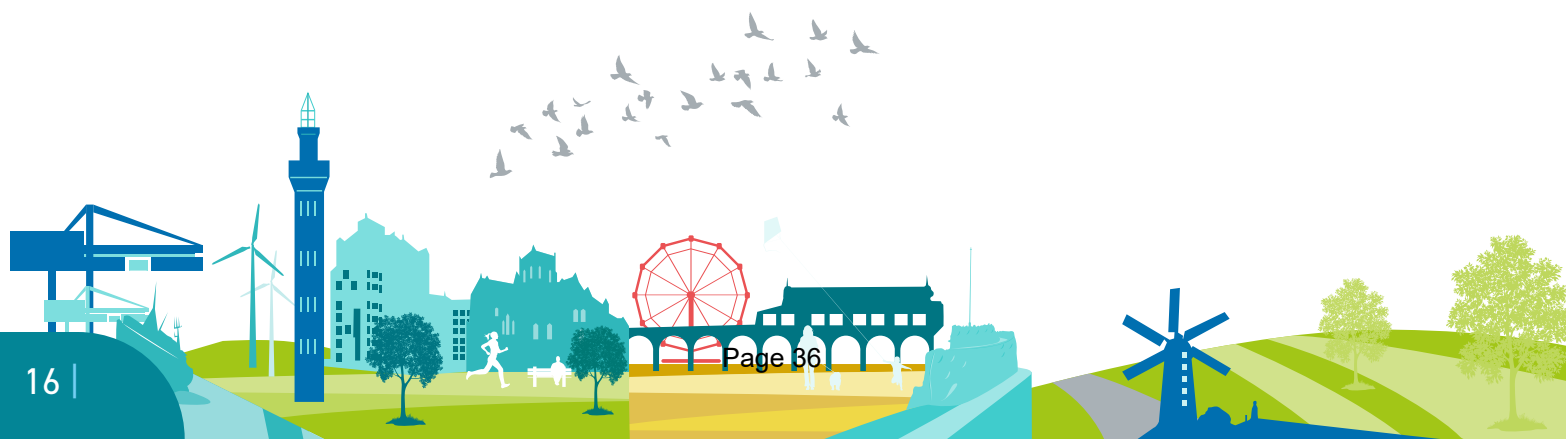


We continue to shape and invest in our 'Place', with major regeneration projects underway in both Grimsby and Cleethorpes. These efforts have been accelerated through government funding, enabling initiatives and partnerships in Grimsby that are transforming initial investments into a broader mix of uses — including leisure, health, and housing. Community-led initiatives, supported by the High Streets Task Force, are placing local people at the heart of decision-making, helping to boost public perception and foster pride in the area.

Cleethorpes, a mature traditional tourist destination, connected to the east side of Grimsby, is in the process of reinventing itself by developing 21st century all year-round tourism offers, supported by significant heritage and levelling up funding streams.

Heritage and culture are central to our investment strategy, shaping not only what we invest in, but how we do it. We recognise the unique identity and historical significance of our towns, and we actively seek to preserve and celebrate these assets through regeneration. Whether it's restoring historic buildings, supporting cultural programming, or integrating local narratives into public spaces, our approach ensures that investment enhances the character of our place and strengthens community connection.

We have a legacy of poorer educational attainment and low skill levels, and this has been transformed over the years. Children leaving school are now better prepared. We have developed positive relationships with our education providers from primary through to Higher Education. We have worked closely with our providers at post 16 including CATCH, HETA, Franklin Sixth Form College and The TEC Partnership to develop specialist provision that is meeting the needs of our local employers. In 2023 our Skills Strategy and Action Plan was launched to tackle the demand from our growing sectors such as renewable energy, logistics, health and care, and engineering construction. Key successes include a UKSPF funded work ready programme that supports adults into entry level engineering construction roles and a National Citizenship Service funded project taking groups of young people to industry tasters in offshore wind, engineering, and the seafood sector. Representatives from across industry and education come together on our NEL Skills Board to monitor progress against our aims. The most recent ONS data shows improvement and that we are beginning to narrow the gap with national averages, reflecting the positive impact of our localised interventions. We have ambition for our residents and are already raising our profile by working across Greater Lincolnshire for the future delivery of adult skills funding.





Our transformational ambitions

The economy

Retaining the existing boundary would support us to maintain the momentum already established, for the development of economic and housing growth, for the medium term. The Humber arrangements, including Humber Freeport, are already realising economic opportunities arising from stronger partnerships with geographic areas sharing a similar economy and sector. Whether local government reorganisation could bring additional benefits or detriment in this space on a longer-term perspective would require a complete economic case and additional expertise to fully determine impact.

Housing

A more balanced housing market is an ambition of ours. The housing market area has a relatively imbalanced housing stock, with a large private rented sector, dominance of aging terraced housing and limited stock of affordable housing. Plans are already in place through the newly launched Greater Lincolnshire Housing Strategy to work across 10 Local Authorities in a partnership convened by the Mayoral Combined Authority and Homes England.

There is a need for 5,614 homes each year across Greater Lincolnshire¹. The existing Local Plan shows a gap between the previous requirements and the new calculations. Current housing performance varies across the region with neighbouring authorities facing similar delivery challenges to NELC.

We accept that existing housing build numbers are not sufficient, which is why we feel that greater collaboration across the full geography of Greater Lincolnshire is needed to increase pace of delivery. The Greater Lincolnshire MCCA is emerging as a new collaborator in this space to strengthen partnerships across Planning Authorities and Homes England, which should bring benefits. We believe that to deliver housing at the scale required will require regional action and is not an issue that could be resolved by LGR.

North East Lincolnshire has a unique set of housing challenges for those requiring support from the local authority. 51% of people on the housing register are waiting for one bed properties with only 8.4% of the homes within North East Lincolnshire one-bedded. There are a large number of empty homes (2,819 - 2021 data). Only 9.1% stock has been built since 2000 and 60% of people who require accommodation support have multiple and complex needs, requiring a different support offer from the housing teams and partners.

The authority area has low and static numbers of people who are rough sleeping. On average we have eight people rough sleeping per week and a target priority group that averages 21 people a month. North East Lincolnshire currently has three long-term rough sleepers, a reduction from nine since 2024. Support for people who are rough sleeping is provided by a multi-disciplinary team that includes housing specialists, a mental health worker and social worker. The council has developed a scheme that has 14 rough sleeping units and 13 move on accommodation units. This is a partnership with a local support provider.

We are like other local authorities in experiencing increased demand for people requiring temporary accommodation. Currently we have 67 households in temporary accommodation and are undertaking several key transformational activities to meet the needs of our community, through influencing and increasing supply, reducing need through upstream intervention, reviewing the housing front door and moving households towards independence.

North East Lincolnshire and North Lincolnshire have a shared Home Options service (Home Choice Lincs). This is well established and has been in place for a number of years. Currently both councils are undertaking a shared review to ensure that it meets the needs of both communities. Since 2020/2021, 6,526 households have been housed through this shared service arrangement.

We have one large social housing provider but we are working in partnership with new providers that are wanting to establish themselves in North East Lincolnshire. These partnerships are critical in our ambition to maximise the affordable housing opportunities that current government policy is offering.

North East Lincolnshire Neighbourhood Plan for Towns includes a community-led group on safe and secure homes. Relationships with community providers are mature, well established and based on mutual trust. This group is working towards a plan (from the Strategic Framework) to complete a comprehensive 10-year housing blueprint addressing retrofit, new build, flood risk, and single-person accommodation, an Empty Homes Rehabilitation Programme, Single-Person Housing Solutions and Private Sector Partnership Models. All this work is underway and deeply embedded within our local community partnerships.

There is a need for 5,614 homes each year across Greater Lincolnshire¹. (The Standard Method need figure is calculated by the new PPG methodology, published alongside the NPPF in December 2024. This new method used housing stock (dwellings) as the starting point for calculating need before an affordability uplift is applied.



Section 2:

Building stronger communities

The existing council footprint lends itself to close and effective community working. This is not just about engagement and consultation. Our model is genuinely about collaboration and co-production. Talking, listening and working together to focus on prevention and early help. We understand the strength of working with our communities. We achieve our ambitions together. Some examples that illustrate the extent of this mature partnership working relationship are:



Since April 2025 the voluntary and community sector has supported 1,387 people following their discharge from hospital. Activities include, transport home, meals, wellbeing checks for up to two weeks, collection of prescriptions, support with heating and utilities, cleaning and referrals to other services.



The voluntary and community sector supports up to 2,500 informal carers, provide lifeline services to over 3,000 people, and prevention services to over 4,000 older people.

Our achievements

Adult Social Care

Adult social care has been delivered in an integrated model across several key partnerships for over 20 years. These arrangements are unique and not replicated across any other local authority in England. The adult social care and integrated care system 'Place' budgets are pooled under an extensive section 75 agreement (currently £210 million). The council commissions jointly with the NHS and the delivery of commissioning, contracts, and quality assurance is done through jointly funded posts with the integrated care system, which is the host employer. The introduction of the NHS 10 Year Plan means that the arrangements we have puts us further ahead of other areas in the delivery of neighbourhood health. We are progressing an accountable care neighbourhood model, which would be based on the principles of one plan, one team, one budget. The adult social care budget, unlike most councils, has never been overspent and this has been done without significant year on year budget increases from the council. This has been achieved primarily because we have control of market unit costs because everything is jointly commissioned and there is less duplication, doing things once and pooling budgets.

Children's Services

Children's Services was subject to an inadequate Ofsted judgement in 2021. Since then, it has undergone a sustained transformation, significantly enhancing the lived experiences and outcomes for our children, young people, and families. This is rooted in our commitment to continuous listening, learning, reviewing, and adapting, which has enabled transformative progress to be achieved across the entire children's system, not just Children's Services. A full inspection of Local Authority Children's Services took place in July 2025. This culminated in NELC Children's Services being rated by His Majesty's Inspectors to be 'Good' with one 'Outstanding' element.

Key to the continued improvement is a place-based approach focusing on our ability to build strong partnerships and whole community working. We know our children and our communities well, and because of our simplified practice approach, and on integrated working, our relationships and partnerships are now built on trust, transparency, high support, and high challenge, with children, young people and families first, centre and last in all we do.

We have achieved workforce stability - promoting Children's Services and the wider Council as an employer of choice. This has been supported by investment in the Children's Services workforce and progress against our improvement plan. This effort is yielding rewards in terms of unparalleled recruitment increases and positive perceptions of the Council among the workforce and community.

The ever-improving sufficiency landscape is enabling stability and a continuing reduction in external placements, with more children returning to the Borough. While this remains a budget pressure, we have strengthened our oversight and system leadership, resulting in a significantly improved budget position over the past 18 months.

The landscape of schools across our borough is unique given that 90% of mainstream secondary and primary schools are academy trusts. This requires a nuanced approach in placed based practice, and we have been focused on resetting and strengthening our relationships with our schools and settings over the last 18 months. While this is an ongoing journey, significant improvements have been made, and there is a greater degree of understanding, trust and transparency now.

As a result of our transformation journey, from our baseline in 2021/22, children and young people in North East Lincolnshire are now more likely to have their views considered, remain living with their families and have timely care and support. Children in care live with our own foster carers. Children have positive, inclusive school experiences.

Children's Services is still working hard and continued and further transformation will drive efficiency and continue to improve outcomes.



Our transformational ambitions

Public health

We know our population and have the benefit of a sharp focus on the areas of the borough where change is most needed. Five of our 15 wards are recognised as major outliers for health inequality with concern about declining healthy life expectancy over the last decade.

Our area is a coastal community that is significantly impacted by poor health outcomes associated with longstanding urban deprivation in the Grimsby area but also impacted by challenges arising from an ageing population and the popularity of Cleethorpes as a retirement centre.

Its relative geographical isolation and complex secondary transport connections mean that it is difficult for people to access health services away from the area and brings challenges for recruiting into specialist healthcare positions within the area.

Around 10% of our population live in the most deprived 1% of communities in England and we know that addressing the wider determinants of health in these communities is absolutely critical to turning around health and wellbeing. Many people in these communities are old before their time, with much higher rates of cardiovascular, respiratory, and musculoskeletal disease amongst people in their fifties and even younger. Therefore, many people fall out of the labour market long before retirement age which is negatively impacting the potential for economic growth.

The urgent need for improvements in health and reductions in health inequalities has been recognised by the council with cross party support to become a Marmot Place. This will ensure that all council activities have a central focus on improving health outcomes and reducing health inequalities for residents now, and for future generations.

Our new health and wellbeing strategy is being built around Marmot principles with key clear priorities identified around employment, housing, education, skills, and the food environment.

We are also building community led health improvement plans in our most deprived communities, also driven by Marmot. A plan is in place to embed the Marmot principles not just within the council but across 'our place' with priorities in healthcare partnership, education and the voluntary sector becoming strategically aligned. We will be working closely with Professor Michael Marmot and University College London to ensure impetus is maintained over the next two years and will be hosting a system wide conference later this year.



Section 3:

Our Strong Partnerships

Our public service partnerships have been aligned to the Humber since 1974, when Humberside County Council was established. With the dissolution of Humberside, four unitary authorities were formed in 1996. Public Services are run on a Humber footprint. Police and fire and rescue are delivered across the Humber. The integrated care system (although geographically larger) follows the same footprint. Effective Emergency Planning arrangements are carried out across the Humber footprint.

Chris Todd, the Chief Constable of Humberside Police has written to say: *"I am writing to express our full support for the proposal submitted by North Lincolnshire Council and North East Lincolnshire Council to remain as two distinct unitary authorities within their existing boundaries, as part of the local government reorganisation across Greater Lincolnshire. We remain committed to working closely with both councils to ensure the continued success of our shared objectives across the Humber region."*

Our partners are honest with us, challenge us to change the status quo, but more importantly want to work with us to achieve a level of ambition that benefits all.

Our existing plans clearly state our ambitions, and our desire to work with businesses, partners, the Voluntary and Community Sector, community groups and residents across 'our place'. We use the phrase 'Team NEL' to capture our pride and our ambition for the future.

We are ambitious for our place and people, and we want to celebrate our collective successes and share in the benefits from our opportunities for growth. The ethos of the partnership Talking, Listening, Working Together engagement strategy is strongly focused on working together and listening to communities and service users to drive effective and evidence-based change. This commitment has been instrumental in the development of many successful schemes.

Our supportive achievements

The size of our footprint lends itself to strong working partnerships and relationships with the voluntary and community sector (VCS) and other community groups through the Sustainable Communities Board, VCS alliance, VCS forum and community-based relationships developed through asset based and community led activity. The strength of these relationships was recognised in the LGA Peer Challenge report published in 2023. As part of our engagement process a member of the public commented that: *'Local means accountable'*.

The VCSE is vibrant and innovative and is a trusted and equal partner. It works alongside us delivering holistic and wrap around services in housing, health and care, children's services, skills, finance, and debt and information advice. This support is also vital to ensuring that we

effectively involve and engage all members of our communities as we change and develop services and solutions.

We have a track record of working closely with government to pilot new ways to improve outcomes for disadvantaged towns and communities, through a focus on regeneration and growth. In 2018, a new Town Deal partnership was sealed, with several transformative projects for the Grimsby area. It was the first of its kind in the country and marked the beginning of a stronger relationship between central government and local partners to support the regeneration of Greater Grimsby.

The Great Grimsby Town Board was set up to offer strategic direction to the development of Grimsby. Since establishment, the Board has worked towards developing a sustainable, practical vision for the town through consultation with residents and stakeholders for the Grimsby Town Centre Masterplan. Town Deal funding, together with further success in grant funds such as the Future High Street Fund and the Levelling Up Fund, has led to council, community and business led regeneration projects now being in the delivery stage.

A great example of this work starting to come to fruition is the Horizon Youth Zone, due to complete late 2025. This is an independent charity with a private sector led board. Horizon Youth Zone is being delivered in partnership with OnSide, the council and is supported by several businesses and philanthropists. After completion, it is estimated that Horizon Youth Zone could benefit up to 4,000 young people each year. The project has seen the restoration and repurposing of the Grade II listed 19th century maltings and grain stores, as well as building a major new sports hall alongside a large outdoor multi-use games area (MUGA). Located in the heart of Grimsby, Horizon will be a safe and inspiring place for young people aged eight - 19, and up to 25 for those with additional needs, to enjoy their leisure time. Youth Zones are brand new, purpose-built spaces fizzing with energy, and crammed with incredible facilities. They offer 20 activities each night ranging from football, climbing and media to DJ-ing, drama and employability training with entry costing just 50p along with a £5 membership.



Our transformational ambitions

For many years this council has recognised the vital need to engage and build relationships with our communities to create lasting positive change for Grimsby. We have embraced community-led improvements and interventions, which has supported projects from the High Streets Task Force, to utilising the pilot High Street Accelerator Programme.

That ethos continues with the 'Plans for Neighbourhoods' grant award for Grimsby. The council, in partnership with Our Future, is working collaboratively with communities and businesses through workshops and surveys to set out a 10-year vision for the town and develop concepts and priorities that could accelerate change towards a better future.

The investment plan has been shaped by working groups representing all our key sectors, research, and community engagement. It reflects the hopes and aspirations of residents and businesses. A genuine pride in place, and a desire for a stronger connection to each other and our heritage is shining through this work. It highlights the vital importance for a small town like Grimsby, of being able to shape its own future. The connection to its community, on a footprint which residents know and understand, has helped shaped the ideas for this plan.

As part of our partnership approach to improving population health, the council, alongside its partners in the local health and care partnership, are supporting and funding the development of community led plans in four of our most deprived communities. To date, engagement with residents, businesses and community partners has identified priority themes and ideas and built on previous conversations in the first two wards. Community organisations have employed local people to deliver the engagement activity, which has been guided by residents and supported by council and health and care engagement staff. As they are finalised, the plans are being presented to both residents and partners to encourage shared action and drive community led changes in delivery and funding allocation.

The ideas featured in the East Marsh community plan, the most advanced of the two, are now being connected into key programme areas within the Council, Health and Care (including sport and physical activity, environment, primary care).

This work is also connected to the Plan for Neighbourhoods programme via key council and health representatives, to ensure that community ideas voiced through the face-to-face activity at ward level is used as the plan for the town is finalised.

The East Marsh Plan includes a participatory budgeting (PB) pilot. The learning from this will be used to develop PB initiatives in other wards, with an ambition to scale this up to 'place' level as an element of the Plan for Neighbourhoods solutions.

The 'community plan' model will be extended into two more wards in the 2025/2026 financial year.

In Immingham, one of the borough's three main towns, we are taking a similar approach to support the Town Council with its community engagement and research activity to inform a Town Plan. NELC has allocated a small budget and engagement staff to bring together community organisations, partners, listen to residents and deliver a plan which articulates the ambitions of Immingham, its town council, and its people. Good news for Immingham came in the autumn with the awarding of up to £20m 'Pride in Place' Programme funding and we will look to accelerate our work with our local partners to ensure the very best use is made of that investment.

The ambition is that this approach will be scaled up over coming years to drive community led change and decision making across the authority area. None of this work would be possible without the local knowledge, understanding and direct connection we and our teams have with local organisations and residents.

GY Love Grimsby



Section 4:

Building a strong financial position

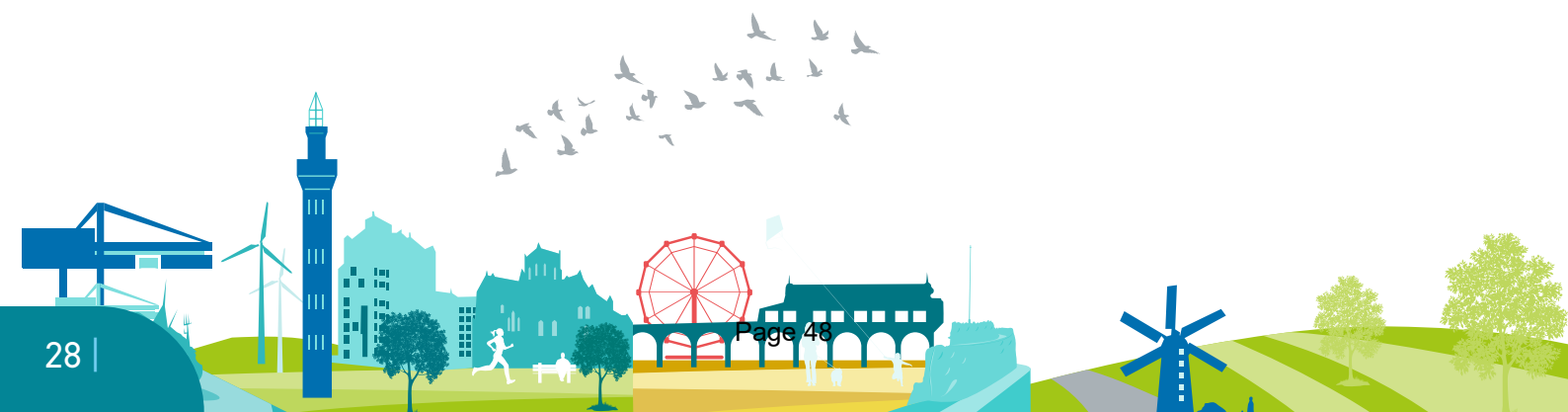
Our achievements

One of the key arguments advanced in favour of local government reorganisation is the need for councils to operate at a scale sufficient to absorb financial shocks and deliver sustainable services. We propose a compelling counterpoint to this assumption. Despite its relatively modest population, we have consistently demonstrated robust financial stewardship, organisational agility, and the capacity to manage complex challenges without compromising service delivery.

Over recent years, we have successfully delivered a balanced budget position year-on-year, even in the face of significant external pressures. These include the unprecedented demands of the COVID-19 pandemic, and the financial and operational challenges associated with an inadequate Ofsted judgement in children's services. In both cases, the council responded swiftly and effectively, deploying targeted interventions and maintaining service continuity while safeguarding its financial integrity.

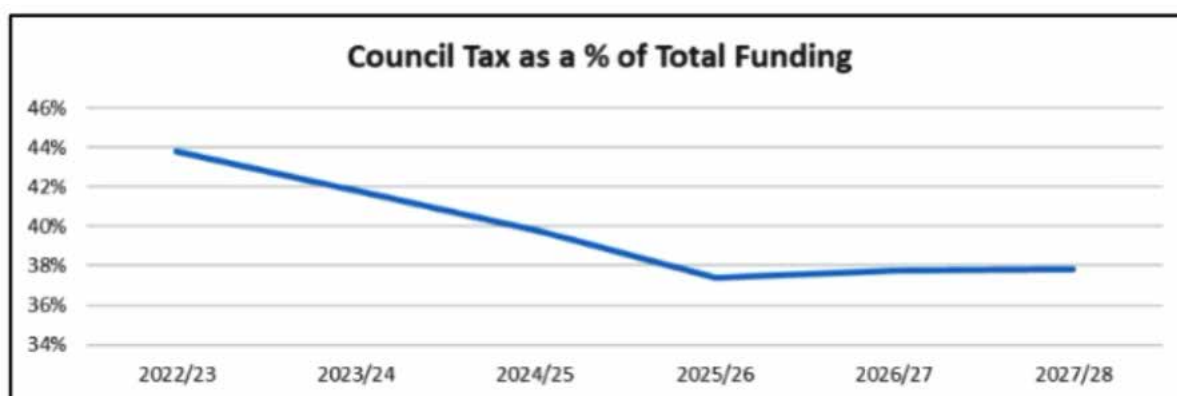
The council continues to maintain a robust pension position, underpinned by a surplus within the East Riding Pension Fund that has created strategic opportunities for financial optimisation. Based on the latest actuarial valuation in 2025, the Council will be able to realise efficiency savings through reduced employer contributions into the scheme on an ongoing basis.

Importantly, the council's size does not in itself represent a financial risk under the local government funding model. The funding system is designed to ensure that councils are funded in line with their assessed needs, regardless of their ability to raise income locally. Where there is a gap between local revenue-raising capacity and assessed need, this is addressed through central government funding mechanisms such as Revenue Support Grant, Business Rates Retention, and other targeted grants.





As such, the council's smaller tax base does not inherently disadvantage it, nor does it compromise its ability to deliver statutory services or respond to emerging pressures. Our Council Tax has represented a significant proportion of our total funding for some time, however over recent years the reliance of this source of funding has reduced due to the increase of central government grants. Under the forthcoming funding reform, we expect this position to remain relatively stable. Nationally Council Tax is expected to be around 55% of total funding in 2025/26.



As part of the evolving landscape of local government reorganisation, there exists a potential across the wider Greater Lincolnshire area, to explore a pooled business rates arrangement. Such a mechanism could offer a strategic opportunity to demonstrate regional collaboration and economic coherence, particularly in alignment with the emerging Greater Lincolnshire Combined County Authority (GLCCA). Pooling business rates may enable shared benefit from growth hotspots, mitigate sector-specific risks, and support joint investment planning. While governance complexity and financial reform uncertainty present challenges, the development of a joint oversight board and financial scenario modelling could provide a robust framework for progressing this opportunity in a way that complements both local autonomy and regional ambition.

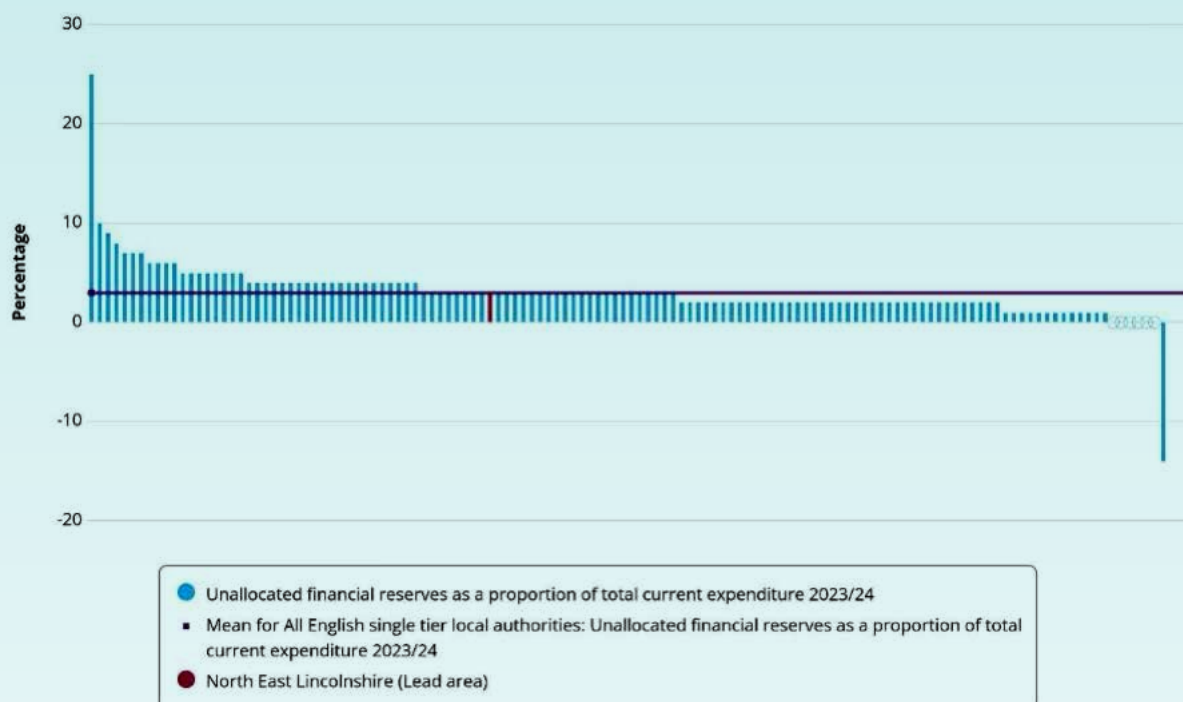
Budgeted Business Rates across Greater Lincolnshire for 2025/26 are as follows:

2025/26 Budgeted Business Rates	£M	% Share
North East Lincolnshire	56.4	20.5
North Lincolnshire	63.0	22.9
Lincolnshire	155.8	56.6
Total	275.2	100.0

The current unitary structure ensures that funding is directly aligned to local need and that decision-making remains close to communities. The council's medium-term financial strategy is underpinned by prudent borrowing, strong reserves management, and a clear focus on transformation and efficiency.

As of 2024/25, the council holds general reserves of £8.3 million and earmarked reserves totalling £34.5 million, providing a solid buffer against future volatility. The council's level of usable reserves is comparable to other similar sized organisations and reflects the current level of assessed risk.

North East Lincolnshire compared to All English single tier local authorities (2023/24)



Powered by LG Inform VFM

The level of reserves is reviewed on an annual basis with planned top up of reserves, to support key issues such as transformation and social care, built into the current medium term financial plan (MTFP). Transformation reserves support a culture of continuous improvement, with ongoing investment in digital transformation, property rationalisation, and workforce development to enhance long-term financial sustainability.

The council's strategic alignment with regional priorities - such as the Greater Lincolnshire devolution deal - and its active participation in sector-led improvement initiatives through the Local Government Association reinforce its capacity to operate effectively within the current footprint. The existing economic footprint and partnering across the Humber make this a sensible option despite the smaller size.

Aside from the previously identified 'inadequate' rating for Children's Services - which has since been addressed - our external auditors, Forvis Mazars, have consistently found no significant weaknesses in the council's arrangements for securing economy, efficiency, and effectiveness. These arrangements consider financial sustainability, performance and service delivery and governance and decision making.



Our financial opportunities

We have been actively addressing value for money issues through various initiatives and reports. LG Inform key financial indicators provide a balanced view of our financial position and performance relative to peers, highlighting a limited number of areas where improvements can be made. Key opportunities for cost savings and performance improvements in areas such as Children's Services, people with special educational needs and disabilities (SEND), working-age adults, waste, and housing are understood. These efforts form part of our broader strategy to enhance our financial efficiency and ensure that resources are allocated effectively to meet the needs of the community. In relation to central services costs, the council regularly reviews its position and is comparable with its peers despite its relative size. Furthermore, the council is committed to embracing new technology through its refreshed digital strategy which will reduce its administrative costs.

We have a strong track record of delivering improved value for money by working in partnership with neighbouring authorities and regional bodies. These collaborations have enabled the council to access economies of scale, specialist expertise, and innovative delivery models that would not be achievable in isolation. Examples include:-

Waste Disposal Partnership with North Lincolnshire Council

Joint management of the waste disposal contract with North Lincolnshire Council is a prime example of how shared procurement and contract management can drive efficiencies. By pooling resources and aligning service standards, both councils have been able to secure better terms, reduce duplication, and ensure consistent service delivery across the sub-region.

Leveraging the Lincolnshire County Council Highways Framework

NELC has tapped into the strategic highways framework established by Lincolnshire County Council, enabling access to a broader range of suppliers and technical expertise. This partnership has facilitated the delivery of complex infrastructure projects and supported the council's ambitions for decarbonisation and sustainable transport. By participating in the county-wide framework, NELC benefits from competitive pricing, robust contract management, and the ability to respond flexibly to changing local needs.

Shared Financial Systems and Governance

NELC and North Lincolnshire Council have a history of working together as part of a shared service arrangement, currently operating a joint financial system. This integration has streamlined financial processes, reduced administrative overheads, and supported the delivery of robust financial governance. The approach is being extended to support the Greater Lincolnshire Combined County Authority (GLCCA), where shared systems and harmonised financial regulations underpin good governance and value for money. The GLCCA's assurance framework, developed with input from NELC, ensures alignment with national standards and supports the delivery of transformational investment across the region.

In line with our transformational ambitions, particularly our commitment to becoming a Marmot Place, we recognise that future delivery will carry financial implications. While some programmes are currently supported by integrated care funding, further expansion of community-led health improvement plans and strategic activities will require additional investment.

Our future commercial opportunities

A Commercial and Productivity Oversight Board has been established to provide strategic oversight, challenge, and assurance on all commercial and productivity-related activities across the council. Its primary aim is to ensure that these activities contribute effectively to the delivery of the council's MTFP, supporting financial sustainability through economy, efficiency, and effectiveness. The more commercial approach will feature as part of a refreshed financial strategy.



Section 5:

Our proposal

We have tested our proposal against the criteria set out by government and are satisfied that we comply with the spirit of the requirements. Whilst the benefits of our proposal in relation to the economy, housing and community engagement are articulated above, in this section we address the rest of the established criteria.

Our council boundaries

Our proposal is one that preserves local identity, enhances democratic legitimacy, and delivers the efficiencies and engagement outcomes sought. We believe that this model provides a blueprint for sustainable, community-led governance in smaller unitary authorities.

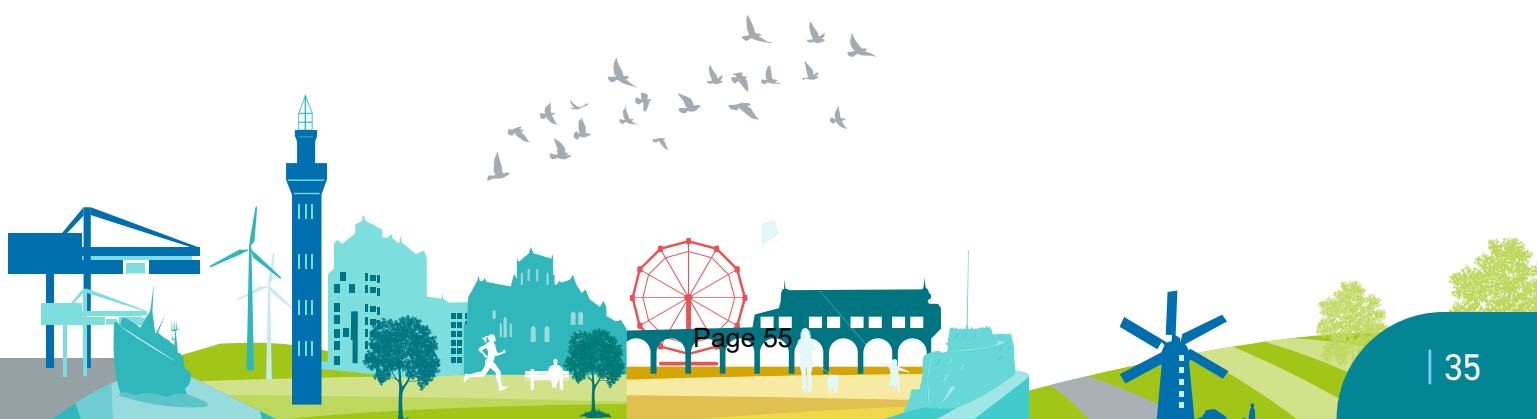
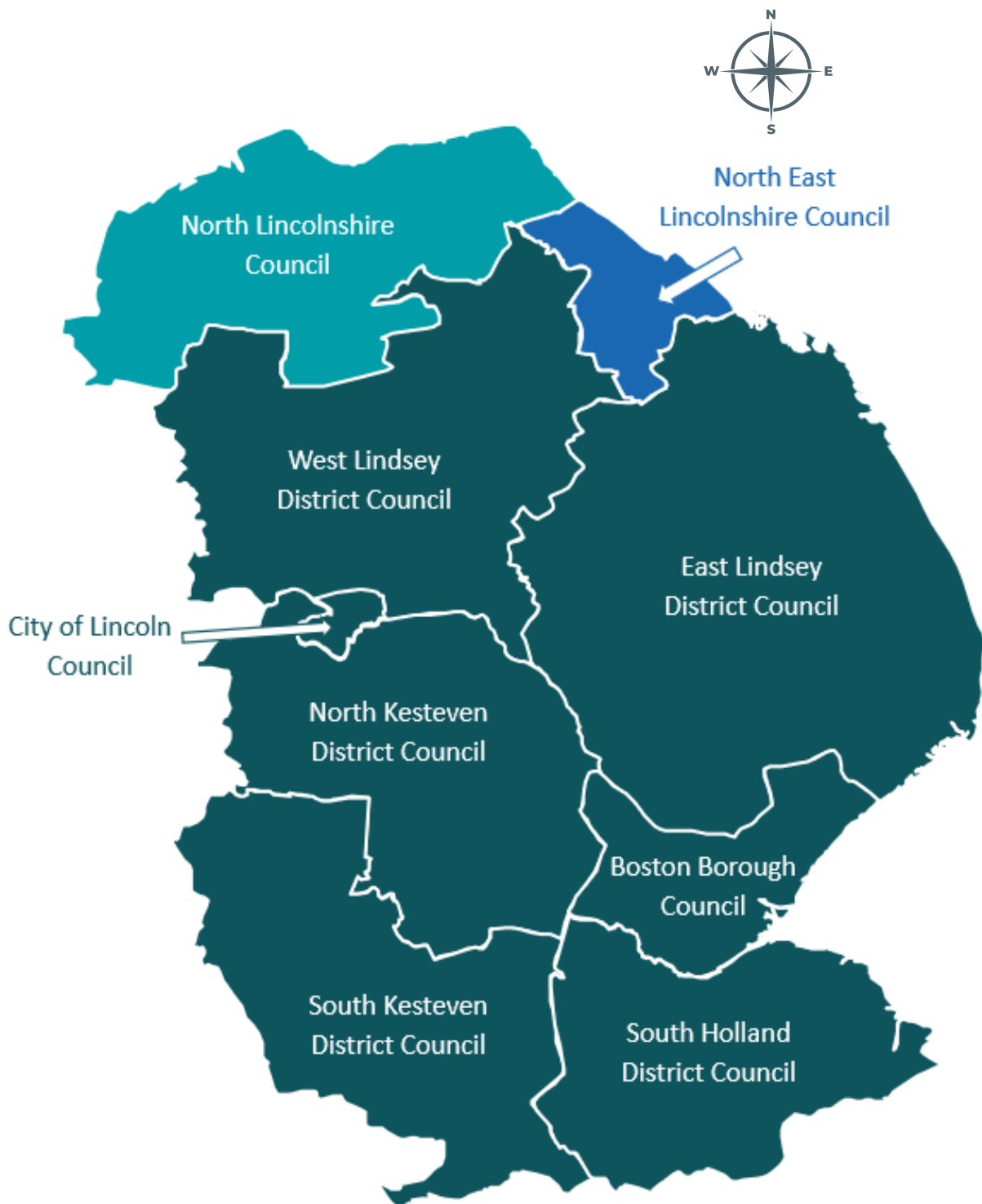
The council proposes to retain its current unitary footprint. This position reflects our strong financial resilience, operational maturity, and strategic alignment with regional priorities, including the Greater Lincolnshire Combined County Authority (GLCCA) and pan-Humber collaboration. We innovate and engage. This has led to impressive delivery, through innovations like the Freeport, our unique partnership with the NHS for adult social care and our effective community delivery. Our plans are specific to our area because we know our people well. We do not want to dilute planned work around priorities like health inequalities and our Marmot Place, for example.

“We (Lincolnshire) are a large County, our town’s location is fairly isolated, yet unique as we are also a resort. We need local knowledge and understanding. I am concerned we would not benefit from becoming part of a much larger demographic . Our uniqueness is our strength” – the view of a member of the public who took part in our engagement process.

Local government reorganisation could destabilise long-established strong and effective partnership working across and within the Humber region. Significantly, agreed investment and long-term financial stability are predicated on remaining a viable ‘Humber’ partner organisation and being an intrinsic part of pan-Humber initiatives. We will continue to also work closely with new unitaries formed across Lincolnshire.

Our reorganisation proposal does not stop us making governance changes. The Boundary Commission for England recommendations have been put on hold, but we would revisit them with a willingness to streamline our democratic landscape. There is an expectation that this will reduce our Wards from 15 to 14, subject to a recalibration of two polling districts.

We recognise the Government’s ambition to simplify and strengthen local governance. In response, we would propose a suite of democratic and governance reforms that deliver the spirit of reorganisation – those being efficiency, accountability, and community empowerment - without structural merger or boundary expansion. We would look to continue to invest and support community engagement, improve our services through further use of technology and artificial intelligence and tackle system-wide ‘wicked’ issues with our new unitary councils and wider partnerships.



Our proposal with the rest of Lincolnshire

Our proposal is directly aligned to those of North Lincolnshire Council and Lincolnshire County Council. We propose a three unitary model across the greater Lincolnshire footprint. This proposal includes the existing unitary status and footprint for the south bank of the Humber, protecting existing police and fire and rescue service boundaries and already excellent relationships. Emergency planning will remain effective. It allows for the more effective delivery of the NHS 10 year plan and is in line with the existing integrated care system boundaries. Relationships with our Lincolnshire colleagues has been strengthened by our work on devolution and we are already actively working across this footprint on cross cutting 'wicked' issues we all have in common, including things like affordable rents, hospital discharge, road safety and community safety.

Our councils collaborate where it makes sense to do so, and we will continue to seek out development opportunities. We are innovative and bold in our continuous improvement approach and have already piloted a Greater Lincolnshire public health system, where all three public health teams came together under one Director of Public Health. The intention to succeed was there, but the uniqueness of place and the challenges they face resulted in an early termination of the pilot. We recognise when things aren't working and take swift action to address them. We believe that both the Humber and Greater Lincolnshire are key to the future health, wellbeing and prosperity of the local population.

What people have said

We asked people who live and work in the area what they thought about local government reorganisation and the proposals. We provided an engaging video, web-based information, leaflets and posters. We circulated the engagement material widely through councillors, our community partners and local business forums. We engaged on social media. We purposefully created a balanced set of questions. The results from the 1,400 people who engaged directly with the survey showed an overwhelming desire to remain with our existing size of council.

The vast majority of people who responded to our engagement, live in the area (88%). 94% of people said that it was important/very important that council decisions that affect residents and services are made as locally as possible. 78% want the council to continue to cover the same area as now, with only 16% saying that they would prefer a bigger area. When asked what the most important things were for any council for the area then "Has a strong connection with local communities and understands their issues" topped the vote.

There have been letters of support from partners. There are extracts from them below, and you can find the letters in full within our separate Bank of Evidence. Everyone who has written has confirmed that our existing boundaries are suited to their needs and indeed vital to maintain the good work being undertaken in most instances.

Navigo, our health and social care delivery partners, said *"we believe, and evidence confirms that this delivers well for the people of North East Lincolnshire. We feel that a reorganisation of Local Authority boundaries at this point could potentially destabilise these services and impact on the quality of care we are able to deliver to our residents."*

E-Factor Group Ltd, one of our closest business facilitation partners, state that they “recognise the need for efficiency and certainly anticipate our local authority working together with its neighbours more and more in the future, but more than ever, North East Lincolnshire needs to keep a focus on its growth plans, stay close to the 4500+ businesses that operate in the area, and retain a local authority committed to that endeavour.”

The Carers' Support Service say “North East Lincolnshire Council's scale and focus allow it to remain connected to carers, families, and communities while driving forward improvements in health, wellbeing, skills, and employment. Retaining the current authority structure gives the best chance of continuing to strengthen local networks of support for carers, tackling issues such as loneliness, isolation, and inequalities, and enabling carers to live healthier, more fulfilling lives.”

Our Horizon Youth Zone partners have said “As a local organisation, we have witnessed the council's deep-rooted commitment to its communities, particularly in its work with children, young people, and families. The development of the Grimsby Youth Zone (named by young people locally as Horizon) is a shining example of this commitment, a transformational project that will provide a safe, inspiring space for young people to thrive, build confidence, and access opportunities that shape their futures.... In our view, a larger, more centralised authority may risk diluting the strong local focus and community ties that currently exist. We believe that retaining North East Lincolnshire Council as a smaller, locally based unitary authority is the best way to ensure continued progress, responsiveness, and meaningful engagement with the people and businesses it serves, especially our children and young people, who deserve to grow up in a place that puts them first.”

CATCH tell us “We have a long history of support from the council, having been instrumental in setting up Humber Chemical Focus over 25 years ago – now operating as CATCH UK. Only this year our continued collaboration meant that we received Humber Freeport investment to expand our head office to include state of the art conference facilities, an AR/VR training capability and an inward investment suite which demonstrates how a local, agile council can deliver real outcomes that benefit employers, learners, and the wider community.”

Franklin Sixth Form College says: “As the only Ofsted Outstanding designated Sixth Form College, Franklin has always valued the local support and accessibility of the Council, and we firmly believe that our College vision ‘to provide the best possible life chances for our community’ is shared by NE Lincs Council.”

Our Future's view: “Many of your team and senior leadership at NELC are from and live within the council area. Their proximity to citizens and their understanding of the opportunities and challenges in the region enables them to build deep and longstanding partnerships with the community.”

Stephen Ryder is MD of Creating Positive Opportunities and Chair of the VCSE Forum and Alliance. He said: “As Vice Chair of the VCSE Forum and Alliance I feel we have enjoyed a sustained period of dialogue, debate and recognition between statutory sectors and the VCSE. NELC knows our local communities, and we are secure in the knowledge that communities know them. This has led to both better working arrangements in the VCSE Sector as a whole. I know this isn't always the case with our neighbouring authorities.”

All the letters in full can be read in our Evidence Bank.



Chris Todd, the Chief Constable of Humberside Police has written to say: “I am writing to express our full support for the proposal submitted by North Lincolnshire Council and North East Lincolnshire Council to remain as two distinct unitary authorities within their existing boundaries, as part of the local government reorganisation across Greater Lincolnshire. We remain committed to working closely with both councils to ensure the continued success of our shared objectives across the Humber region.”

And the Humber Health Partnership adds: “As a group organisation spanning the Humber region, we place a high value on our partnerships with key strategic partners on both banks of the Humber estuary. We value the strong and productive relationships we have in place with our local authority partners in North East Lincolnshire.”

Unitary council engagement going forward

At the heart of our ambition is achieving our steadfast commitment to 'Talking, Listening, and Working Together' with residents, VCSE organisations, local and regional partners. We place the voices of residents, organisations, and partners at the centre of everything we do:



We believe in making evidence-driven decisions that reflect the real needs and aspirations of our residents, communities, and our place.



We will continue to build on our approach to community led planning, collaborating with and supporting residents and partners at ward and/parish level wherever possible. This will ensure that new 'hyper-local', ideas, initiatives and interventions are collaborative and reflective of the community's needs and driven by their insights and contributions. We will continue to foster an inclusive environment focussed on equalities, encouraging active participation, involvement, and leadership from all our diverse communities to address the unique challenges and opportunities they face.



We strive to bring democracy into the everyday lives of our residents, making it a tangible and impactful part of their daily experiences. Our current and planned initiatives, like Plan for Neighbourhoods and our community plans, have given us a solid base for a more participatory future. Together, we are already building opportunities for local people to shape the community they live in, fostering a sense of ownership and pride.



We know that North East Lincolnshire is already an exemplar of how local relationships and passion to work together can create a movement for positive change, empower local leadership and improve outcomes. We know that this can only continue to grow if we become even more connected to our communities, partners, and place.



Greater Lincolnshire

Combined County Authority 

Combined Authority engagement going forward

We have always supported the development of a Greater Lincolnshire County Combined Authority, playing an active role in establishment and delivery. The current constitution already includes North East Lincolnshire as a voting member, with all decisions being made on a consent basis. We would suggest that this continue if our three unitary model is accepted.

We intend to continue to pursue proactive and strategic engagement within the GLCCA, through:

- Active participation in thematic groups such as Transport.
- Leveraging existing Humber partnerships for public service delivery and emergency planning.
- Maintaining visibility and leadership in cross-authority working groups and programme boards.

We are signed up to the Greater Lincolnshire Housing Strategy, a partnership convened by the Combined Authority and Homes England and are also interested in exploring enhanced partnership working across Housing Authorities and GLCCA in Greater Lincolnshire to ensure everyone has access to a stable, affordable home, with a particular focus on increasing availability of affordable rent across Greater Lincolnshire.

In the future, the introduction of Integrated Settlements for Mayoral County Authorities represents a significant evolution in local government, moving towards streamlined funding and enhanced devolution for authorities demonstrating strong governance and delivery capacity. The GLCCA Assurance Framework ensures collective agreement on non-mayoral functions, underscoring the importance of maintaining strong political and officer level engagement.

Governance and timelines

Our governance framework is robust, with a well-established three-lines-of-assurance model and a strong track record of compliance with the Local Code of Corporate Governance. We are committed to resuming the paused Boundary Commission review to ensure electoral arrangements remain fit for purpose. We will align our governance model with the evolving GLCCA framework, ensuring seamless integration with devolution structures.

This round of local government reorganisation is scheduled for a vesting day for new unitaries in April 2028. If government agree with us that remaining within our existing boundaries is the best solution for local people, then we will commit now to work directly with the newly formed unitaries to ensure that they get as seamless a start as possible. We will share expertise and knowledge around what it is like to function as an existing unitary council. We will share governance arrangements and service specific strategies to help our new unitary colleagues who may not have experienced working in a combined organisation before.



Section 6:

The cost of reorganisation

While some reorganisation proposals suggest that our scale may limit resilience, this view overlooks the advantages of our existing unitary status. Unlike more complex merger scenarios, we would not incur significant transition costs or face the disruption of disaggregating services and systems. This is undoubtedly true.

There is no financial case for a merger.

We want to make government colleagues aware of the significant financial risks associated with any decision to merge the council with others.

Based upon independent financial analysis, the financial case for the creation of a larger Northern Lincolnshire authority covering the existing geographies of North East Lincolnshire and North Lincolnshire is weak. The analysis indicates that the transitional costs are likely to be significant, with realistic estimates ranging from £35-£47 million dependent on future configuration and policy decisions. Furthermore, the scope for additional efficiency savings is limited, and estimated to be less than 1% of the combined existing net revenue budget of the two councils. This partly reflects the fact that both councils have already realised financial benefits through existing collaboration, shared systems, and joint procurement frameworks. Critically, the payback period for any new authority would be a minimum of 7-12 years, with no prospect of net financial benefit within five years. Any proposed reorganisation would impose substantial upfront costs, deliver only marginal further efficiencies, and risk destabilising two well-performing councils and the communities they serve.

- Costs associated with a new unitary across a unitary, county and district footprint. If the new unitary was an amalgamation of previous unitary, district and county services, whilst many of the activities would be the same, the scale and overall reorganisation complexity would be significantly more costly. Matching ICT systems, contracting arrangements and budgets for some four or five councils would likely cost millions over a long period of time. Some new unitaries that were previously in this situation have never completed this task. Creating effective delivery from merged services would take significant leadership, alignment, system, contract and procedural changes. This would be paid for, in part, by the people of North East Lincolnshire.
- If a different social care model of service provision is suggested through other Lincolnshire proposals - a county-wide trust, for example - then the adult social care difficulties and costs would be exacerbated by the need to organise new trust and governance arrangements at the same time as breaking up our existing section 75 arrangements with the NHS for adult services.



- A current suggested proposal that splits the Greater Lincolnshire area in half would create a new northern unitary authority (North Lincolnshire, North East Lincolnshire, West Lindsey and the City of Lincoln and part of Lincolnshire County – is one such suggestion). Using this scenario as an example, that would mean that the northern unitary would include two unitary Children's Services and two 7th of the current county service. For Adult Social Care there is an additional complication because of the unique partnership status of North East Lincolnshire's Adult's Services being run jointly with the NHS, which would need to be unpicked too.
- For every service currently run by a district council there would be four services to merge (two districts and two unitaries), four sets of data, possibly 100 technology systems to amalgamate, new terms and conditions across the piece, new contracts to be let, multiple properties to be assessed and the design of new customer services to create a smooth customer interface from day one. This would be a very complicated reorganisation, vastly expensive and take an estimate of 10 years to finish. We do not believe this to be a safe and viable option. Whilst this complexity would be for a new organisation to manage the cost of such a huge reorganisation would fall partly to our local communities to pay for. We do not believe that future savings (over any timescale) would compensate, potentially putting the new organisation at financial risk immediately.



Section 7:

Our dissolution costs

If we were to be merged with others or our services be disaggregated across new boundaries, the council would need to prepare for dissolution and the transition to a new unitary. Whilst significant additional costs will be associated with the establishment of that new organisation, only our council costs are articulated here. These are just our costs, other public sector partners would have costs associated with the dissolution too. Most notably, the NHS, police, fire and rescue and the port health authority. Some of the costs can't be determined at this stage but the type of activity required is understood.

Most importantly, experience tells us that most things other than minimum statutory service provision would stop. The greatest cost would be in the reduction of the delivery of effective service provision for communities, residents, and businesses. There will be several causes: staff anxiety, loss of experienced managers, loss of organisational knowledge, distraction from day-to-day operations, disorientation amongst service users, delays to important strategic decisions and a tendency to rush spending decisions before merger. As our teams depart to new organisations or leave the sector entirely, the loss of organisational memory will be a big risk. We will lose some of the many strong partnership relationships, built up over many years. We understand local need, and this will be lost with the departure of key staff.

There is the potential for a reduction in the effectiveness of local democracy. International research shows that amalgamation tends to reduce voter turnout, decreases the number of candidates standing for election and weakens residents' sense of political influence and community identity. This would be exacerbated by the significantly reduced number of councillors for a new, larger unitary organisation. There would be a small financial gain, through the reduction in councillor costs, but this would be negated by the reduction in democratic accountability.



Adult social care

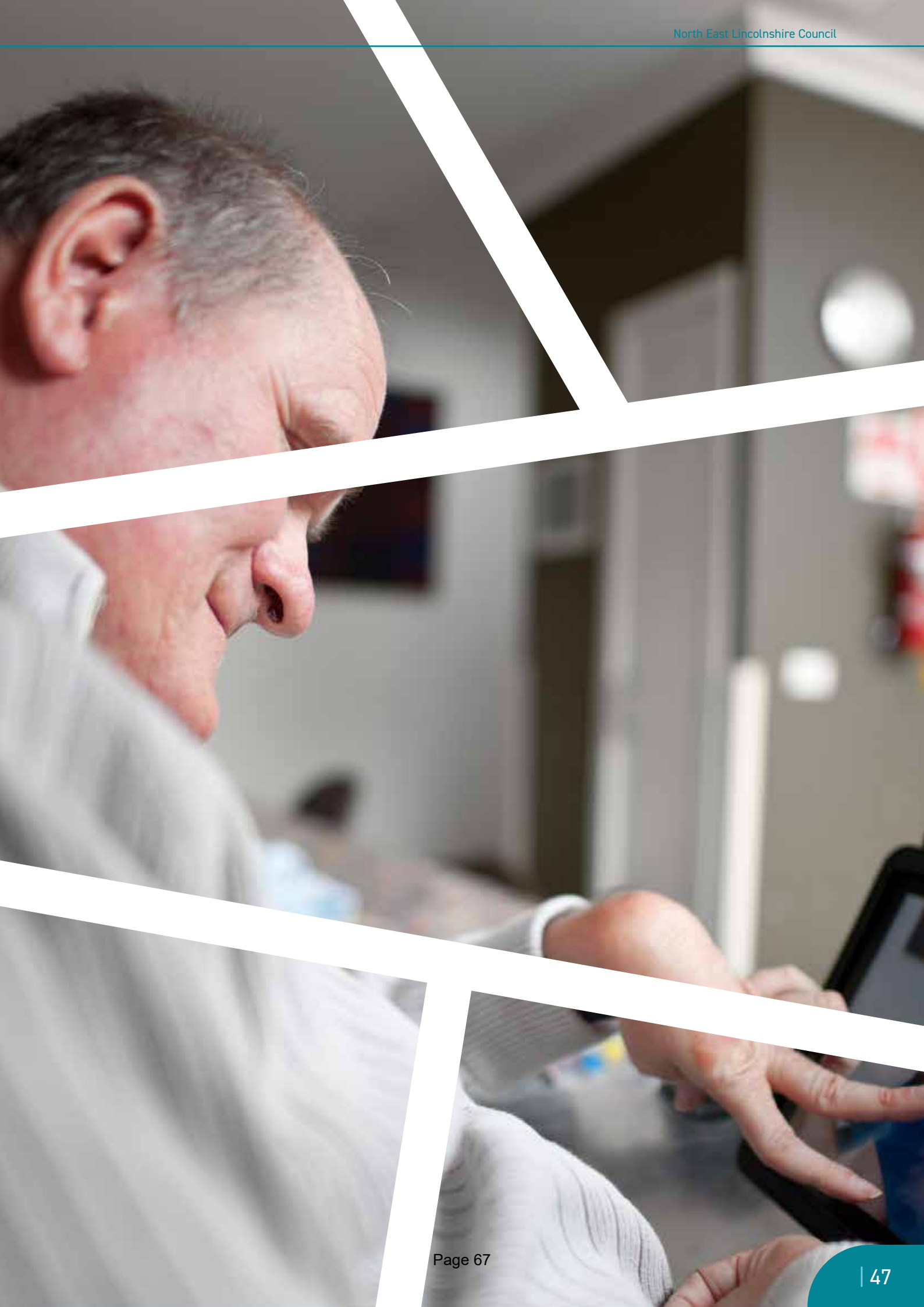
The potential disaggregation or significant changes to our arrangements would be both disruptive to service delivery but also financially costly. Our adult social care provision has complex governance. The delivery of adult social care is delegated to three community interest companies; this means that all the council's statutory Care Act duties are delivered by other organisations. Because of this truly combined partnership working, any disaggregation or even a merger would likely mean the dissemblance of some 20 years of effective running. Our current arrangements mean we are further advanced in the delivery of the government's policy focus on neighbourhood health and integrated health and community services outlined in the NHS 10 Year Plan, with innovative approaches to integrated working and management of budgets. Moving away from the established partnership working would further exacerbate the health inequality gap that we currently have and has the potential to significantly change and disrupt services for our communities.

Whilst there are areas of the section 75 that could remain as part of reorganisation the delivery of core Care Act Duties and commissioning arrangements would need to change. This would cost significant money in posts and time in disaggregating budgets and finding the additional budget to cover the gap that would be left by not working in a fully integrated system. The current arrangements (unless mutually agreed) require a 12-month notice period to exit. There would be a likely requirement for the dissolution of the community interest company who solely delivers Care Act Duties.

Adult social care funding remains a significant risk to the council, and it is fair to say that the Adult Social Care Precept has not raised the same level of funding as areas with a higher tax base. The Government has recognised this within its latest consultation on local government funding and look to be moving towards a grant funding solution for adult social care. As part of the health and care integration we have a well-established Health and Care Partnership that involves all partners in the system. With 4 priorities: the first 1001 days of life, young people's resilience, health inequalities and frailty led by different system leaders including the VCSE, there is a commitment and focus on the specific needs of our population, which risks being diluted in any future reorganisation.

Now all core health and care providers are using a single care record. It is highly unlikely that in the event of reorganisation this would be the system that would be used. The benefit that people have because all health and care professionals are using the one record would be lost.

We are part of Humber and North Yorkshire integrated care system, and even through further clustering there is no suggestion that our area would move into the Lincolnshire partnership instead. Any merger or disaggregation of health and care services would mean providing services across two very different integrated care systems.



- Our workforce has clearly articulated that they have chosen to work in a smaller local authority and specifically for North East Lincolnshire Council. Any changing landscape would likely destabilise the workforce and be detrimental to the impact on service users' lives.
- There is a major risk that reorganisation could significantly derail some of our Marmot Place plans as there would inevitably be a shift in focus over the years leading up to reform. This would be a missed opportunity at a time when we have such a strong consensus for transformational change.
- There is a risk of disrupting a coherent and functional economic area, characterised by limited but focused labour market interactions. If the area were to incorporate two or more distinct Functional Economic Market Areas (FEMAs) or become part of a broader network of disparate centres, it could undermine strategic alignment and reduce the effectiveness of place-based economic interventions.
- There is a risk of undermining the carefully built trust between the local authority and businesses - relationships that have taken significant time and effort to establish. Expanding the scope of interventions across a larger and more diverse area could dilute the effectiveness of community-driven approaches, making it more challenging to maintain meaningful engagement and deliver locally responsive outcomes.
- North East Lincolnshire Council is unique across Greater Lincolnshire, in our position as an integrated Port Health and Food Authority, handling both imports, exports and most of the UK's approved Seafood premises. With nearly 80% of the UK's seafood entering Grimsby at some point through its life cycle, we have worked closely with DEFRA and the National Seafood Association to set up working arrangements supporting the Seafood cluster post Brexit.
- With the North Lincolnshire Council geography being encapsulated in the historic statute, which created Hull and Goole Port Health Authority, any LGR proposals considering a merge of the two Authorities would introduce the risk of disassembling Port Health Authorities across the Humber Estuary, which could have significant impact on the UK seafood sector.
- There is a risk that reorganisation into a larger footprint could dilute the specific needs of our communities within a broader geography. Funding allocations in a merged authority may be spread across a wider area, potentially diverting resources away from the borough's most pressing priorities.
- The council's current financial resilience, built on a modest but stable population base, could be diluted if reserves are redistributed across a wider footprint. This may reduce the council's ability to respond to localised financial shocks. Similarly, the council's current level of external borrowing is set within the context of the MTFP and closely aligned to capital investment priorities. Current levels of borrowing are considered to be affordable, prudent and sustainable and any aggregation of debt across a wider geography could have a destabilising effect.
- Devising and delivering any dissolution - the CEO would lead the work; a programme director and programme managers would be sourced internally. In some instances, specialist advice would need to be sourced externally.

- Technology and contract amalgamation - There would need to be a review of all technology provision and a review of all contracts to understand synergies, opportunities and risks. This would be done 'in house' at the detriment of other important improvements. Experience suggests that on day one of the new council you go with the greatest used IT systems but with inevitable future procurement of the best systems for the new organisation. These double costs would still sit with our residents but would be funded by the new council.
- Partnership disaggregation - A review would need to be undertaken with partners, to see how the council disaggregates any existing services that are run across a different footprint, especially those that are delivered Humber-wide, the Freeport and Port Health are two obvious examples. Any possible option to disaggregate Northern Lincolnshire from the current integrated care system footprint would be catastrophic for health as well as local government.
- Large service disaggregation - The cost of delivering seamless 'safe and legal' Adult Social Care and Children's Services from day one is unknown but likely substantial. Children's Services remains subject to a statutory direction – unique to us. It will be difficult to maintain improvement momentum with any form of service merger/disaggregation required. The potential costs associated with any future change of Adult Social Care services arrangements would necessitate a TUPE transfer of significant numbers of staff along with the need to harmonise terms and conditions. This will run into the millions.
- A communication and engagement campaign for the public, members, staff and partners equating to approximately £50,000.
- Specialist consultancy advice - this is likely to be in the form of management consultants, financial specialists, pensions advisors, legal advice and employment support for people made redundant. Specialist advice would cost in the region of £300,000.
- Dual running - There would be the distraction of dual running, in shadow format for at least a year. This would be alongside the possibility that our senior staff might be successfully appointed to the new organisation and thus running two sets of services at once. This will create additional cost for us. There will need to be backfill, interim or acting arrangements put in place. If the CEO and Statutory Officers were all successful, we could struggle for capacity for over a year before vesting in 2028. Backfill arrangements will be a significant cost, likely for the year prior to formation.
- Secondments - we would expect to have to second a head of service level post for all the major service areas and especially Children's and Adult Social Care. This could realistically be five posts to backfill. A current head of service post ranges from £85k to £100k. In some instances, significant amounts of time would be required from our Assistant Director and Director level posts, to manage some of the more strategic issues associated with the safe move across of services. Again, costs would be associated.



- Redundancy costs – any option that merges services will need less senior management roles and fewer of the very specialised roles across the organisation. This will create the need for redundancies and the costs associated. The council has a redundancy cap of £30,000. A worst-case scenario would include significant numbers of staff being made redundant. If, for example, two unitary councils were dissolved and senior management costs halved, even based on our capped redundancy costs, this would equate to some £450,000.
- Pension 'strain' costs – these will be significant. Strain costs are specific to the individual and can vary from £0 - £300,000, dependent on age, length of service and salary. As an example, for a 57-year-old with 30 years' service we could be looking at strain costs in excess of £200,000. While there is some suggestion that pension strain costs could be offset by existing surpluses within the Local Government Pension Scheme, the financial impacts remain material and would need to be managed alongside other transformation pressures.
- Equal pay - When considering a merger between authorities, it is essential to acknowledge the potential risks associated with equal pay. Legacy issues may exist within each organisation, including unresolved claims or disparities that have not yet been identified. These risks can be inherited post-merger, potentially leading to significant financial liabilities and reputational damage. The cost of resolving such issues - whether through legal proceedings, settlements, or pay harmonisation - can be substantial and difficult to predict. Additionally, the application of TUPE (Transfer of Undertakings (Protection of Employment)) regulations can complicate matters further. While TUPE protects employees' existing terms and conditions, it may inadvertently preserve unequal pay structures, making it more challenging to address discrepancies post-transfer.

Our conclusions

We are an established, high performing unitary council and wish to remain so. We have a track record of innovation, with ambitious plans for the future. We have deeply embedded economic delivery and plans with Humber partners and we have close and effective relationships with our public service colleagues, particularly the Integrated Care Partnership, in relation to our groundbreaking adult social care delivery model. We want to work across Greater Lincolnshire with existing and new unitary colleagues and alongside the Greater Lincolnshire County Combined Authority to create wide and lasting systemic change for our communities. Analysis concludes that there is no financial case for any sort of merger.

We hope that our proposal evidences these views. If you require more detail, our Evidence Bank is provided. It contains information of our engagement, more detailed financial analysis and letters of support, should you need it.



North East Lincolnshire Council

Local Government Reorganisation Proposal

November 2025

This document is available in plain text format



CABINET

DATE	12 th November 2025
REPORT OF	Councillor Stephen Harness, Portfolio Holder for Finance, Resources and Assets
RESPONSIBLE OFFICER	Sharon Wroot, Interim Chief Executive
SUBJECT	Quarter 2 2025/26 Council Plan Performance & Finance Report
STATUS	Open
FORWARD PLAN REF NO.	CB 11/25/01

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 2 2025-26 (July to September 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 (Page 10)
3. Approves re-profiling requests in respect of the 2025/26 capital programme as detailed in Appendix 1 (Pages 11-12)
4. Approves the revised Capital Programme for 2026/29 included in Appendix 1 (Pages 114-117)
5. Approves the acceptance of funding as detailed included in Appendix 1 (Page 102)

REASONS FOR DECISION

This report provides Cabinet important information relating to the Council's performance and financial position at the end of quarter 1, 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 2 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. The link to the dashboard is on our Council Plan website here: [Council Plan - performance and progress | NELC](#).
- 1.6 Feedback from Scrutiny panels is leading an increased drive to increase the number of targets against each vital sign indicator. There are now approximately 40% of indicators (an increase of 20%) with targets and this number is expected to increase for the quarter 3 report.
- 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 However, data on its' own does not present a complete picture. Equally important is the narrative within the attached report that provides context on the delivery of priorities for each service area. It is expected that this commentary will present the full picture of performance and where there are challenges to delivery that these are outlined here.
- 1.9 One new vital sign indicator has been added this quarter following a request from the Communities Scrutiny Panel. This relates to Bulky Waste Collections Completed on the specified day (%) and falls within the Greener Future – Our Waste and Recycling priority.
- 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 2 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 second quarter of the 2025/26 financial year the Council is forecasting a £1.3M 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 respite care.
- 1.15 The Council continues to face financial pressures due to limitations in 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 operating within the local area. A review of the housing provision, including its impact on subsidy recovery is ongoing, with the aim of identifying actions to mitigate the projected full-year financial impact.
- 1.16 Offsetting these adverse forecasts are favourable cost movements being generated from the new Border Target Operating Model (BTOM) within Environmental Regulation, as work continues 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 ongoing volatile 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 Q2 2025/26 53.7% of Council Tax had been collected, this is in line with the collection rate of for the same period in 2024/25. For Non Domestic Rates, the % collection for Q2 2025/26 (54.0%) was slightly lower when compared to the same quarter last year (56.3%)
- 1.22 Focus remains on delivering long term financial sustainability, via efficient and affordable public services and addressing identified funding gaps in future years of the medium-term financial plan. 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 review of the Local Government Funding model will be critical in shaping the Council's future financial plans and regular updates will be provided as part of 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

Not applicable to monitoring report.

4. REPUTATION AND COMMUNICATIONS CONSIDERATIONS

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

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. CONSULTATION WITH SCRUTINY

The report is to be forwarded to all scrutiny panels.

9. FINANCIAL IMPLICATIONS

As set out in the report.

10. LEGAL IMPLICATIONS

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

11. HUMAN RESOURCES IMPLICATIONS

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

12. WARD IMPLICATIONS

All wards

13. BACKGROUND PAPERS

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

14. CONTACT OFFICER(S)

Guy Lonsdale, Section 151 Officer

Joanne Robinson, Assistant Director Policy Strategy & Resources

COUNCILLOR STEPHEN HARNESS

PORTFOLIO HOLDER FOR FINANCE, RESOURCES AND ASSETS

Appendix 1

North East Lincolnshire Council - Council Plan Resources & Finance Report

Quarter 2 -
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
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Performance & Delivery Summary

This is the second 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 continuously updated 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, preparing our proposal in response to the government's Local Government Reorganisation reforms, and increasing pressures 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 recognise that recruiting for specialist roles—such as social workers, project managers, surveyors, legal professionals, and procurement experts — can be particularly challenging. That's why we're committed to growing our own talent through graduate schemes and apprenticeships. While this is a long-term investment, it's already showing promise.

We're also working hard to position North East Lincolnshire as a fantastic place to live and work. Our enhanced recruitment marketing is helping to attract and retain skilled professionals, and we're proud that this work is already making a real difference.

Performance & Delivery Overview

Service Area	Performance RAG	Finance RAG
Resources	Green	Red
Environment & Regulatory Services	Green	Green
Economy (Regeneration)	Amber	Green
Economy (Infrastructure)	Amber	Amber
Economy (Safer Towns & Communities)	Green	Green
Children's Services (Safeguarding & Early Help)	Amber	Red
Children's Services (Regulated Provision)	Amber	Red
Children's Services (Education & Inclusion)	Amber	Red
Adult Services and Housing	Amber	Red
Public Health	Amber	Green

Key:
Green As planned.
Amber Under target with plans in place to mitigate risk of non-delivery within this financial year or on-going programmes in delivery stage.
Red Under target, longer term plans are in place to mitigate within the Medium-Term Financial Plan (MTFP) period.

Financial Overview

At the end of the second quarter of the 2025/26 financial year the Council is forecasting a £1.3M 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 respite care.

The Council continues to face financial pressures due to limitations in 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 operating within the local area. A review of the housing provision, including its impact on subsidy recovery is ongoing, with the aim of identifying actions to mitigate the projected full-year financial impact.

Offsetting these adverse forecasts are favourable cost movements being generated from the new Border Target Operating Model (BTOM) within Environmental Regulation, as work continues 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 ongoing volatile 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 Q2 2025/26 53.7% of Council Tax had been collected, this is in line with the collection rate of for the same period in 2024/25. For Non Domestic Rates, the % collection for Q2 2025/26 (54.0%) was slightly lower when compared to the same quarter last year (56.3%)

Focus remains on delivering long term financial sustainability, via efficient and affordable public services and addressing identified funding gaps in future years of the medium-term financial plan. 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 review of the Local Government Funding model will be critical in shaping the Council's future financial plans and regular updates will be provided as part of the refresh of the Medium Term Financial Plan.

Guy Lonsdale – Section 151 Officer

FINANCIAL OVERVIEW - QTR2

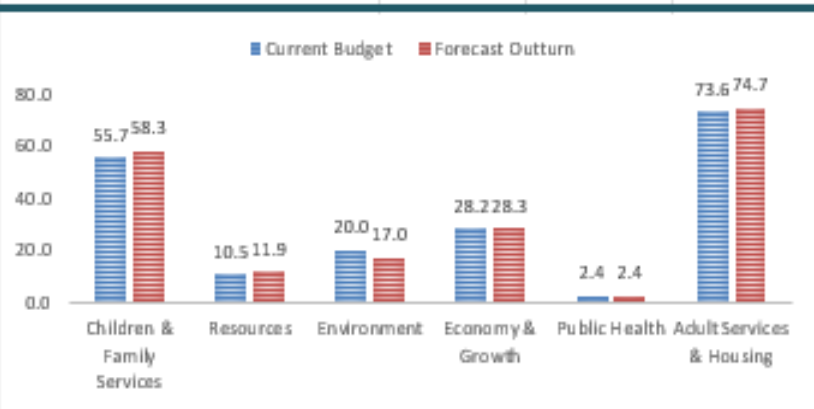
Quarterly Revenue Spend Forecast Position £'M



Service Revenue Position

Variance

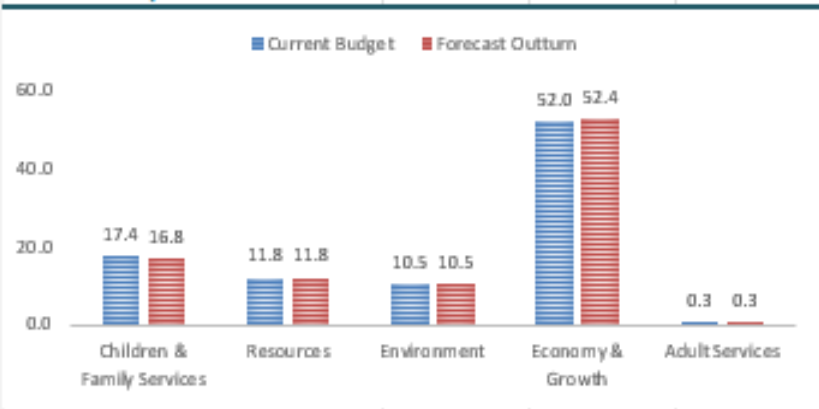
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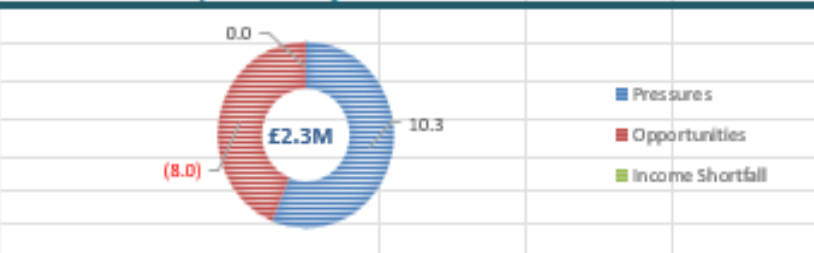
Service Capital Position

Variance

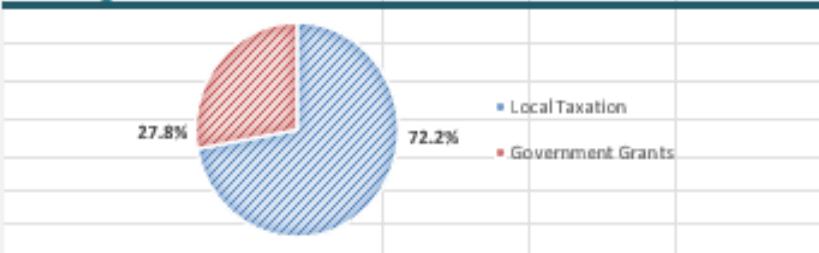
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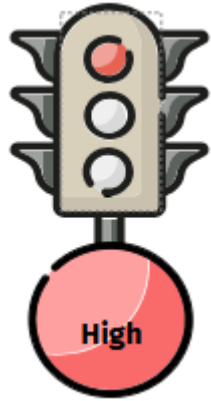
Service Over Spend Analysis £'M



Funding



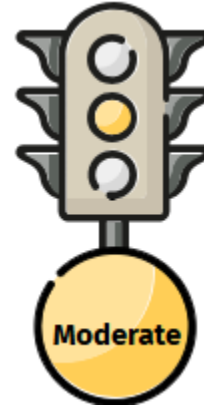
Financial Outlook



The current Medium Term Financial Plan (MTFP) showed an opening gap in future years when it was approved in February 2025. The opening MTFP gaps were £4.4M (2026/27) and £6.4M (2027/28).

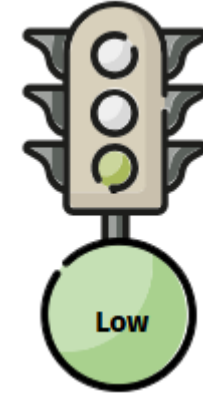
Pay represents a significant element of the Council's cost base and future years pay awards remain a significant risk for the Council over the MTFP.

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.



The 2025/26 Local Government financial settlement again covered a single year. Longer term changes to the local government financial model, including fair funding and business rate retention are now being consulted on, with the first multi year settlement expected for the 2026/27 financial year

The impact of the fair funding reform and business rate reset will be modelled during 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

£1.3M Total Revenue
Forecast Overspend

£2.3M Service Budgets
Forecast Variance

1.22%

% Representation of Service
Budget Overspend to Net Budget

Revenue Overview Comments:

The net forecast position at the end of Quarter 2 is an overspend of £1.3M, this reflects a service area pressure of £2.3M 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 by central government in relation to streamlining of the ports will need to be evaluated once known.

REVENUE	Original Approved Budget £'M	Revised Budget £'M	Forecast £'M	Variance £'M
Resources	9.0	10.5	11.9	1.4
Environment	18.9	20.0	17.0	(3.0)
Economy & Growth	28.9	28.2	28.3	0.1
Children & Family Services	63.9	55.7	58.3	2.6
Public Health	2.1	2.4	2.4	0.0
Adult Services & Housing	72.9	73.6	74.7	1.1
	195.8	190.4	192.7	2.3
Corporate Budgets	6.6	16.4	15.4	(1.0)
	202.4	206.8	208.1	1.3
Earmarked reserves	5.1	2.2	2.2	0.0
School Balances	0.0	(1.5)	(1.5)	0.0
Total	207.4	207.4	208.7	1.3
Funding	(207.4)	(207.4)	(207.4)	0.0
Net	0.0	0.0	1.3	1.3

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
Budget Transfer between services						
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		
Earmarked Reserve (EMR) Adjustment / Utilisations						
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
Total Service Budget Movement	1.2	(0.6)	(8.6)	1.1	0.0	0.7

Capital Budget Overview

(£0.9M)

Capital Forecast
Underspend

(1.02%)

% Representation of Service
Capital Underspend to Approved
Programme

CAPITAL	Original Approved Programme £'M	Approved Programme £'M	Forecast £'M	Variance £'M
Resources	19.6	11.8	11.8	0.1
Environment	6.8	10.5	10.5	0.0
Economy & Growth	67.5	52.0	51.5	(0.5)
Children & Family Services	14.1	17.4	16.8	(0.5)
Public Health	0.0	0.0	0.0	0.0
Adult Services & Housing	0.4	0.3	0.3	0.0
Total Capital Budgets	108.4	91.9	91.0	(0.9)
Funding	(108.4)	(91.9)	(91.0)	0.9
Net	0.0	0.0	0.0	(0.0)

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 £000	Changes to the Programme 2026/27 £000	Changes to the Programme 2027/28 £000	Comments
ECONOMY AND GROWTH				
Regeneration				
Clee HLF Townscape Heritage	0.137	-	-	Alignment with available grant funding
SHIIP Scheme	- 0.120	0.120	-	Reprofile budget into 26/27 to reflect latest spending plans
Town Deal Investment	0.209	-	-	Approval of additional budget
Freshney Place Leisure Development	- 3.505	3.505	-	Reprofile budget into 26/27 to reflect latest spending plans
Cleethorpes Masterplan - Market Place LUF Scheme	- 0.463	0.413	-	Reprofile budget into 26/27 to reflect latest spending plans
Cleethorpes Masterplan - Sea Road LUF Scheme	- 1.968	1.918	-	Reprofile budget into 26/27 to reflect latest spending plans
Cleethorpes Masterplan - Pier Gardens LUF Scheme	- 3.168	3.118	-	Reprofile budget into 26/27 to reflect latest spending plans
Tennis Court Refurbishment	0.020	-	-	Alignment with additional funding
House of Fraser	0.200	2.600	1.000	New project approval
Cleethorpes Masterplan - LUF Wayfinding	- 0.269	0.269	-	Reprofile budget into 26/27 to reflect latest spending plans
Cleethorpes Masterplan - LUF Logistics	0.027	0.123	-	Reprofile budget into 26/27 to reflect latest spending plans
Freshney Place RAAC	0.200	1.950	3.910	New project approval
Infrastructure				
Car Park Schemes	0.750	-	-	Approval of additional budget
RESOURCES				
Deputy S151				
Capital Investment	-	11.000	4.900	Reduction in capacity to reflect new projects approved
Policy, Strategy and Resources				
Childrens Services Platform	- 0.804	-	0.804	Reprofile budget into 27/28 to reflect latest spending plans
ENVIRONMENT				
Fleet Replacement Programme	0.050	6.123	-	New project approval for food waste collection
Depot Rationalisation	0.328	-	-	Release of previously approved budget
Regulatory Services Management System	- 0.003	-	-	
Urban Tree Challenge Fund	- 0.072	0.107	-	
Warm Home Grants	0.125	0.380	0.375	New project approval
Schools - Backlog Maintenance	0.034	-	-	Alignment with available grant funding
TOTAL CAPITAL PROGRAMME	- 8.292	9.412	1.189	
Funding				
External Grants	- 8.607	10.977	0.375	
Corporate Borrowing	0.315	1.565	0.814	
TOTAL FUNDING	- 8.292	9.412	1.189	

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 Q2.

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 ongoing interest rate uncertainty, 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 (Feb 2026) 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

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

Transport

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

Ongoing Delivery

- Re-procurement of the hire care framework
- Report to leadership and decision on the number and use of pool cars
- Adult Social Care – review of older people's and working age adults' day services

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

Strategic Asset Management

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

Ongoing Delivery

- Vehicle review undertaken as part of Equans in-sourcing exercise. Vehicles which were leased by Equans have been replaced with vehicles purchased through the capital programme and will be managed through the rolling fleet management programme that is refreshed annually, thus avoiding on-going revenue costs.
- 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 – delivery of capital receipts against target. At Q2 we are on target to exceed this financial years minimum target of £2.15m.
- 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 is complete and Magic Notes continues to be piloted.
- Further training and development secured to ensure that our Microsoft Copilot deployment is supported through training which builds organisation capabilities and empowers staff to work more efficiently and harness the full potential of AI.
- The Council are engaged in an AI Policy Agent prototype led by North Yorkshire Council. The pilot runs for 12 weeks 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 64% completion to date. Additional tools are being implemented to support the migrations and ongoing usage.
- October is Cyber Awareness month and we have put a great focus on pushing out key messages to all users to promote good practice and understanding of individual roles and responsibilities in relation to Cyber Security. We have reviewed and revised our approach around access policies to improve security.
- The Children's Platform project continues to be delivered with a focus on the discovery phase in Early Years.

Planned Delivery

- New technology is being progressed in highways to enable improved capturing of road conditions across the Council's road network. Benefits such as ability to capture road condition data more promptly and across larger percentage of the network will be achieved.
- AI Policy Agent trial to take place during quarter 3 within the parameters set by the project team.
- AI use cases with Microsoft 365 copilot (200 licence deployment), the new licences will be deployed during quarter 3 alongside training and development.
- Work has been undertaken to migrate the Safer & Stronger content to the Council website, with the service area currently undertaking a final review/update of the material and work has also been completed on moving the Livewell content to the Council website as well.
- We are continuing work to embed the customer and service management platform with an ongoing review and development of contact forms and communication. Recent focus has been on enforcement services.
- Testing on the Children's Platform will take place in Quarter 4 with the planning taking place during quarter 3. Detailed planning is taking place for planned downtime in quarter 4 to allow for a system upgrade.

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



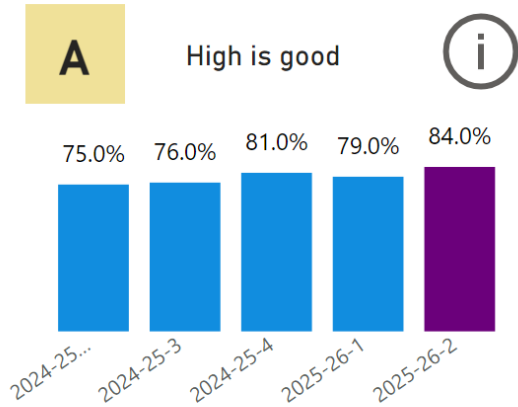
Resources

Engaging and Effective Council

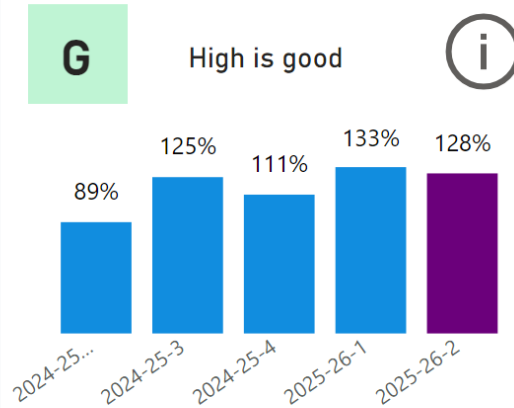
As we work with our partners, our people and our colleagues, we must ensure that we provide services that are effective, value for money and deliver what our residents want, and what is best for our borough. We can only do this if we get the very best from our employees and use all that is available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



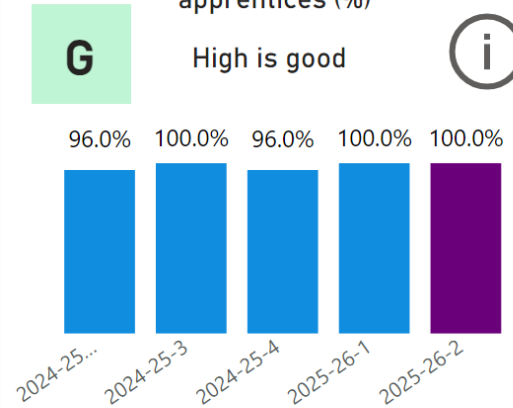
Proportion of permanent social work qualified staff (%)



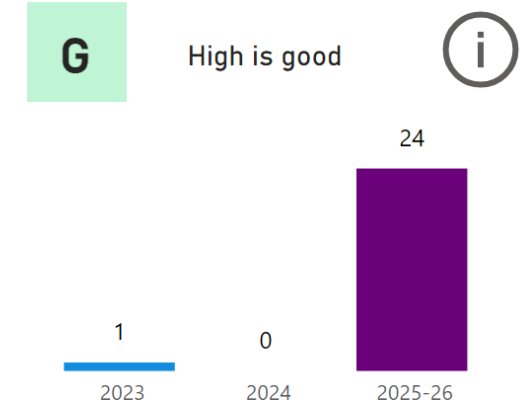
Apprentice Levy Year To Date Spend



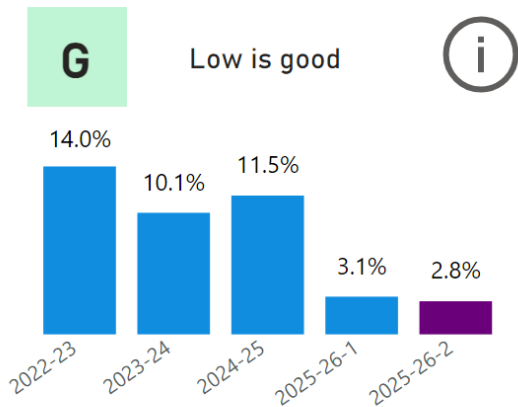
Placement retention and progression to a substantive post -Graduate and apprentices (%)



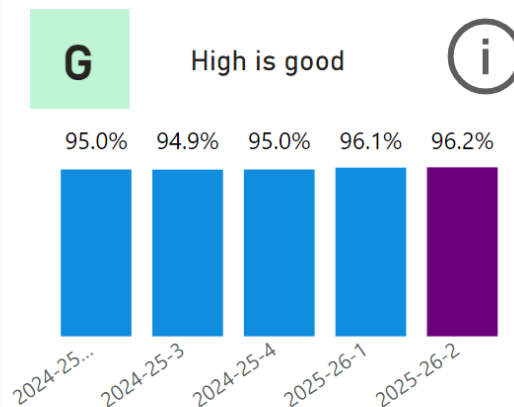
NPS Score (Employee Voice and Pulse Survey)



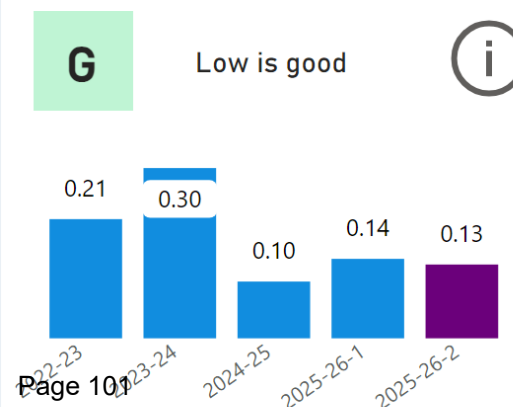
Employee Turnover Rate



The average attendance per full time employee (%)



Total RIDDOR incident rate



Performance Overview

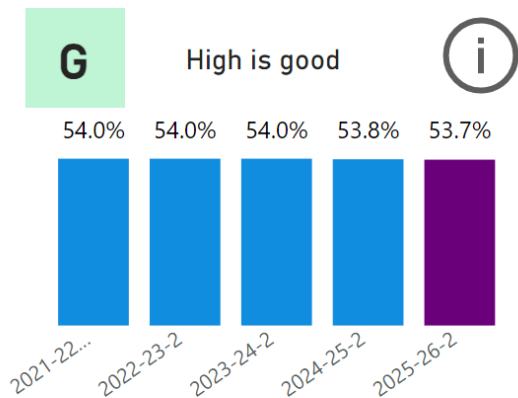
Resources (1)

Council Plan Priority	Commentary
Engaging and Effective Council - A Great Place to Work and Develop	In Q2 2025–26, North East Lincolnshire Council continues to make positive strides towards its ambition of being an engaging and effective council. The “Great Place to Work” indicators on slide 23 show sustained improvement in workforce development, including strong apprentice levy spend, high staff attendance, and robust retention rates for graduates and apprentices moving into substantive roles. The Business Support redesign remains a key driver of transformation, contributing to cross-cutting savings and service improvements through digital enablement and process automation. This work underpins the Council’s focus on productivity and financial resilience. AcademyNEL continues to strengthen internal talent pipelines, supporting recruitment and long-term workforce sustainability in specialist roles. The Council’s recent recruitment campaigns have demonstrated clear success, particularly in securing high-calibre candidates for key leadership roles such as the Assistant Director for Housing and Communities. The campaign attracted a strong field of applicants, reflecting the Council’s growing reputation as an employer of choice and the effectiveness of its enhanced recruitment marketing. This achievement is part of a broader strategy to address recruitment challenges in specialist roles and underlines the Council’s commitment to investing in talent and building a resilient, future-ready workforce. A key element of the Children’s Transformation Plan is the proportion of permanent qualified social work staff. The target is 85%, performance is currently 84% and we continue to actively recruit to permanent roles. AcademyNEL continues to play a vital role in addressing recruitment challenges by developing internal talent pipelines. It supports the Council’s ambition to be a “Great Place to Work and Develop” by offering structured pathways for apprentices and graduates. This is reflected in improved placement retention and progression rates. The Resources service area is rated green for performance, though red for finance, reflecting challenges that are being actively managed.

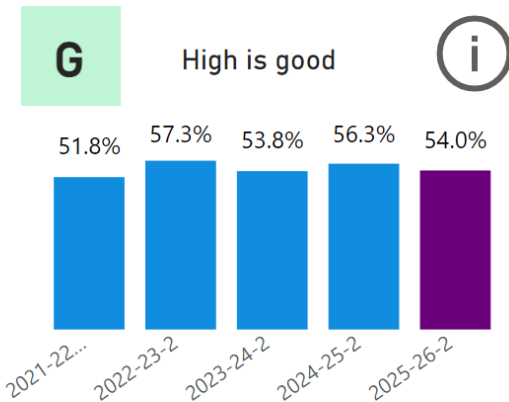
Engaging and Effective Council Financially Stable



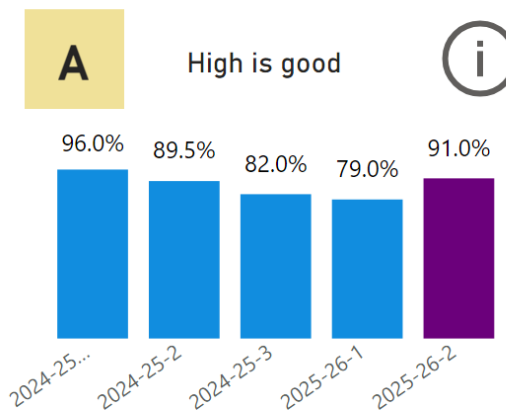
Council tax collection achieved (%)



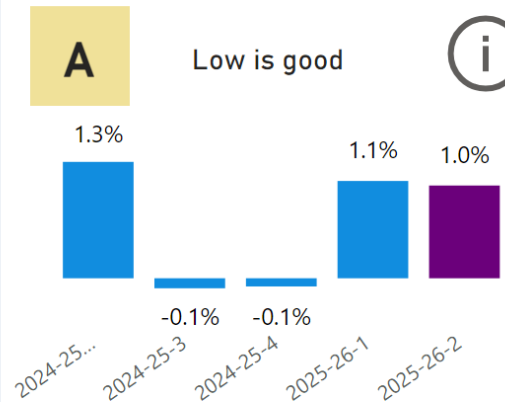
National non-domestic rates collection achieved (%)



Capital programmes forecast to be delivered (%)



Variance against revenue service budget - Revised (%)



Performance Overview

Resources (2)

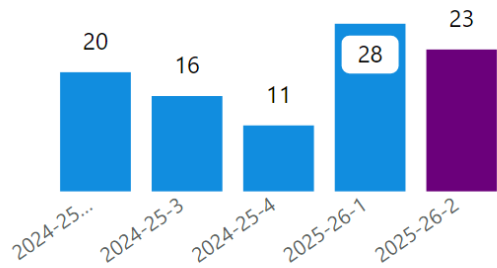
Council Plan Priority	Commentary
Engaging and Effective Council - Financially Stable	Council Tax collection data is shown in comparison to collection levels at the same point since 2021/22. Collection has dipped slightly and there are challenges with collection from residents who are in receipt of Council 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. 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. However, this has fallen behind during quarter 2 and investigations are ongoing to determine any obvious reason for the downturn, other than the additional liability. The Financial Overview (page 6) provides further context in terms of both capital and revenue challenges and mitigation actions.



Housing Benefits average days to process

G

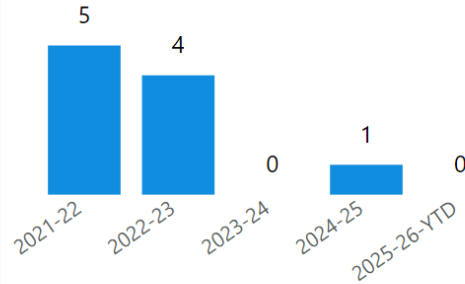
Low is good



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

G

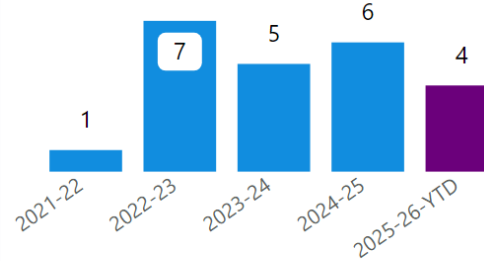
Low is good



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

A

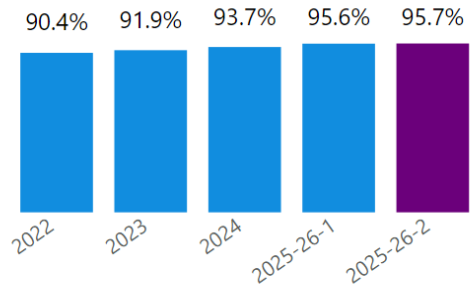
Low is good



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

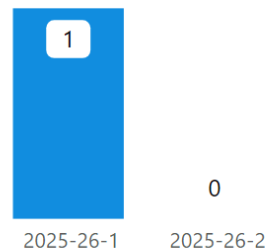
G

High is good



New technologies delivered from our ICT Roadmap in 25/26

G



Performance Overview

Resources (3)

Council Plan Priority	Commentary
Engaging and Effective Council - Accessible and Engaging	Freedom of Information (Fol) requests and complaints data is a useful source of intelligence that helps us to understand issues that are important to our community and where performance improvement may be needed. When someone feels that their request has not been resolved to their satisfaction, they can escalate their request to the Information Commissioners Officer (ICO) for FOI or the Local Government & Social Care Ombudsman (LGSCO) for complaints. The numbers that are upheld by these bodies indicate how well the Council dealt with the original request. During quarter 2 there were no referrals to the ICO. In quarter 2, the LGSCO made nine decisions about complaints involving North East Lincolnshire Council. Of these, only one was upheld, relating to planning and legal services. This brings the total number of upheld complaints for the year so far to four—matching the same point last year. Given the volume of complaints received—73 in Quarter 1 and 104 in Quarter 2—this low number of upheld cases reflects positively on the Council’s complaint handling and resolution processes. Our performance also compares well with other councils. In 2024–25, we had six complaints upheld by the LGSCO, with an upheld rate of 67%, below the national average of 74%. This suggests we are performing better than many councils across England, including some of our regional neighbours. If current trends continue, we remain on track to meet our annual target. Three complaints that were referred to the LGSCO have been upheld, these were in relation to different elements of Children’s Services. The LGSCO has since confirmed that they are satisfied with the remedies that have been completed by the Council, and the cases have been closed. Housing Benefit performance has improved during Q2 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.
Engaging and Effective Council - Digitally Smart	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 Council's ICT and Digital Strategy has been refreshed and will be launched in November bringing an external as well as internal focus. Our AI programme of work is progressing well. Work has commenced on developing our data warehouse approach to support the Council's Insights development. Timescales for work to commence on the Gigabit programme are still awaited, this is dependent on work in other areas to bring the infrastructure to our area. We are engaging with the government's Building Digital UK programme on this.

Revenue

Resources Budget

5.52%	Of Total Revenue Service Budgets	£1.4M	Forecast Revenue Overspend	13.37%	Variance as % Of Total Budget Envelope
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REVENUE	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Deputy s151	2.1	4.0	1.9
Law and Governance	2.8	2.4	(0.3)
Policy, Strategy and Resources	2.1	2.0	(0.1)
Assistant Director People & Organisation	3.5	3.4	(0.1)
	10.5	11.9	1.4

Service Comments:-
A pressure remains within the Deputy s151 service area, 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

12.82%	Of Total Capital Programme	£0.1M	Forecast Capital Overspend
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CAPITAL	Original Programme £'M	Approved Programme £'M	Capital Forecast £'M	Variance £'M
Deputy S151	15.3	9.3	9.3	0.0
Policy Strategy and Resources	4.3	2.5	2.5	0.1
Law Governance and Assets	0.0	0.0	0.0	0.0
	19.6	11.8	11.8	0.1

Service Comments:-

Deputy S151 (£0.0M) – Covers flexible use of capital receipts (£2.15M) and Investment Capacity (£7.2M), full expenditure expected for the year.

Policy, Strategy & Resources (£0.0M) – Spend remains on track.

Resources

Achievements, Challenges & Risks

Performance RAG

Green

Finance RAG

Red

Achievements:

Recruitment campaigns have been particularly successful, with the appointment of high-calibre candidates to key leadership roles, such as the new Assistant Director for Housing and Communities, reflecting the Council's growing reputation as an employer of choice.

Our graduate recruitment campaign for 2025 graduates was successful with 3 graduates recruited and inducted in September, with the Council providing opportunities within Health & Safety, AI and Service Design. We continue to recruit to the last graduate role in Housing.

AcademyNEL won Best Workforce Initiative at the first Health & Care Excellence Awards, acknowledging the passion and commitment of the Learning and Development Team and the council in actively working to strengthen our internal talent pipelines and supporting long term workforce sustainability.

Along with Children's Services, our ICT & Digital team were finalists in the Technology Enabled Lives and Innovation Practice Award at the Social Work Awards 2025.

Key challenges:

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, and a review of housing provision and its' impact on subsidy is underway aimed at mitigating this budget pressure.

Capacity to support multiple projects and programmes always remains a challenge however, this is regularly monitored and additional capacity brought in for specific projects as required.

Risk to non-delivery:

None identified at present.

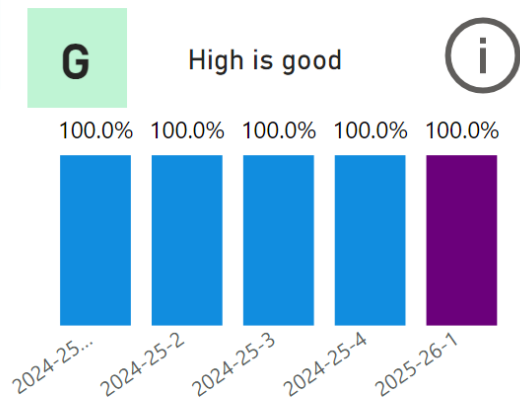
Environment & Regulatory Services

Greener Future

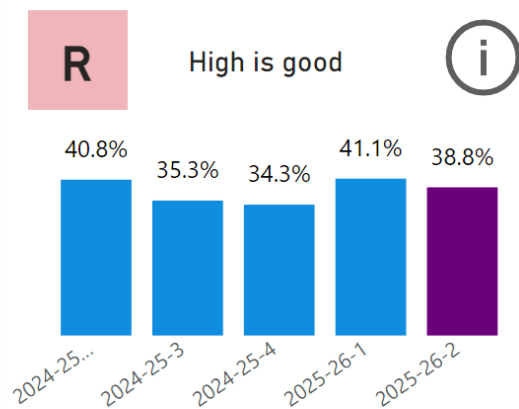
Never has there been a more important time to look at our plans for a greener future for all. North East Lincolnshire is benefitting from the renewable energy sector which is positive. But we must also consider how we develop greener hearts and minds across our borough.



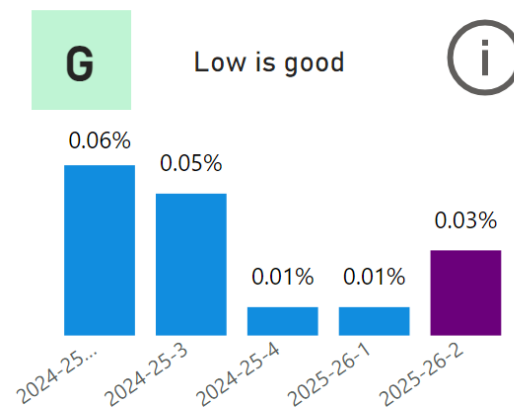
Fly tipping reports collected within 5 working days (%)



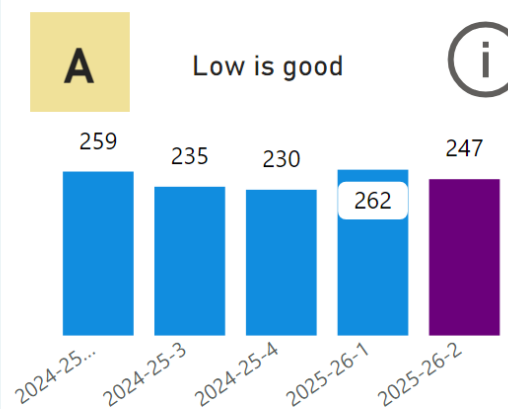
Household Waste sent for Reuse, Recycling and Composting (National targ...



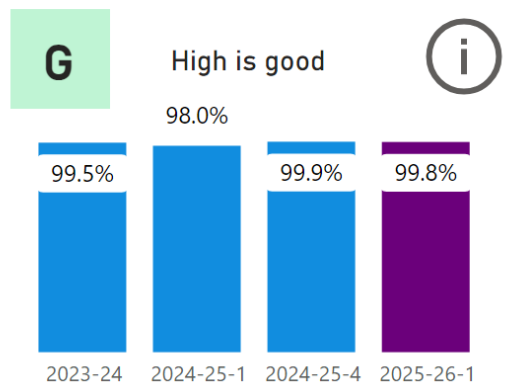
Municipal waste landfilled (Target 10%)



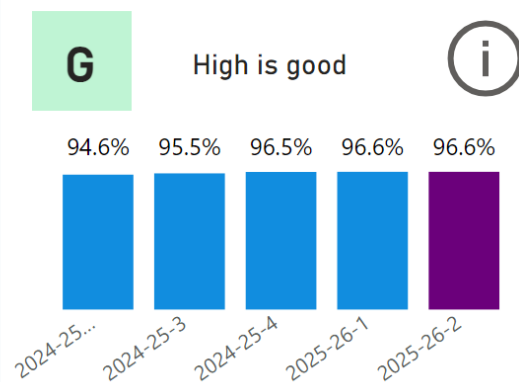
Total Household Waste per 1000 Households (tonnes)



Waste collections completed on time (%)



Bulky Waste Collections Completed on the specified day (%)



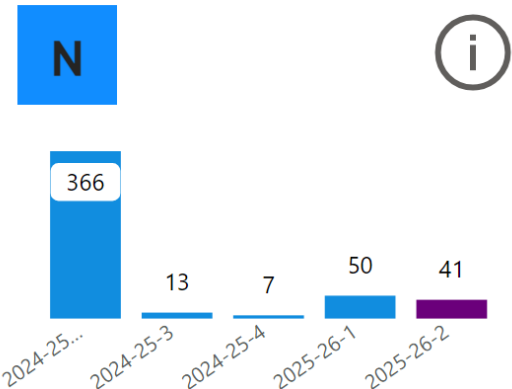
Performance Overview

Environment and Regulatory Services (1)

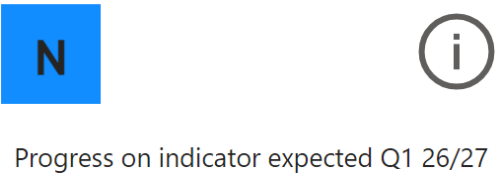
Council Plan Priority	Commentary
Greener Future - Our Waste and Recycling	The Q2 recycling rate (38%) remains relatively static in NELC mirroring the national picture. For comparison in 23/24 the yearly mean for NEL Cipfa family group was 38.94% and NELC ranked 8th out of 16 councils (NELC 37.7%). Waste strategy nationally is changing significantly to increase recycling rates and reduce avoidable waste. The Council is making arrangements to implement weekly food waste collections by 31 March 2026 following a Cabinet decision on the preferred option. We are high performing sending close to zero waste to landfill during Q2. 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%. Waste collections continue to deliver at close to 100% with some challenges associated with blocked access, road closures and the condition of private or unadopted roads. The total amount of waste per 1000 households is 247 tonnes in Q2, which is comparable to 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 Q2 target is 238.5 tonnes. Due to technical difficulties with the data we are unable to report the Q2 data for flytipping collected within 5 working days although we are not aware of any service issues that would impact on our operational performance. In Q2 2025/26, North East Lincolnshire Council achieved a bulky waste collection completion rate of 96.6%, 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 1149 planned collections, 1109 of which were completed on the booked day. 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. Depot Rationalisation, work is ongoing to deliver a single modern operational depot.



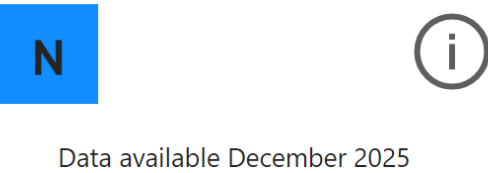
Fixed Penalty Notices Issued for Public Space Protection Orders



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
Greener Future - Looking After and Protecting our Parks and Open Spaces	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. Play Areas are inspected on a regular basis, to ensure the spaces and equipment are safe for children and families to enjoy and learn. 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. A task force has been established to focus on our resort which focusses on safety, maintenance and cleanliness. Fixed penalty notices for Public Space Protection Orders are included in the data as a proxy measure for pride in the community. Targets are not set for enforcement work as this is unlawful.

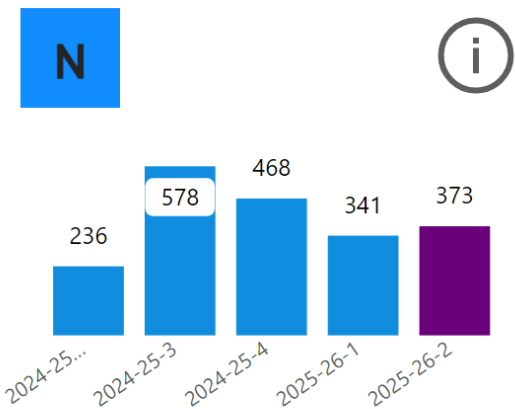
Performance Overview

Environment and Regulatory Services (3)

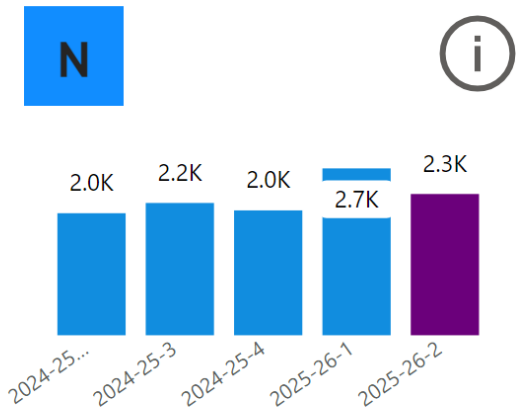
Council Plan Priority	Commentary
Greener Future - Our Coastline	The research and Engagement Officer and Coastal Ranger continue to work on the coastline, this includes walks and talks along the coastline raising the profile of the unique heritage asset. More than 100 people have attended the engagement 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. 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. 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. 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.
Greener Future - Our Green Ambition	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. We are continuing to engage with MCCA and Lincolnshire Local Authorities to deliver the mayoral grant and explore all deliverable options for solar panels at Doughty Road garages.



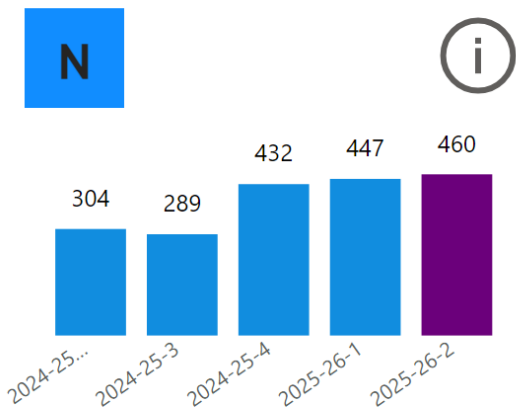
Penalty Charge Notices Issued (Camera Enforcement at Schools)



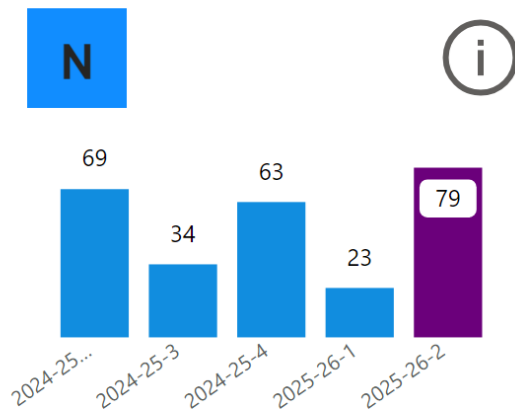
Penalty Charge Notices Issued (Total)



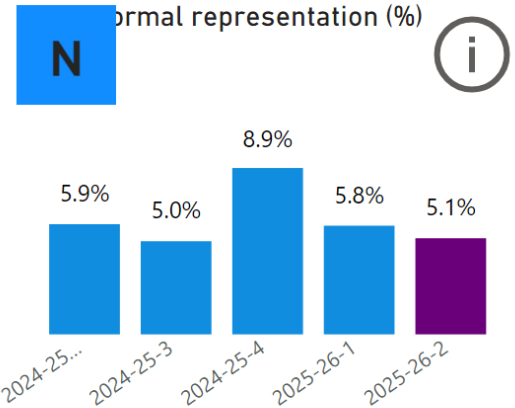
Fixed Penalty Notices Issued for littering



Number of Fixed Penalty Notices which progress to formal prosecution.



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



Performance Overview

Environment and Regulatory Services (4)

Council Plan Priority	Commentary
Stronger Communities - Clean and Safe Streets and Open Spaces	The number of Penalty Charge Notices(PCN) arising from approved devices (cameras) has increased by 98% compared to Q2 last year. 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. The total number of PCNs issued in Q2 has also increased by 16% on the same period last year. 12% (281) of PCNs issued were subject to challenge at the date of analysis. 5.1% (118) of appeals were upheld (of the total issued). 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 and compliance with regulations. Six wards in the borough received £200K additional street cleaning resources following a one year budget increase and we have recruited 4 additional barrow operatives and 2 Deep Clean operatives on a 12- and 6-month contract, respectively. Deep cleaning has taken place in East Marsh, Heneage and Park wards in Q2. The percentage of PCN appeals upheld is an indication of the fairness of the initial notice. During Q2, 2300 PCNs were issued with 118 appeals upheld.

Revenue

Environment Budget

10.52%

Of Total Revenue
Service Budgets

(£3.0M)

Forecast Revenue
Underspend

(15.1%)

Variance as % Of Total
Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Environment	20.0	17.0	(3.0)

Service Comments:-
There is a range of pressures and opportunities across the service, including income in 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

11.37%

Of Total Capital
Programme

(£0.1M)

Forecast Capital
Underspend

CAPITAL	Original Programme £'M	Approved Programme £'M	Capital Forecast £'M	Variance £'M
Environment	6.8	10.5	10.5	0.0

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:		Parking Services, Civil Enforcement and Housing Enforcement now delivered in house and integrated into other enforcement teams. In September we gained Leadership approval to create seven new roles in our Housing Enforcement team to increase enforcement capacity, and a recruitment exercise is now underway. Funding secured for office waste recycling scheme.		
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. Delivery of grant funded projects for decarbonisation plans through Salix Funding. Delays to the Local Nature Recovery Strategy (LNRS). 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:		Capacity available to deliver inland food interventions affected by demands of port health function resulting in less inspections taking place. Recruitment underway with action plan being developed. 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



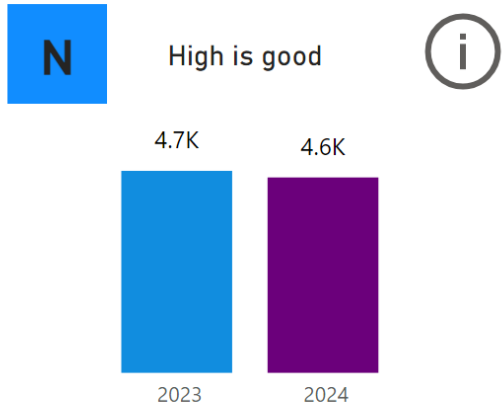
Regeneration

Stronger Economy

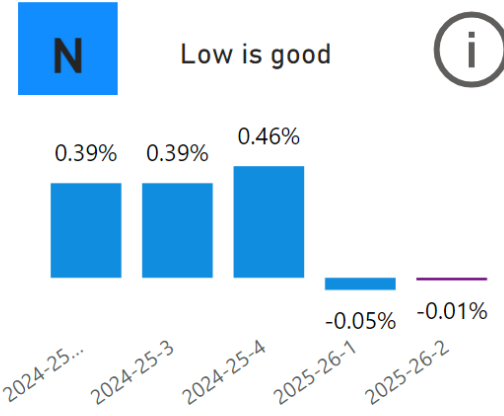
Our ambition is to create a place where we attract and sustain businesses of all kinds, you will see how this vision runs alongside a determination to work within our communities and with all our partners. We aim to ensure that the residents of North East Lincolnshire have the skills and inspiration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



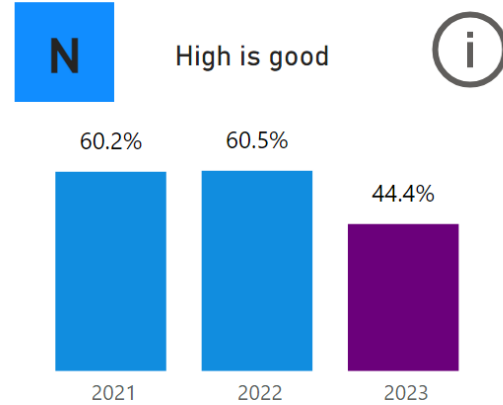
Net change of registered enterprises
in North East Lincolnshire



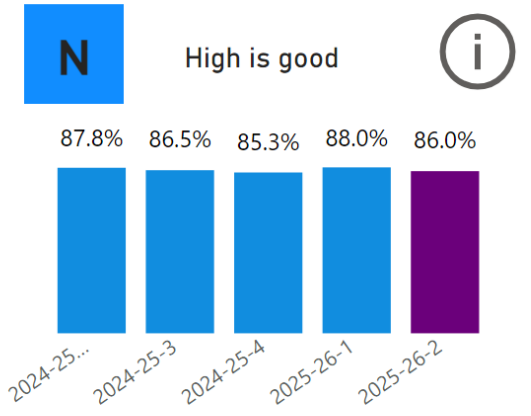
Change of the total number of
registered businesses operating from
rated premises (%)



New businesses surviving 3 years (%)



Rated business premises occupied (%)



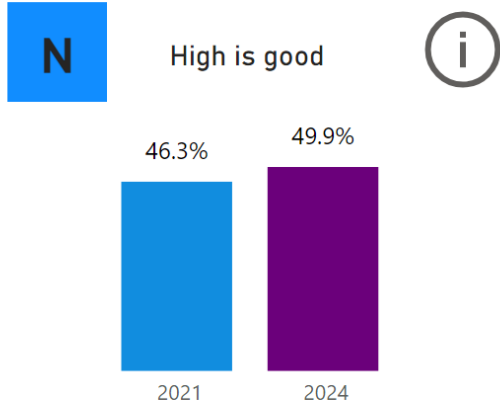
Performance Overview

Regeneration (1)

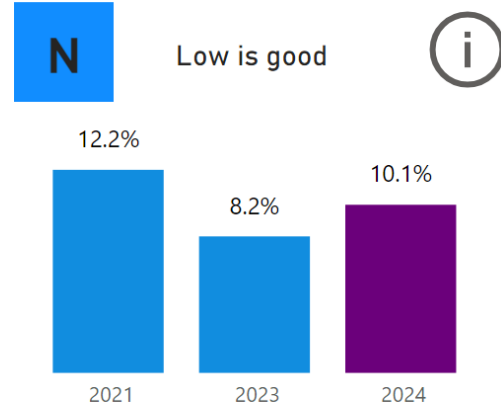
Council Plan Priority	Commentary
Stronger Economy - Supporting Industry, Business and Housing (Industry and Business focus)	• Energy technology interest in the region for large scale investment projects are facing particular challenges due to uncertainty around policy, together with water availability and grid connection timeframes. • 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. • DFDS secured planning permission for development on Pioneer Park this quarter, and Exclusivity Agreements on the remaining two plots in NELC ownership finalised. • CATCH completed next milestone and claim of the Freeport Seed Capital project with steels erected on the extension to the existing building to create R&D/Innovation space, increase learner capacity, and create exhibition space. • Local business events organised by the team this quarter include a manufacturing day held at Blackrow Engineering. • The number of business premises occupied remains at a relatively stable level of 86%, with 5534 businesses registered from business rates, a 1% drop from the previous quarter which is in line with the natural churn of business. • Much of the data is annual in nature but those which are collected quarterly shows a relatively stable position.



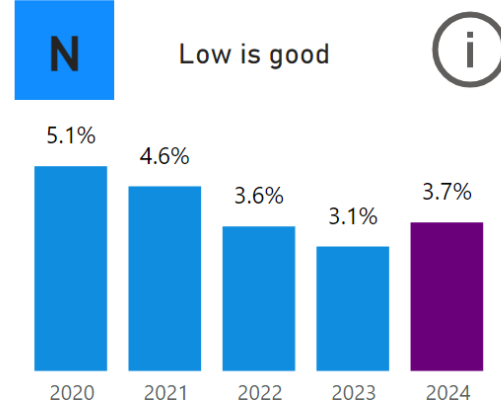
Adults qualified to level 3 and above (%)



Adults with no qualifications (%)



Unemployment Rate (Office of National Statistics)



Performance Overview

Regeneration (2)

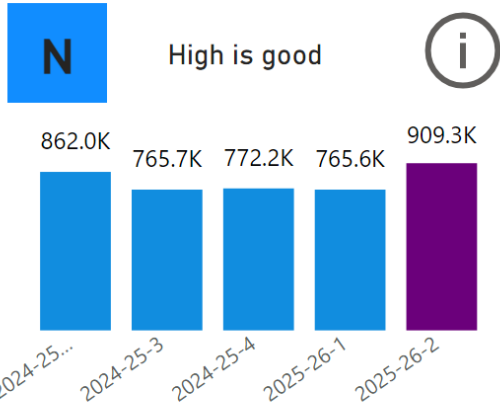
Council Plan Priority	Commentary
Stronger Economy - Growing Skills	• The data shown for 'growing skills' is derived from the Office of National Statistics (ONS) who provide % figures only. • Data shows improvement at lower qualification levels. The gap with the national average for those with no qualifications has decreased from 5.6% to 3.3% between 2021 and 2024 and at level 2 the gap has decreased from a 10.7% gap in 2021 to a 5.8% gap in 2024 demonstrating that skills initiatives are working. • The rate of adults in North East Lincolnshire with level 3 and 4 qualifications has increased, 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%. • 11 UK Shared Prosperity People & Skills Projects continue delivery for 25-26 supporting adults into work or training. • 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 and the Connect to Work programme. • The Skills Survey received 1,259 responses and the results will be used to help shape initiatives going forward.

Stronger Economy

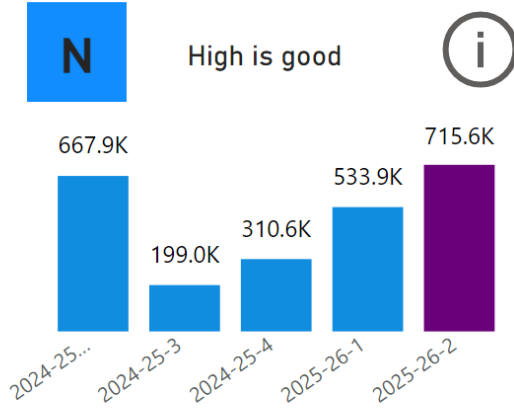
Attractive and Vibrant Town Centres



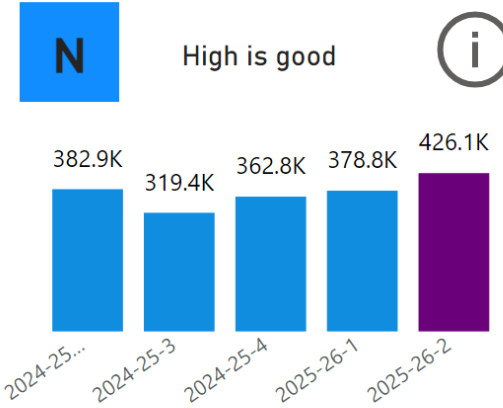
Footfall on Victoria Street, Grimsby



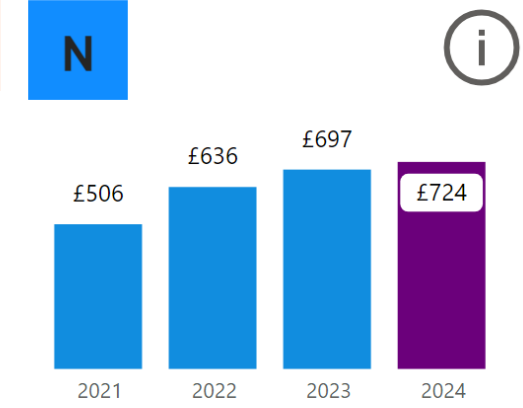
Footfall on the Promenade, Cleethorpes



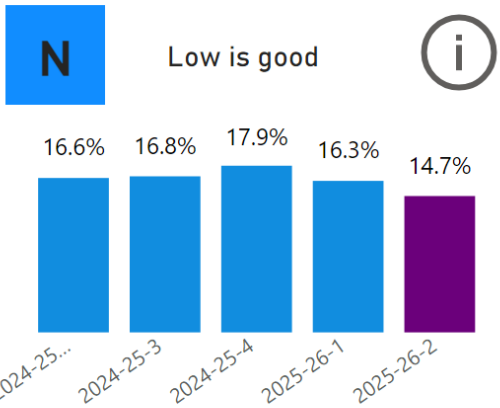
Footfall on St Peter's Avenue, Cleethorpes



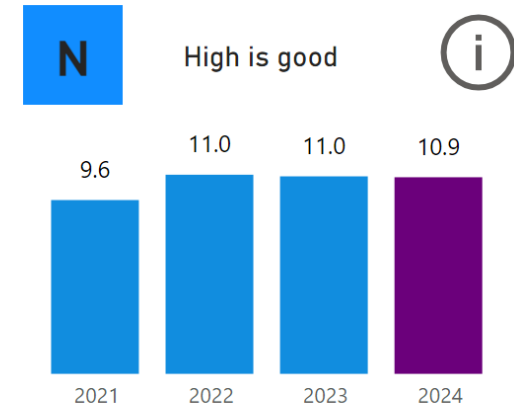
Visitor Economic Impact in North East Lincolnshire (Annual from the Steam Re...



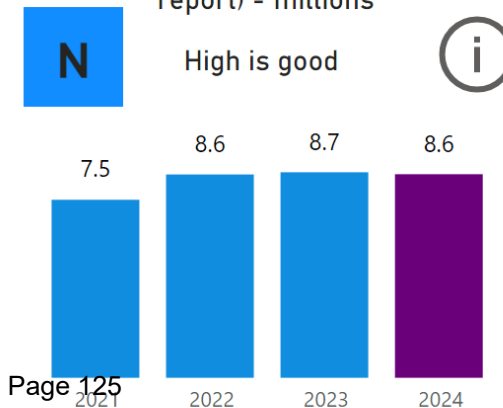
Town centre units vacant for 6 months or longer for Grimsby, Cleethorpes and I...



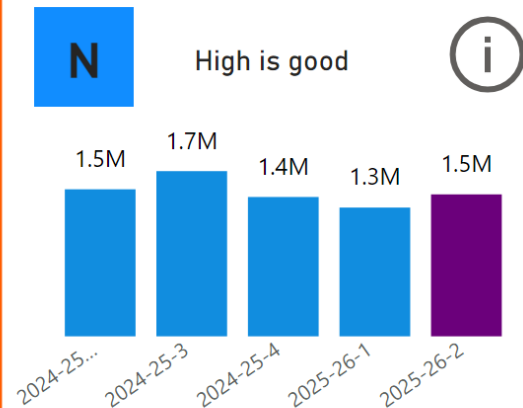
Number of visitor days and nights in North East Lincolnshire (Annual from th...



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



Number of visits to Freshney Place



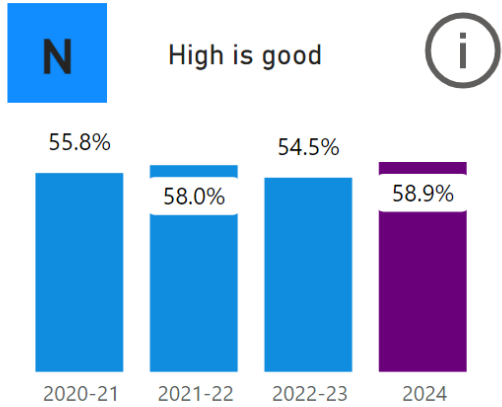
Performance Overview

Regeneration (3)

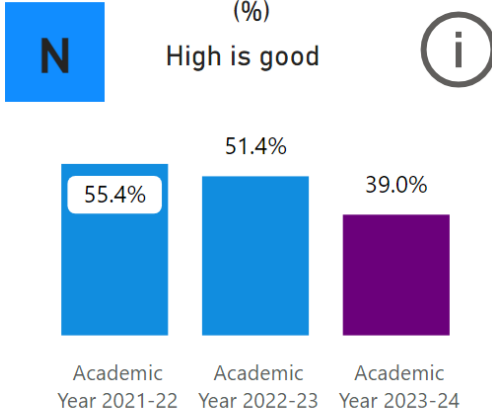
Council Plan Priority	Commentary
Stronger Economy - Attractive and Vibrant Town Centres	Footfall data is important as it allows an assessment of any underlying causal challenges or opportunities such as weather, large events or other matters. Grimsby • Victoria Street planting scheme completed, pocket park construction commenced on site, final stages of lighting consultations with property owners underway. • Demolition works for the Freshney Place leisure scheme are largely complete and foundation removal is advancing together with the reduced level dig. • The refresh of the Grimsby Masterplan and Movement Strategy is proceeding with consultants now appointed. • 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, retail footfall across the UK in September continued a downward trend compared to the same period in 2024. There were anecdotal signs of lower consumer confidence ahead of the Autumn Budget which may have counted as a major factor to reduced visitor numbers. • Footfall for Victoria Street has increased for the quarter compared to the same period in 2024. Cleethorpes • Pier Gardens principal contractor procurement ongoing, and procurement of wider support has also commenced. • The Council are working with a contractor on the technical design process for the Sea Road development which is expected to result in the appointment of principal contractor in Q3. • Early engagement for the procurement of a principal contractor for the Market Place has commenced as has informal consultation on Traffic Regulation Orders. • Footfall in Cleethorpes has increased for the quarter compared to the same period in 2024 in both the retail area of St Peters Avenue and on the Promenade.



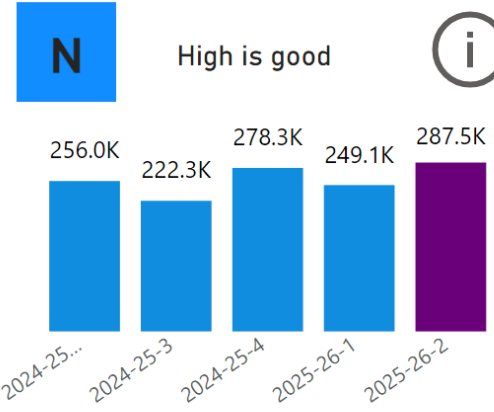
Adults that are identified as physically active - active at least 150 minutes per week (%)



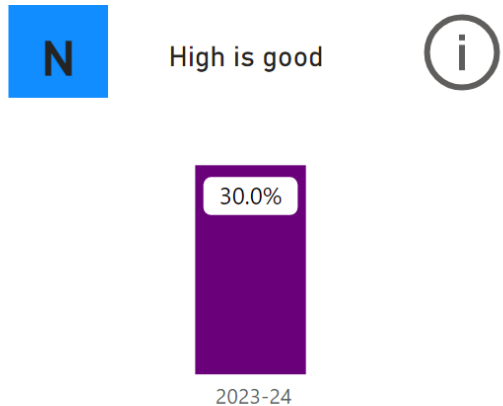
Children and young people that are identified as physically active - active at an average of 60+ minutes a day (%)



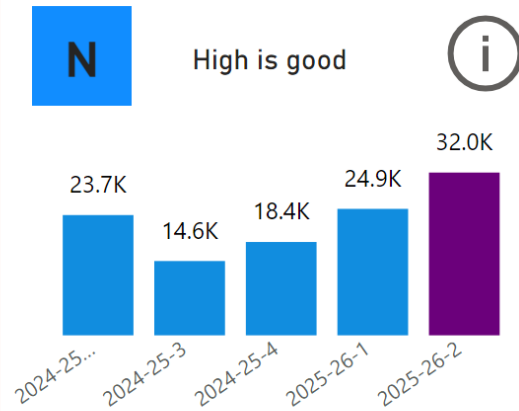
Number of usages at Council leisure facilities



People visiting a museum or gallery in person in the last 12 months (%)



Number of visits to the Grimsby Fishing Heritage Centre



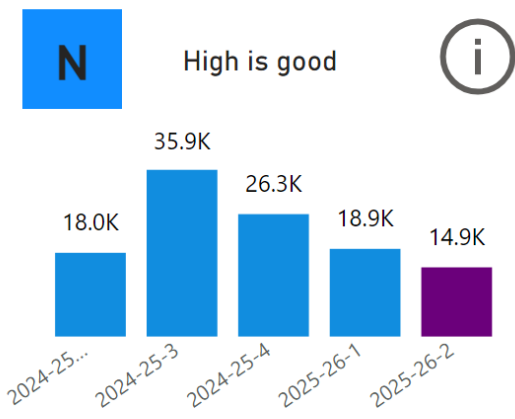
Performance Overview

Regeneration (4)

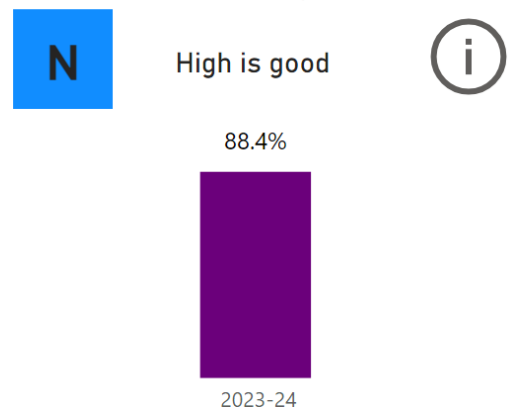
Council Plan Priority	Commentary
Stronger Economy - Happy Visitors and Great Leisure	• Ormiston Maritime Academy Hockey Pitch refurbishment complete and opening event held on 6th September in partnership with Grimsby Hockey Club, the Academy and the Council, supported by funding secured through Sport England. • Two PlayZones developed at Kent Street in East Marsh through the refurbishment of old astro turf pitches. The development opened on 12th September and was achieved through partnership work with YMCA Humber supported by funding secured from the Football Foundation. • Announcement of grant funding secured from the Football Foundation for the development of a new PlayZone at Roval Drive in Immingham. • Lincs Inspire delivery of Bikeability in 2024-25 supported NEL to place as on of the Top 10 best-performing Local Highway Authorities nationally. In 2024 - 2025 through Bikeability grant funding Lincs Inspire delivered courses to 82% of year 6 pupils which was a 1% increase on the previous year. • Created seasonal content for DiscoverNEL website and social media channels to promote the area. • Meridian Showground progressing work to raise the capacity of the venue. • Meridian Showground held seven events including Docks Fest.
Stronger Economy - Preserving Our Heritage	• Visitor numbers up year on year at Fishing Heritage Centre (GFHC), with an increase of 13%. GFHC has benefited from concentrated work on expanding its schools offer, education programme and community activities. • GFHC hosted the Fishermen's annual reunion, continuing its support for our heritage. • Cleethorpes Townscape Heritage Programme works ongoing at both 42-45 Alexandra Road and the Dolphin Hotel. • Programme of Heritage Open Days delivered across NEL. • Cleethorpes Charter Day promoted through DiscoverNEL. • A map celebrating Tracy Baines' Seaside Girls has launched. • Stuart Wood's Postcard from Cleethorpes, a musical celebrating Cleethorpes heritage premiered.



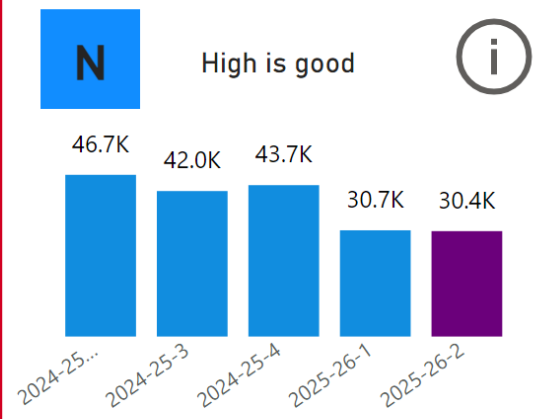
Attendance at performances at the
Grimsby Auditorium



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
Stronger Communities - Telling our Story of Culture and Heritage	When comparing Q2 2025 vs Q2 2024 attendance at the Auditorium has decreased year on year by approximately 18% for the quarter. However, when looking at Q1 & Q2 performance combined the performance is more positive with a smaller 2% reduction between this period year-on-year. The reduction in Q2 has been reflective of the timing on touring product, where a couple of shows may sell out and these can land in one quarter which boosts attendance. Therefore, attendance should be viewed over a longer period to establish trends. The data for % of people engaging with the arts is taken from Department of Culture, Media & Sport surveys. There is no previous comparable dataset, the next update is due 2026/27. Create NEL: Through Create NEL supported programmes, numerous projects have been delivered to increase engagement and participation in the arts. This includes: • Unseen Arts secured £437k from the Government/Historic England's Heritage At Risk programme. • East Marsh United, Foresight and Opera North collaborated to host a performance in the East Marsh, bringing together world class opera singers and community choirs. • An interactive digital trail celebrating the work of industrialist Edward Watkin launched in Cleethorpes, led by Heritage Lincolnshire and funded by Heritage Fund. • In collaboration with the Culture House, Freedom Festival on Tour visited Cleethorpes bringing four international outdoor arts performances to local audiences. • What if We Create opened their new venue in Freshney Place, supported by Heritage Fund, it celebrates Grimsby's print industry . Library and Archives Service: • 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. • Temporary library for Grimsby Town centre preparing to open within 31 Baxtergate, Freshney Place. • Phase-2 library and archives review ongoing, with reporting of phase-2 consultation results, findings and recommendations in Q3.

Revenue

Economy (Regeneration) Budget

3.06%	Of Total Revenue Service Budgets	(£0.2M)	Forecast Revenue Underspend	(3.4%)	Variance as % Of Total Budget Envelope
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REVENUE	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Regeneration	5.8	5.6	(0.2)
	5.8	5.6	(0.2)

Service Comments:-
At the halfway point in the year we are currently forecasting a £197K underspend. The key area for oversight is planning income and Freshney Place, which is largely outside of the authority's control but reviewed on a regular basis. Beyond this there are robust monitoring controls across all revenue areas.

Capital

21.67%	Of Total Capital Programme	(£0.05M)	Forecast Capital Underspend
--------	-------------------------------	----------	--------------------------------

CAPITAL	Original Programme £'M	Approved Programme £'M	Capital Forecast £'M	Variance £'M
Regeneration	44.3	19.9	19.4	(0.5)
	44.3	19.9	19.4	(0.5)

Service Comments:-
The capital position as reporting against the current approved programme is largely on target. The availability of project management resource, whether internal or external, continues to be a challenge and it is essential the right calibre of project management is in place to oversee what are in many instances complex and multi-faceted schemes. Project managers have again been challenged on what is anticipated to be prudent spend over the year and this has led to reprofiling of budgets (full details shown on slide 12). Overall spend on Freshney Place for 2025/26 is forecast to be £10.2 million which includes the funding contribution from the Towns Fund.

Regeneration

Achievements, Challenges & Risks

Performance RAG

Amber

Finance RAG

Green

Achievements:

- Completion of the Skills Survey with 1,259 results, which will inform future activity and communication.
- Annual Skills Fair held with 2,000 year 10 students in attendance.
- Ormiston Maritime Academy Hockey Pitch refurbishment complete in partnership with Grimsby Hockey Club, the Academy and Sport England
- Two PlayZones developed at Kent Street in East Marsh through partnership work with YMCA Humber supported by funding secured from the Football Foundation.
- Grant funding secured from the Football Foundation for the development of a new PlayZone at Roval Drive in Immingham.
- Lincs Inspire delivery of Bikeability in 2024-25 supported NEL to place as one of the Top 10 best-performing Local Highway Authorities nationally.
- Visitor numbers up year on year at Fishing Heritage Centre (GFHC), with an increase of 13%.
- Unseen Arts secured £437k from the Government/Historic England's Heritage At Risk programme.

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 is now 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 relationship continues with Anglian Water in relation to industrial water scarcity.

Infrastructure

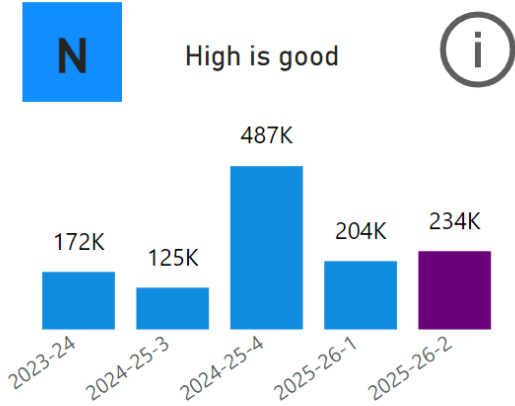
Stronger Economy - Improving Our Journeys

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

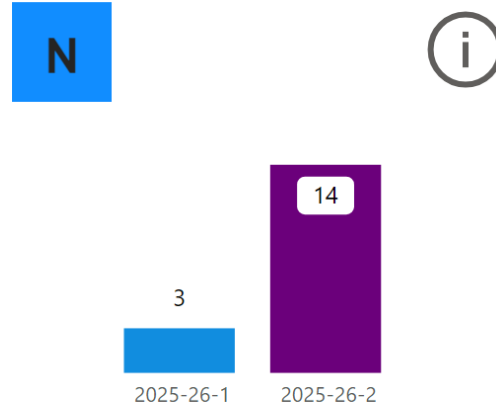




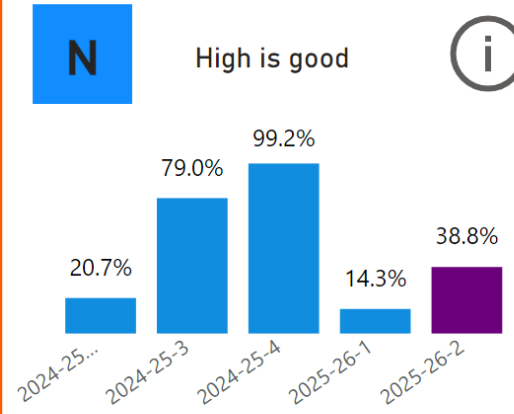
Capital Spend on Road Safety (£)
(Cummulative values)



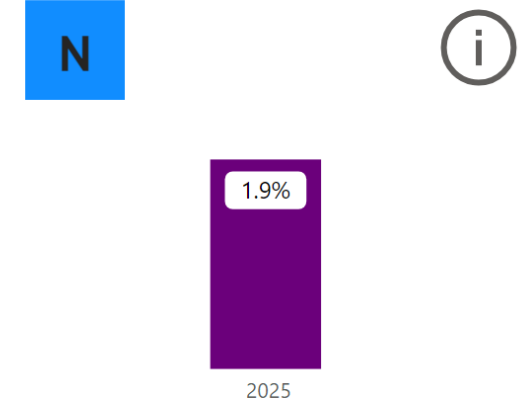
Number of LTP schemes delivered



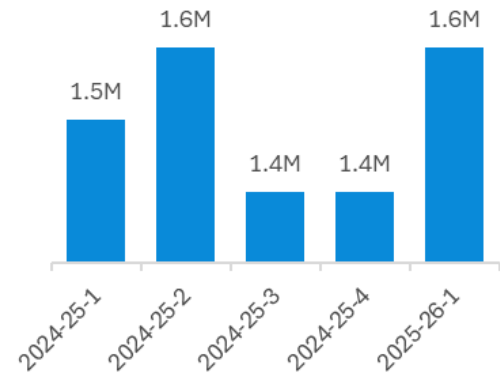
Spend of LTP allocation (%)



Road Condition Survey to be
undertaken to establish a baseline



Public bus usage



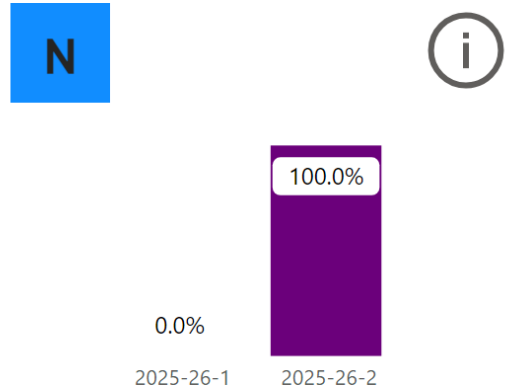
Performance Overview

Infrastructure (1)

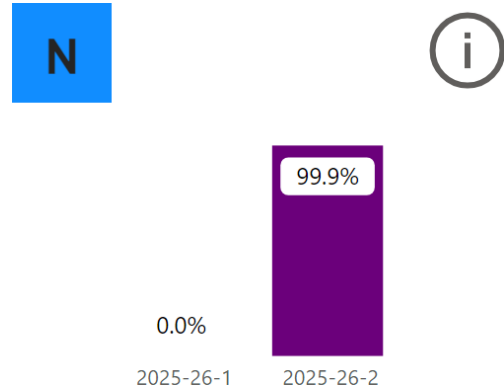
Council Plan Priority	Commentary
Stronger Economy - Improving Our Journeys	• The Highways and Transportation Service maintains the integrity of our roads and coordinates maintenance and utility activities, ensuring the expeditious movement of traffic throughout the borough to improve journey times and the overall reliability of the highway network. • The Local Transport Plan (LTP) provides the framework for highways and transportation delivery across the network. 2025-26 will see 44 schemes proposed with an overall value of £6.1M, currently the service has delivered 14 which equates to 32% of this year's programme. There has been an additional scheme added to the programme. An additional scheme proposed since the last quarterly update is a Public Right of Way project with a value of £2,250. • 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. • 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. We have had a rise in usage over the last quarter, supported by a series of service enhancements introduced on 1 June 2025 as part of BSIP delivery. 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. • 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 • 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. • 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.



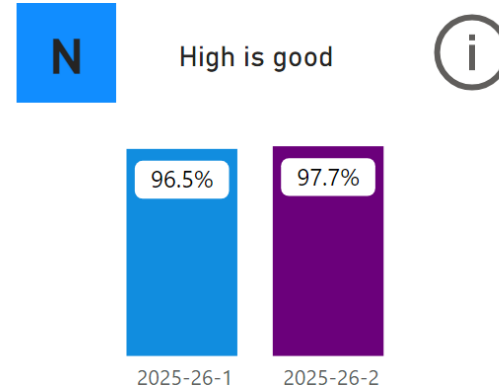
Capital backlog maintenance projects delivered on time (%)



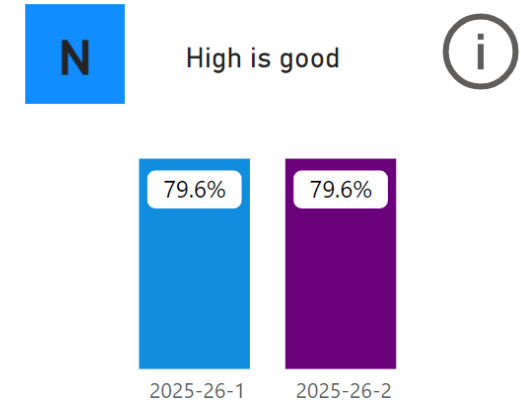
Capital backlog maintenance projects delivered within budget (%)



Occupation of the total commercial estate (%)



Occupation of Business Centres and managed workspaces (%)



Performance Overview

Infrastructure (2)

Council Plan Priority	Commentary
Engaging and Effective Council - Effective Management of Assets	The data being used to demonstrate the effective management of assets is new and has been developed following the in-sourcing of Equans services to the Council. <u>% of capital backlog maintenance projects delivered on time</u> - 100% The programme is flexible and therefore allows adjustment for projects which may result in delivery not being achieved against projects that are emerging (new) or are brought forward from future years. Due to the complexity of some projects and the variables within each project, delivery may be delayed which results in the project completion being carried forward to the next financial year. <u>% of backlog capital maintenance projects delivered within budget</u> - 99.9% The programme is flexible and therefore allows adjustment for projects which may result in an overspend against projects that may result in an underspend. Due to the complexity of some projects and the variables within each project, delivery may be delayed which results in project spend being carried forward to the next financial year.

11.09%Of Total Revenue Service Budgets (£0.3M)Forecast Revenue Underspend (1.6%)Variance as % Of Total Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Infrastructure	21.1	21.4	0.3
	21.1	21.4	0.3

Service Comments:-
The forecast overspend is driven by pressures on recently transferred areas of Facilities Management and Commercial Estate. The service continues to work to mitigate these pressures and included is this latest forecast is an overachievement of income on Section 38 & 278 fees for adoption of new roads from housing developments and an underspend against the Concessionary Fares Transport Budget based on the current contract value.

Capital

34.46%Of Total Capital Programme£0.0MForecast Capital Overspend

CAPITAL	Original Programme £'M	Approved Programme £'M	Capital Forecast £'M	Variance £'M
Infrastructure	23.0	31.7	31.7	0.0
	23.0	31.7	31.7	0.0

Service Comments:-
At present capital spend is forecast to be on track for the financial year. Reprofilng reviews will continue to take place as the year progresses.

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 Professional Services: A busy Summer - 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/educational work.		
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.		
Risk to non-delivery:	Contract issues around Corporation Bridge. 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 a modern local authority delivery arm.		

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.

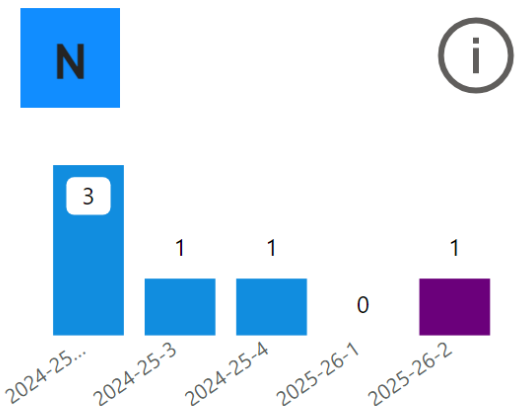


Stronger Communities

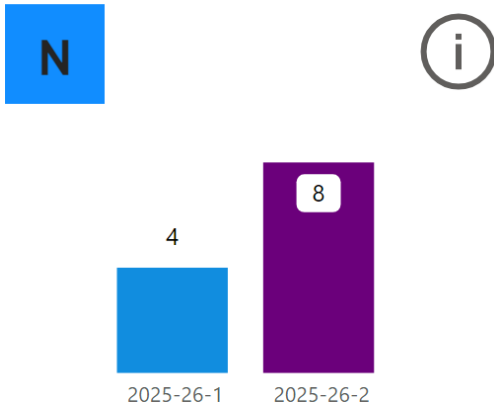
Clean and Safe Streets and Open Spaces



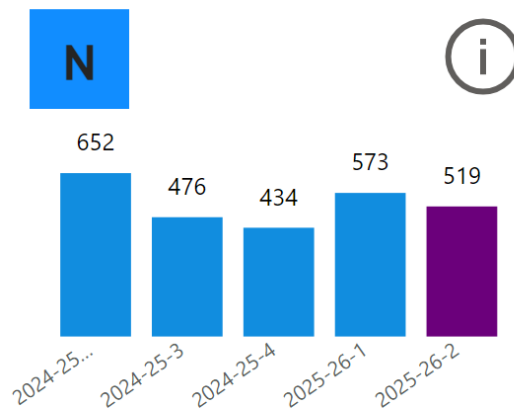
ASB Case reviews received and acted upon



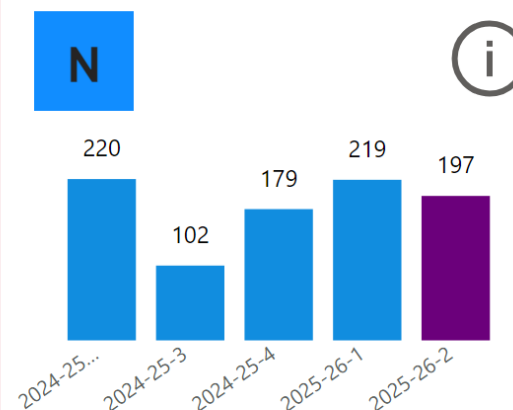
Number of environmental crime FPNs issued or prosecutions supported by CCTV RDC evidence



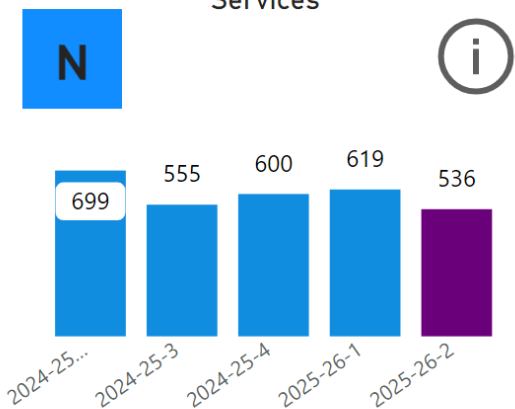
Number of reported anti-social behaviour incidents



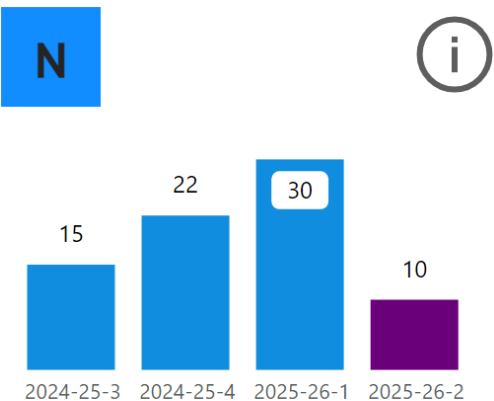
Number of reported youth related anti-social behaviour incidents



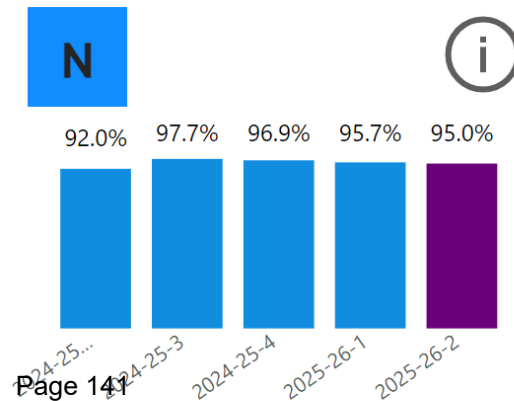
Number of times CCTV has supported an incident attended by Emergency Services



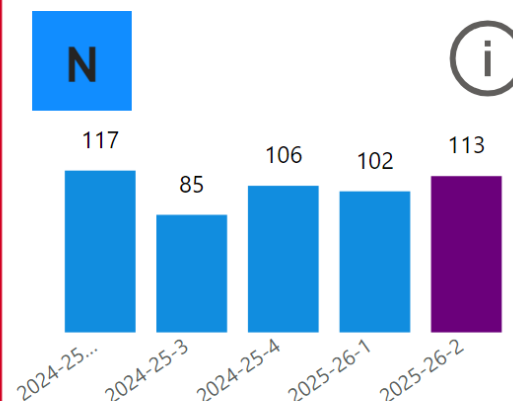
Number of FPNs issued for cycling in GY Town Centre



Public Space CCTV fixed cameras operational (%)



Number of incidents captured on CCTV and supplied to Humberside Police

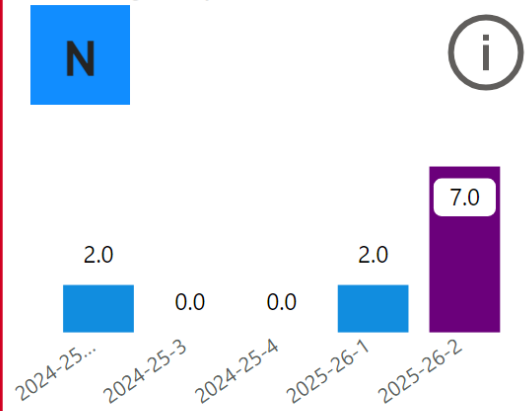


Stronger Communities

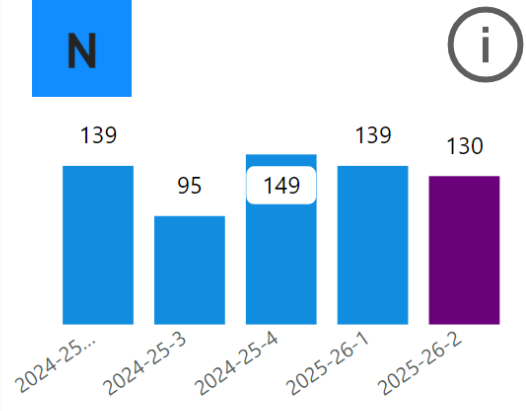
Clean and Safe Streets and Open Spaces



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



Performance Overview

Safer Towns & Communities

Council Plan Priority	Commentary
Stronger Communities - Clean and Safe Streets and Open Spaces	Anti-Social Behaviour (ASB) - in Q2 compared to the same period last year ASB has reduced by 20% from 652 - 519 incidents, with Youth related ASB also showing a reduction of 10% from 219 - 197 incidents. Youth related ASB equates to 37.9 % of all reported ASB. ASB Case reviews - There has been one ASB case review received within this reporting period. This was reviewed and chaired by the NELC independent chair. It was found that all agencies acted in an appropriate and proportionate manner with no recommendations being recorded. The ASB team have a dedicated Victims Champion and a monthly proactive risk process that identifies ASB victims early reducing the likelihood of triggering an ASB Case Review. This has been accredited through the Home Office recommended ASB Help process. Fixed Penalty Notices - 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 quarter 1 to 10 in quarter 2. This is enforced through a contract with WISE. There is far more respect for the PSPO with large numbers of people walking with their bikes through the town centre. There is a dedicated approach now to electric scooters and police days of action are being planned. CCTV – North East Lincolnshire has a range of Fixed Public Facing Cameras and Rapid Deployment Cameras (RDC) as part of its capability. At the last reporting point 95 % of all Fixed Public Facing Cameras were deployed and operational and 96% of all RDC's deployed and operational. The Fixed Public Facing Cameras have supported 536 incidents attended by emergency services. Of these incidents 21% (113) have been supplied to Humberside Police by the CCTV operators and 62% (70/113) of these have been used in the development of an investigation. 100% of all ASB cameras continue to support a live Police/Partnership problem solving initiative. Prosecutions at Court - This quarter has seen seven 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.

0.66%

Of Total Revenue
Service Budgets

£0.0M

Forecast Revenue
Underspend

1.0%

Variance as % Of Total
Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Safer Towns & Communities	1.3	1.3	0.0
	1.3	1.3	0.0

Service Comments:-
Spend is currently forecast to be materially in line with budget expectations for the financial year.

Capital

0.45%

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)
	0.2	0.4	0.4	(0.1)

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 £59k in this fiscal year.

Safer & Stronger Towns

Achievements, Challenges & Risks

Performance RAG		Green	Finance RAG	Green
Achievements:	Operation Mastery - also known as Safer Streets 5 continues to achieve excellent crime and ASB reductions within Grimsby town centre when compared to 23-24 to 24-25, these include:- •All ASB reduced by 14% •All Alcohol related ASB reduced by 51% •All crime reduced by 5% (compared to 2% for the whole borough) •Violent crime with injury reduced by 23% •Bicycle theft reduced by 47% •All theft by 9%. Public Space Protection Orders (PSPOs) - All current PSPO's have been successfully reviewed and refreshed for a further 3 years to help reduce ASB in some of our parks and open spaces. Fair Play Football - The service has been successful in securing £240k of funding from the National Lottery which will ensure the fair play football programme will continue for a further 3 years ensuring our Young People continue to be engaged in this positive activity. 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 has also been installed, and planning permission is being sought for festoon lights which will be installed following the completion of the leisure scheme. Plan for Neighbourhoods – The Council has recently launched an engagement process to develop a 10-year Regeneration Plan and initial 4-year investment plan which will see £20m of investment into Grimsby based on community priorities, work continues and is progressing well with a number of engagement events taking place this quarter. A final Community Event will be held in November ahead of final submission.			
Key challenges:	Safer and Stronger Place is currently undertaking a thorough review to determine its scope and capability moving forward. This will ensure that the present and future demands and requirements of the Council in this important area of work are considered to ensure the Council has the resources and capabilities to work across a range of important issues that affect the public . The review will focus on a number of key areas including CCTV & Security, the Resort function and requirements, Community Safety & Anti-Social Behaviour and Placed Based Approaches that consider management of our town centres and public spaces. The service continues to oversee a range of community safety and regeneration agendas with limited resources.			
Risk to non-delivery:	As above, it is acknowledged that the resourcing requirements within the Safer & Stronger area requires reviewing to ensure it has the capability to deliver across a range of areas that are important to the Council and wider public. A formal review is currently taking place to identify what the resource requirement will need to look like moving forward.			

Children and Family Services

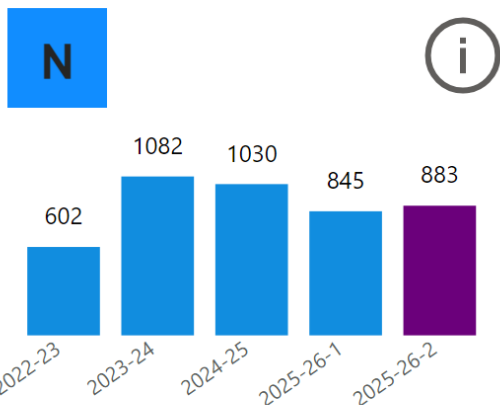
Stronger Communities - Nurturing our Children and Building their Future

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

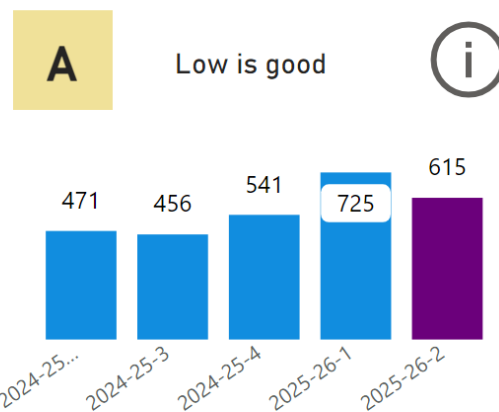




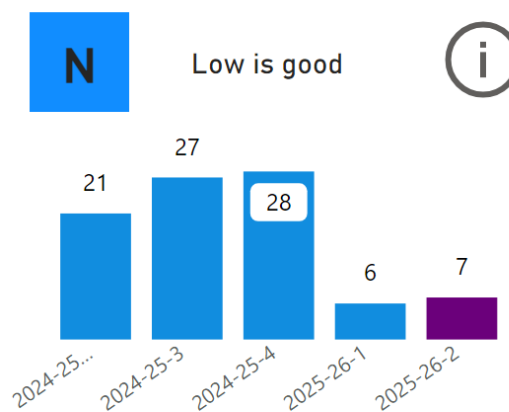
Number of Family Help cases across the partnership



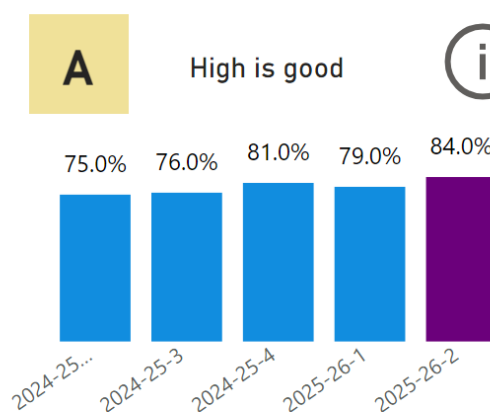
Number of referrals at the front door



Number of first time entrants to youth justice



Proportion of permanent social work qualified staff (%)



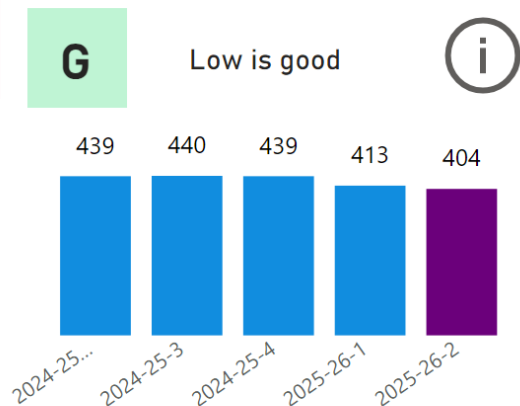
Performance Overview

Children and Family Services (Safeguarding and Early Help)

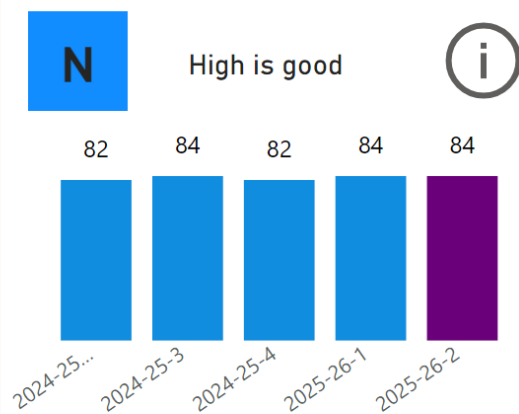
Council Plan Priority	Commentary
Stronger Communities - Nurturing our Children and Building their Future	Family help: The partnership approach to family help at the earliest point means more families receive the help and support they need by the person who knows them best. This has been further strengthened 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 Referrals: 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). Over the last quarter, referral numbers have been in line with expected targets 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 Re-referrals remain low, and 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 First time entrants to Youth Justice 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. Recruitment: Staff recruitment continues to be a priority and as a result, there has been significant progress in recruitment activity, which has resulted in 53 social workers being recruited (and a reduction of agency social workers from 90 to 6,). As at end Sept 2025, we have 10.5 social worker vacancies. The turnover rate is 5.74%, which is very low compared with 13.8% from a national perspective.



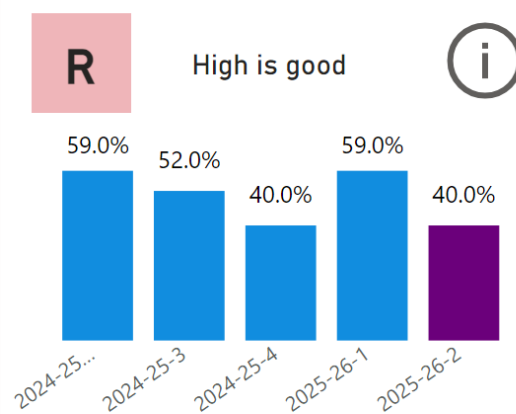
Number of children in our care



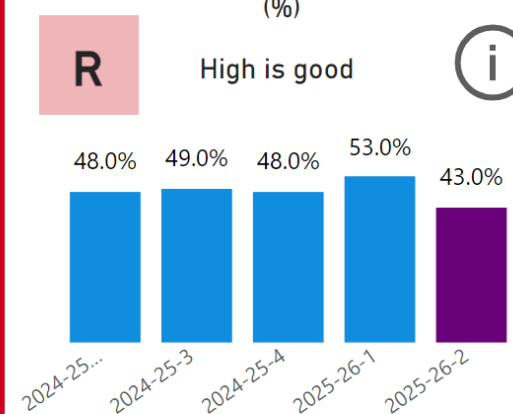
Number of mainstream foster carers



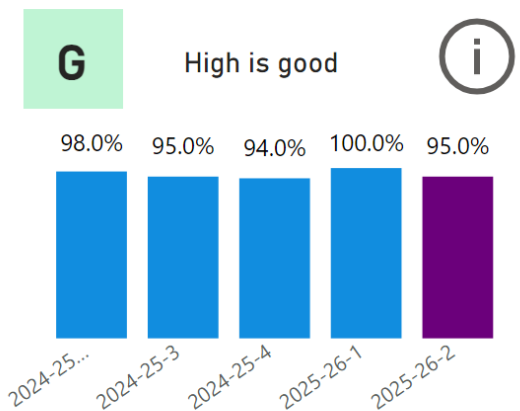
Care Leavers aged 17-18 accessing Education, Training and Employment (%)



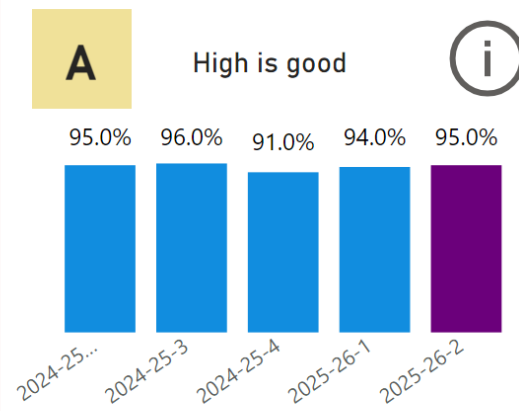
Care Leavers aged 19-21 accessing Education, Training and Employment (%)



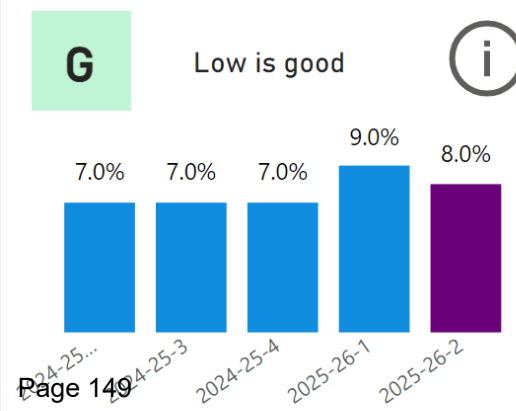
Care Leavers aged 17-18 in suitable accommodation (%)



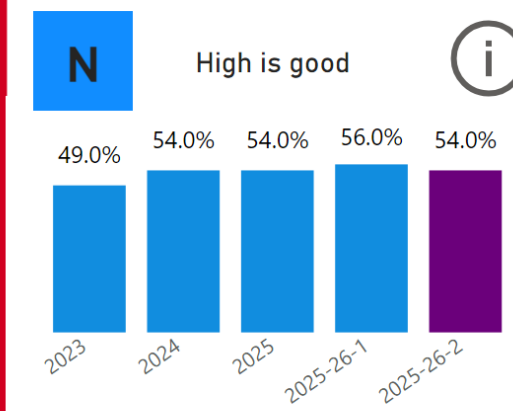
Care Leavers aged 19-21 in suitable accommodation (%)



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



Children in our care placed in own provision (%)



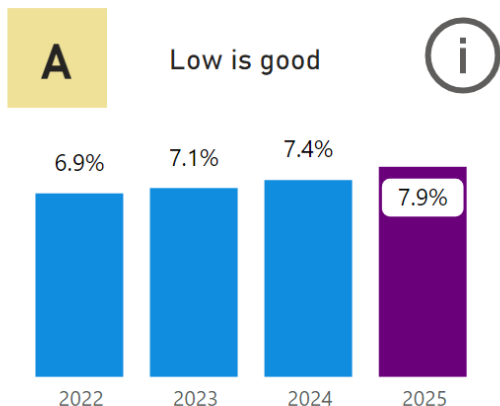
Performance Overview

Children and Family Services (Regulated Provision)

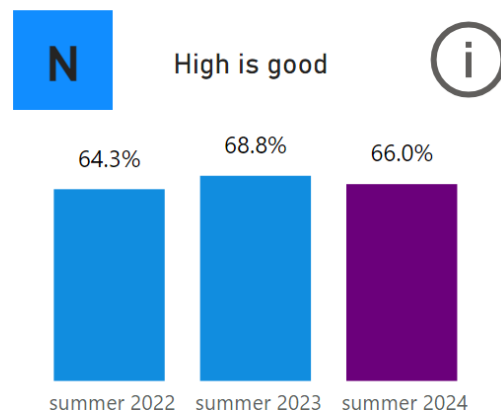
Council Plan Priority	Commentary
Stronger Communities - Nurturing our Children and Building their Future	Children in Care: The children in care population continues to be stable and is safely reducing with very low numbers subsequently re-entering care. Stability: The indicator in relation to long-term stability has been negatively affected by increasing numbers of children leaving stable care placements by achieving permanence through being reunited with their family networks and / or legal permanence through adoption / SGO / CAO. Whilst these have a negative impact on the indicator, they are very positive outcomes for the children themselves. Children in our own provision: Internal provision continues to be developed with the purchase now completed of 2 further children's homes. Foster carers: The success of approaches to fostering recruitment mean that it is now anticipated that there will be at least 20 carers approved this year - a substantial improvement on previous years and a further increase on the previous quarter. Care Leavers 19-21 Accessing Education Employment and Training: 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. Care Leavers in suitable accommodation: 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.



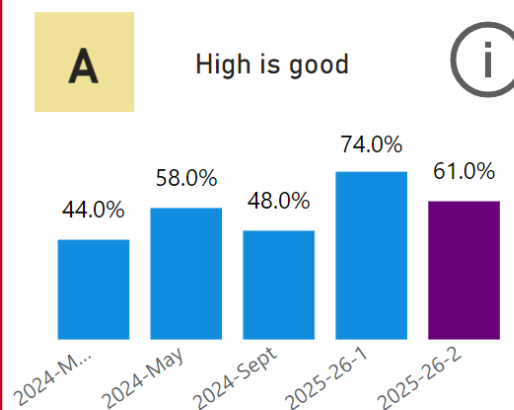
Not in education, employment or training & situation not known – combin...



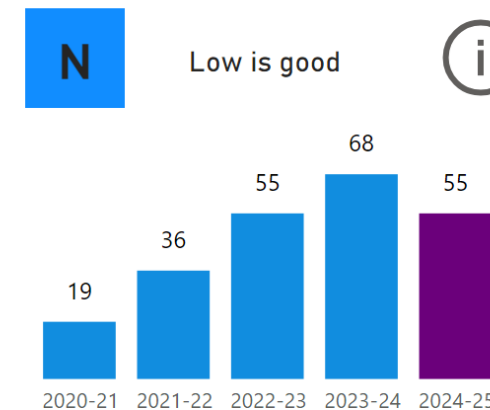
Early Years Foundation Stage Profile (EYFSP) - Achieving a Good Level of Dev...



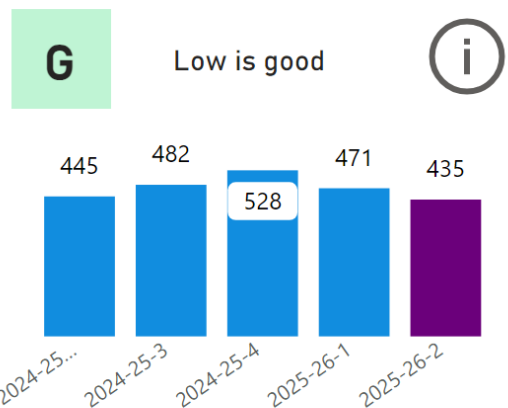
Timeliness of Education Health and Care Plans issued within 20 weeks - inc...



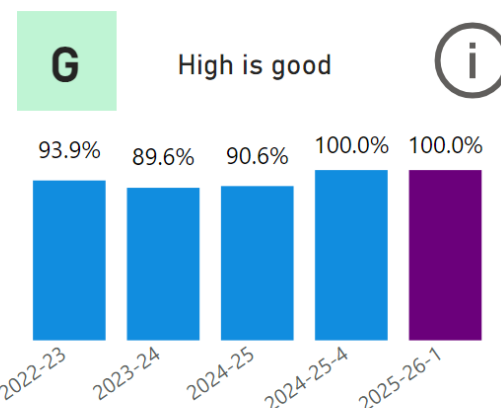
Numbers of overall Permanent exclusions



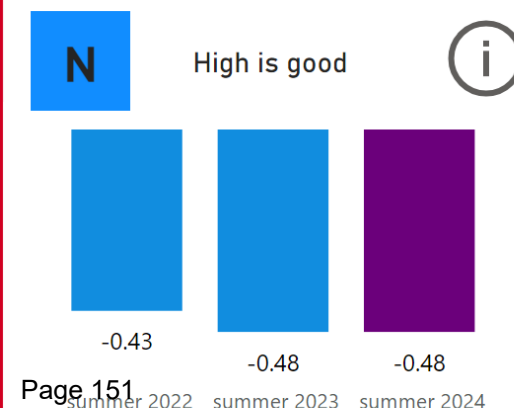
Numbers of children who are electively home educated



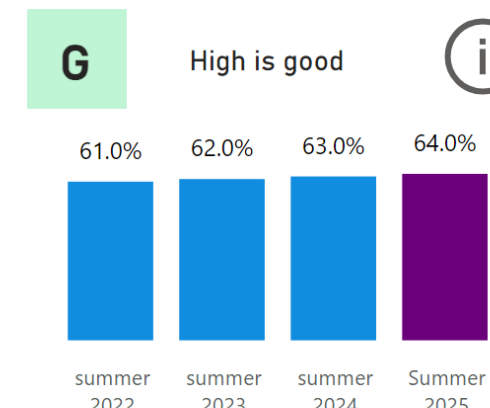
Sufficiency of school places across the Borough



Key Stage 4 - Progress 8 Score



Pupils meeting expected standard in reading, writing and maths



Performance Overview

Children and Family Services (Education and Inclusion)

Council Plan Priority	Commentary
Stronger Communities - Nurturing our Children and Building their Future	NEET: Whilst our NEET % is higher than national comparators, the combined NEET and Not Known % brings us in line with our neighbouring LAs. EHCP timeliness: 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. The slight reduction is a result of leave and capacity during the summer period which is expected; however the overall trend continues to improve. Permanent Exclusions: 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. Electively Home Educated: Following extensive transformation work, the new EHE Strategy is scheduled for Scrutiny and Cabinet by 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. Reducing the attainment gap: 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.

29.24%

Of Total Revenue
Service Budgets

£2.6M

Forecast Revenue
Overspend

4.7%

Variance as % Of Total
Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Education and Inclusion	2.9	3.6	0.6
Safeguarding, Youth Justice and Family Help	17.8	18.2	0.4
Director Childrens Services	(0.8)	0.1	0.9
Women, Childrens and Families	0.3	0.3	0.0
AD Regulated Provision	35.5	36.2	0.7
Total Children's & Family Services	55.7	58.3	2.6

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.
- Women** : The figures reported at Period 6 monitoring present an estimate of 25/26 costs, recognising high cost placements. Work to improve the accuracy of the 25/26 cost forecast is currently on-going , we are hoping that this will be completed by Period 7/8 . Following on from this, discussions around the 25/26 Children's Trust Agreement (health funding for the service) can then progress.
- Safeguarding**: Children's Disability Service is reporting an overspend of £0.2M, this service is being reviewed as part of the Short break offer. Youth Justice Service has a forecast pressure of £0.2M due the cost of a remand placement. Reliance on Agency staff had reduced significantly last year and recruitment has been successful.
- Regulatory**: External Placements overspend is now forecast at £1.3M, 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 P6 forecast cumulative deficit at 31st March 2026 is £25.8M, an increase of £13.8M 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.

18.88%

Of Total Capital Programme

(£0.5M)

Forecast Capital Underspend

CAPITAL	Approved Programme £'M	Approved Programme £'M	Capital Forecast £'M	Variance £'M
Childrens & Family Services	14.1	17.4	16.8	(0.5)

Service Comments:-

The underspend relates to Education and Inclusion, where some reprofiling is required for the Humberston Park project. Other projects are forecast to be materially aligned with budget expectations for the financial year.

Safeguarding & Early Help (1)

Achievements, Challenges & Risks

Performance RAG

Amber

Finance RAG

Red

Achievements:

The Inspection of Local Authority Children's services was completed in July 2025 and graded Services to Children as Good with Outstanding Leadership.

Referrals: More children are having their needs met earlier. 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 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 (2)

Achievements, Challenges & Risks

Key challenges:	Delivering the national reforms: Taking account of our transformation activity to date, we continue to build the children's system to respond to the national reforms, and to ensure we are in a strong position to help, support and protect our children, young people, families and communities. From a children's social care perspective, the initial focus is around co-designing and further developing our multi disciplinary family help offer, our family network decision making approach, and exploring our future arrangements relating to multi agency child protection teams. 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
Risk to non-delivery:	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.

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 will be formally launched during Corporate and Community Parenting fortnight in October.

This will build on the success of the Summer Employability scheme that enabled 12 care experienced people to have further opportunities to access employment and led to a number of ongoing employment opportunities for young people attending the scheme.

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 alongside housing colleagues 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 timely local children's homes to meet the needs of the care population continues to be a challenge to 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: 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: Partnership-wide strategy is going through Council governance over the next 8 weeks following consultation and transformation work. 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.

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.

Significant improvements in EHCP Statutory Assessment timeliness.

Key challenges:

The Education White Paper and SEND Reforms have been delayed until the New Year, 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 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.

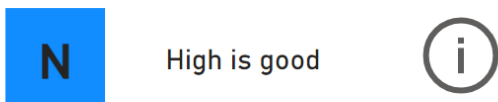


Stronger Communities

Supporting our Adults

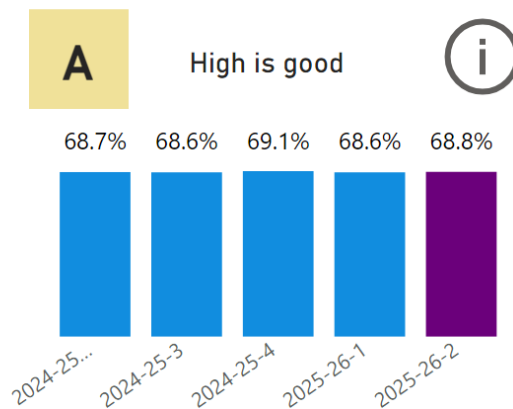


Disabled Facilities Grant referrals complete/in progress (%)

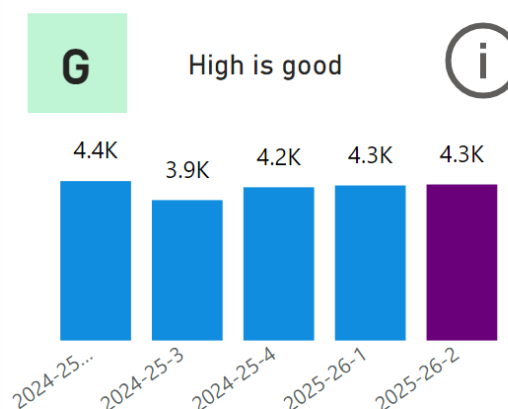


Measure under development post Equans

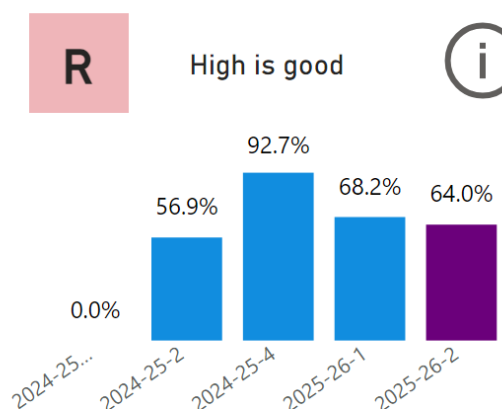
Proportion of people in receipt of long term support who have Support at Home



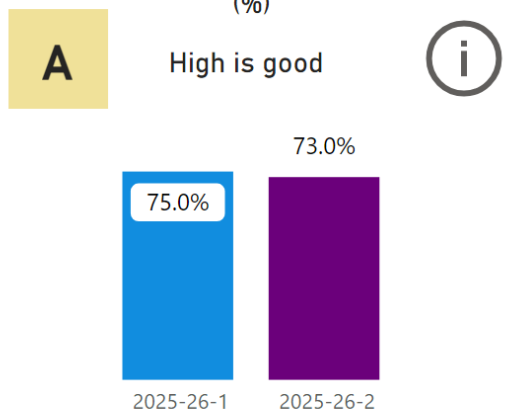
The number of carer prevention interventions per quarter



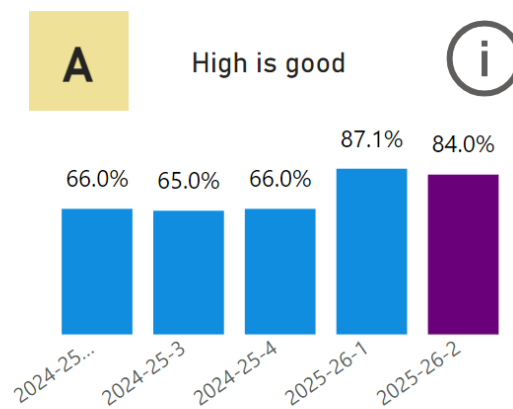
People offered a direct payment that are eligible for care and support (%)



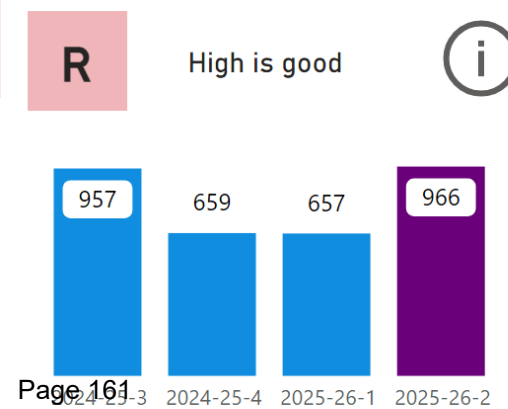
People who have no further support following intermediate care at home (%)



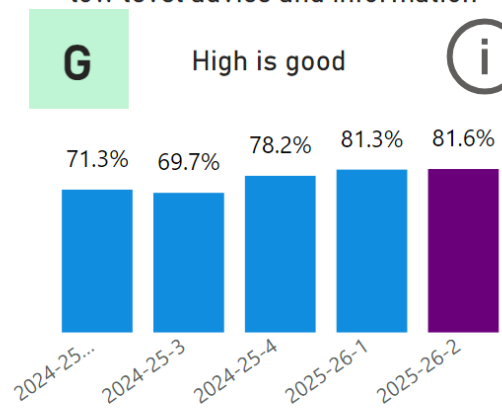
People whose outcomes were met following a safeguarding notification (%)



Annual reviews completed



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



Performance Overview

Adult Services

Council Plan Priority	Commentary
Stronger Communities – Supporting Our Adults	We continue to see improvements across the performance of adult social care but recognise that improvements in particular areas need to take place. We continue to see high numbers of people who are signposted to low level advice and information. This allows people to make preventative decisions based on information made available to them. This figure for Q2 is slightly higher than Q1 and the average for all of last year. The number of people who meet outcomes of their safeguarding intervention has decreased slightly this quarter – down on Q1. The figures continue to be monitored by council officers to ensure practice in this area remains consistent. The number of reviews undertaken has increased by over 300 compared to Q1, but remains below our target. Measures taken by Focus have had a positive impact. These measures will continue to be monitored by council officers at monthly performance meetings. Compared with Q1, a small drop has been recorded 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 work closely with Focus on this matter. The number of people who need no further assistance after a period of rehabilitation/reablement remains high although has dipped slightly this quarter 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. The proportion of people with care who have a support package at home remains stable and has only varied by 1% over the past 6 quarters. The number of carer prevention interventions remains high and has increased since Q4. This number can fluctuate depending on the number of carers and their need for support. 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. A new DFG measure is being developed post EQUANS.

36.78%Of Total Revenue
Service Budgets

£1.2M

Forecast Revenue
Overspend

1.69%

Variance as % Of Total
Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Community (ICB)	48.2	47.9	(0.3)
Long & Short Term Residential (ICB)	25.8	27.3	1.5
ASC Operational Costs (ICB)	1.3	1.3	0.0
Better Care Fund (ICB)	(5.9)	(5.9)	(0.0)
Adult Services (NELC)	0.6	0.6	0.0
Total Adults Social Care	70.0	71.2	1.2

Service Comments:-

The forecasted pressure is primarily driven by increased demand across several areas, including support-at-home care packages, with 50 more individuals receiving support than originally budgeted. Additionally, 28 more older people are being supported in residential care than anticipated and variations in the number of short break packages have also been observed. Work is underway to better understand these trends. As of month 6, Adult Social Care is supporting over 130 more commissioned care packages than planned.

There remains a risk to the year-end forecast due to potential further increases in demand during the remainder of the financial year.

A photograph of a row of terraced houses in a residential area. The houses have red brick chimneys and tiled roofs. The houses are white with red brick accents. The roofs are dark grey or black. The houses are arranged in a row, and the chimneys are visible on the roofline. The sky is overcast.

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

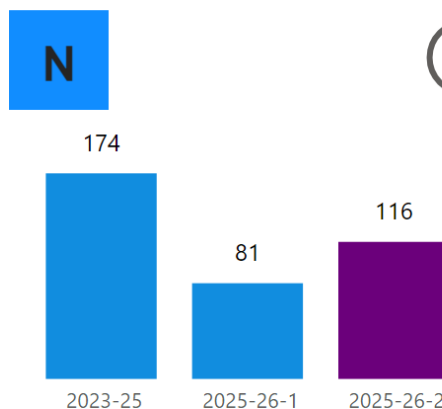
G



On Target

Interventions in homes where hazards
have been removed (Cat 1 and 2)

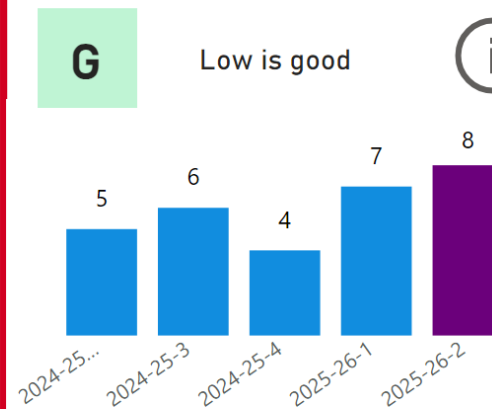
N



Rough sleepers identified in the latest
rough sleeper count

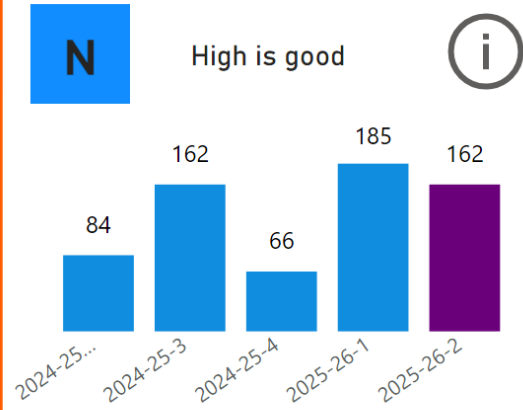
G

Low is good

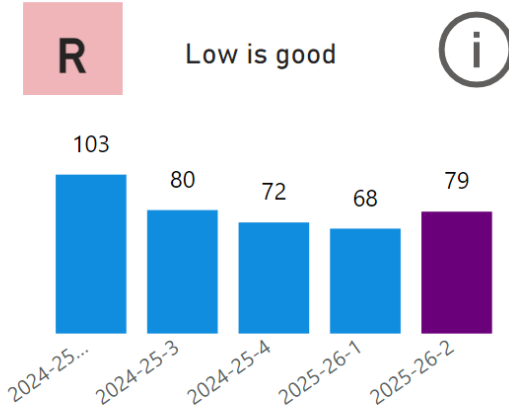




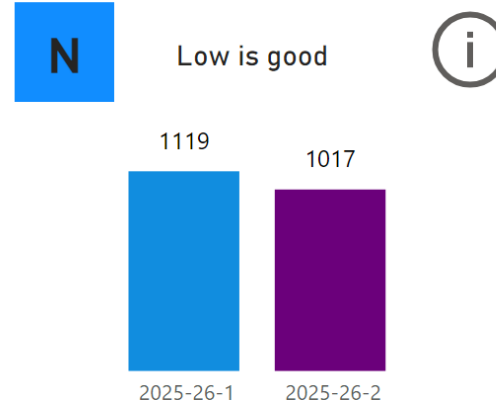
Net new homes in the year



Temp accommodation placements as at the end of the period



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



Performance Overview

Housing

Council Plan Priority	Commentary
Stronger Economy – Supporting Industry, Business and Housing (Housing focus)	Work is well under way on the old Western school site being carried out by Keepmoat. These properties will boost the number of new homes being built in the borough, along with other developments such as Garth Lane, coming online later in the year. Work within the Housing Options team to reduce the number of people in temporary accommodation is ongoing and has stabilised, as the longer-term pathways to sustainable housing are established. 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. NELC has been successful in obtaining a government grant for support with strategic partnerships for building affordable homes. This will underpin the development of new strategic partnerships which is underway.
Stronger Communities - Good and Sustainable Homes	Home Choice Lincs is NELC and NLC's social housing register and process for residents wishing to take up social housing opportunities. A review is in progress to ensure access to social housing is fair, efficient and fit for purpose. NELC has been successful in obtaining a government grant for support with strategic partnerships for building affordable homes. This will underpin our approach to new strategic partnerships which are in development as well as influence the Affordable Housing Strategy. Additionally, work continues with developing stronger ties with private sector landlords to increase the options available to residents through establishing a private sector landlord forum. Both of these initiatives are targeting a key priority of influencing and increasing supply of social and affordable housing across the borough. Several housing policies are currently being reviewed, these include the Homelessness and Rough Sleeping Strategy. The supported housing needs assessment is due to be completed in November.

1.88%

Of Total Revenue
Service Budgets

(£0.1M)

Forecast Revenue
Underspend

(1.8%)

Variance as % Of Total
Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Housing	3.6	3.5	(0.1)
	3.6	3.5	(0.1)

Service Comments:-
Overall underspend is driven by housing related support contract costs being forecast lower than expected, this is partially offset by a lower Housing Benefit collection rates pressure.

Capital

0.34%

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
	0.4	0.3	0.3	0.0

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:

Improvement in reablement at home outcomes
Improvements in the adult social care front door in relation to signposting, advice and guidance
Delivery of the new support at home framework and implementation
Continued good performance in hospital discharge
Implementation of the community living framework
Maintained low waiting lists, short assessment times and waits for care packages.
Establishment of the system social work quality assurance board

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.

Risk to non-delivery:

Inability to recruit to key roles in commissioning and contract monitoring.
Significant increase in demand during Q2
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.

Public Health

Stronger Communities - Living a Healthy Life

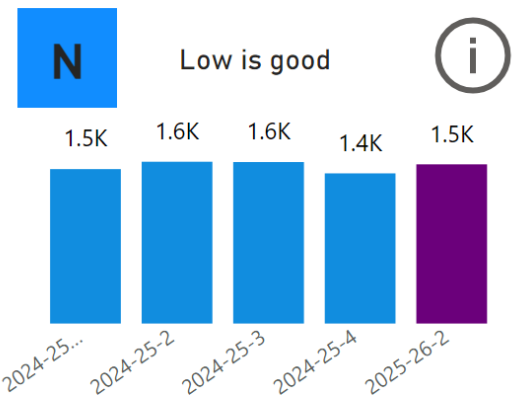
In North East Lincolnshire we are all working together to understand how we can have a positive impact on health and wellbeing in our community, and to make a difference to the lives and living standards of all our residents, particularly those suffering from inequality and deprivation.



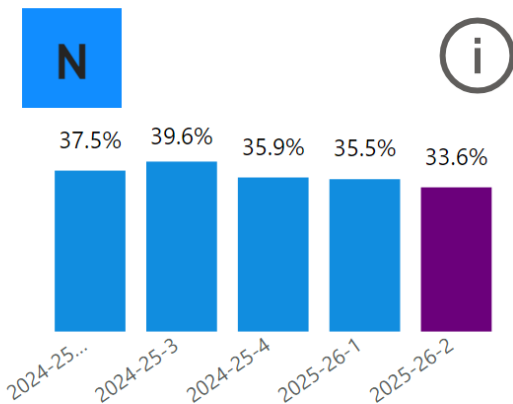
Stronger Communities Living a Healthy Life



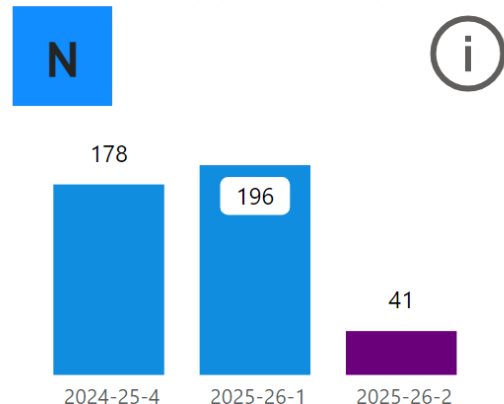
Number of domestic abuse incidents reported to Humberside Police



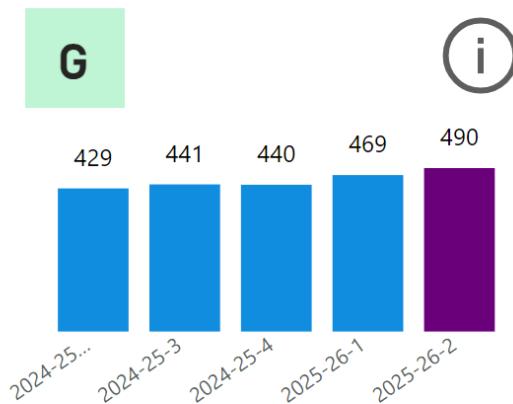
Breast fed babies at 6-8 weeks (%)



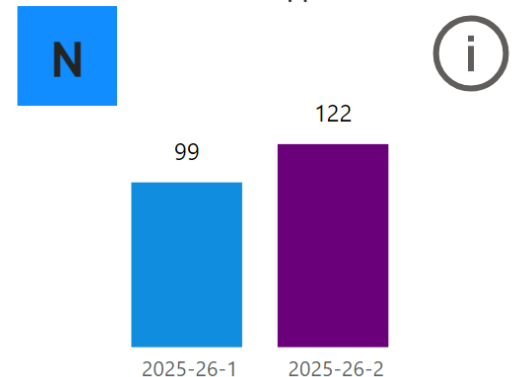
Number of children who have received sexual health support/intervention from a School Nurse



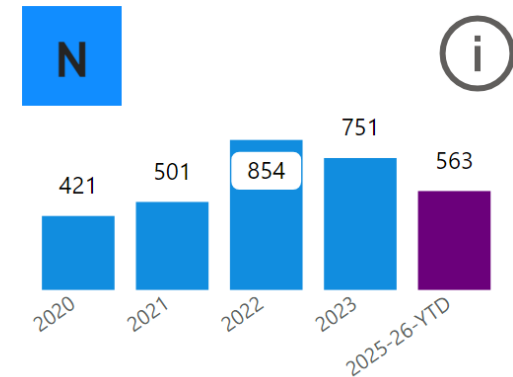
Clients referred to the wellbeing service (rolling 12-month average)



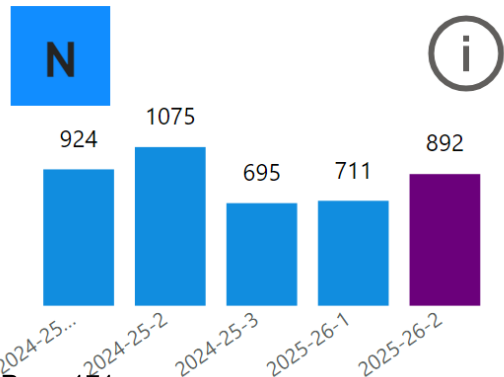
Number of mothers identified as requiring additional Perinatal mental health support



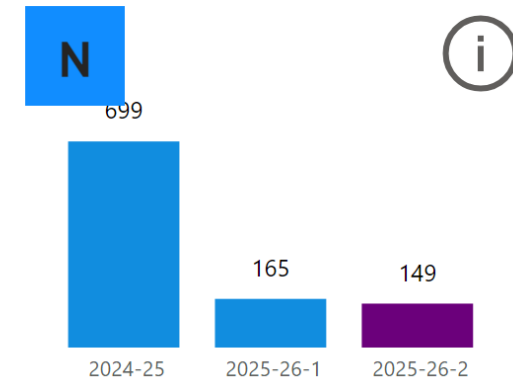
Number of new sexually transmitted infection diagnosis



Number of online STI kits and condoms ordered



Referrals received into the School Nursing service

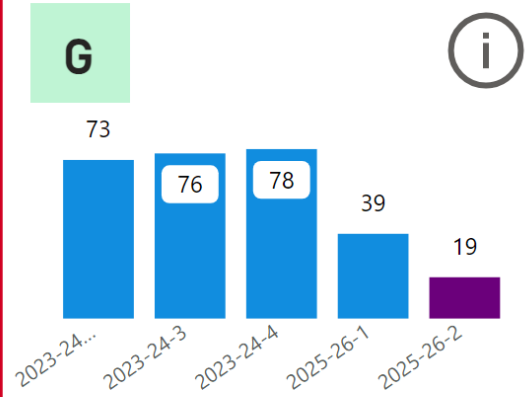


Stronger Communities

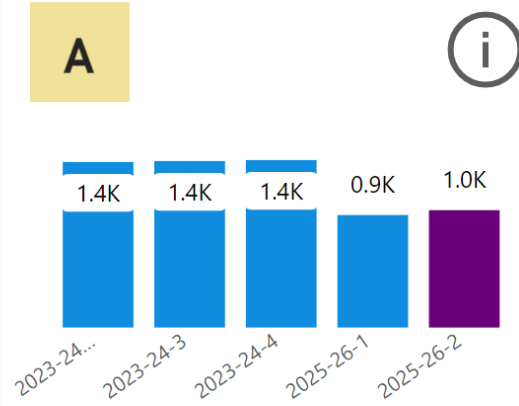
Living a Healthy Life



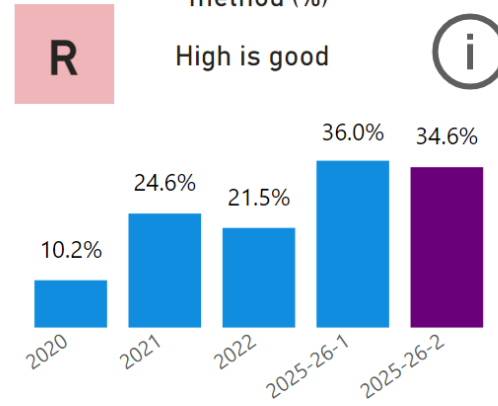
Number of young people in substance use treatment



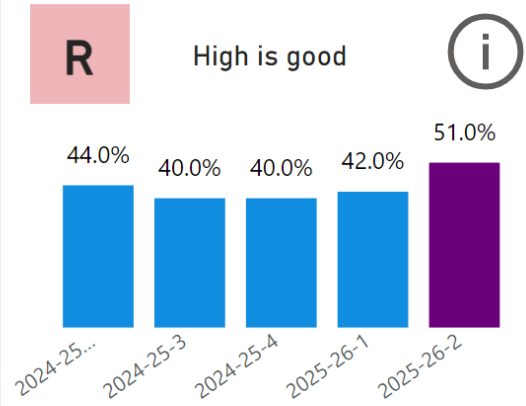
Numbers in treatment for substance misuse - Adult



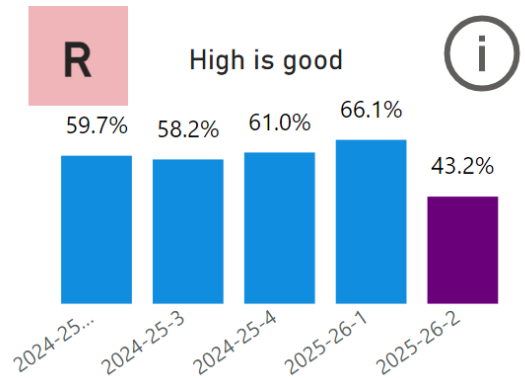
Long Acting Reversible Contraception (LARC) prescribed as a contraceptive method (%)



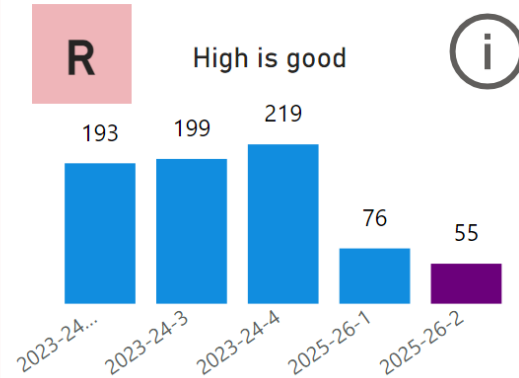
Referrals for the wellbeing service from our priority wards (%)



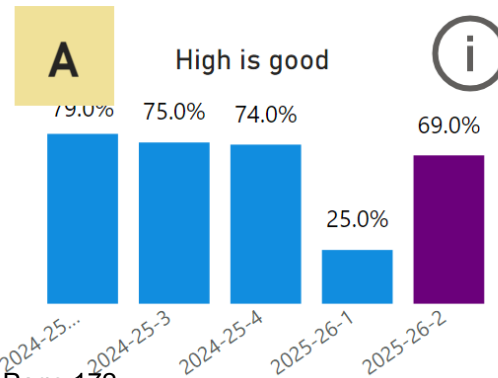
Wellbeing service clients that have achieved a 12-week smoking quit (%)



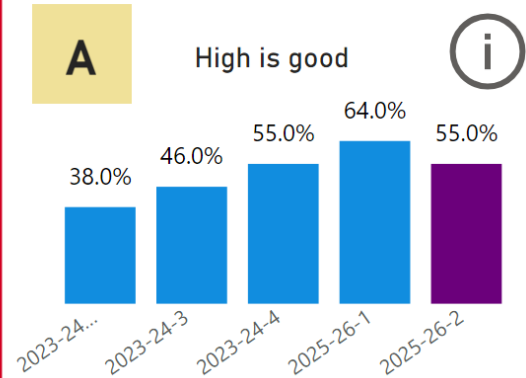
Successful Completions (substance use treatment)



Wellbeing service clients that have achieved their wellbeing goal (%)



Eligible people engaging with a community treatment provider on relea...



Performance Overview

Public Health (1)

Council Plan Priority	Commentary
Stronger Communities - Living a Healthy Life	Significant progress has been made in Quarter 2 towards North East Lincolnshire's ambition to become a Marmot Place. Cabinet has approved the proposal, and procurement is underway for collaboration with Sir Professor Michael Marmot and the University College London's Institute of Health Equity, expected to commence in the autumn. This initiative supports our commitment to focus on the social determinants of health, such as education, housing, and employment to reduce health inequalities across our borough. Following Full Council's decision to become a 'public health council' in 2024, a cross-party working group recommended formal recognition as a Marmot Place by March 2027. The Marmot principles that will become embedded through all of services and programmes of work include: giving every child the best start in life; creating fair employment and good work for all; creating and developing healthy and sustainable places and communities; ensuring a healthy standard of living for all and strengthening the role and impact of ill health prevention. In parallel, the new Joint Health & Wellbeing Strategy for North East Lincolnshire has been finalised and is anticipated to be formally adopted in quarter 3. We continue to work closely with healthcare partners to deliver on four key Health Inequality priorities. Within Public Health, the Let's Go Grimsby initiative (promoting healthy lifestyles for families) and the maternal wellbeing programme for new and expectant mothers are both progressing strongly. Evaluation work is now underway to assess their impact on families across North East Lincolnshire. Notably, Let's Go Grimsby was recently commended at the Health and Care Excellence Awards, recognising its contribution to improving local health outcomes. Notable achievements this quarter for Public Health Nursing include the successful award of the Health Visitor Pathfinder Programme contract by NHS England. This initiative integrates routine childhood immunisations into Health Visitor contacts, improving access and uptake among pre-school children and helping to reduce inequalities in early years health. Alongside this, the National Child Measurement Programme (NCMP) has had a strong start, with school nurses working closely with schools and families to support healthy growth and development. These efforts reflect the team's commitment to high-quality, evidence-based care tailored to local needs.

Performance Overview

Public Health (2)

Council Plan Priority	Commentary
Stronger Communities - Living a Healthy Life	The Northern Lincolnshire Integrated Sexual Health Service continues to promote positive sexual health across the area, with a focus on supporting those at higher risk of STIs, including young people. Recent outreach has targeted young people in colleges and further education, including engagement at local freshers' events to encourage informed choices and reduce unplanned pregnancies. To better understand young people's needs, the service conducted a survey on access to contraception and sexual health services. Insights from this will inform future improvements. Additionally, new walk-in clinics offering same-day support for urgent sexual health concerns have been introduced and are already seeing strong community uptake. Launched in August 2025, Recovery Town Grimsby is a bold initiative aimed at raising awareness of recovery, reducing stigma, and improving access to support for those affected by substance use. More than a campaign, it promotes recovery as a source of pride and community strength, challenging perceptions around addiction. The next phase will include workshops, partnerships with local education providers, and the development of recovery-friendly businesses to embed support and visibility throughout the town. For Health Protection, current projects include research into flu vaccination rates among 2- and 3-year-olds and identifying barriers to breast screening in areas with low uptake. Work is also underway to develop a regional outbreak management plan, ensuring clear roles, efficient response, and minimal duplication. The team have also been supporting a major national planning event, Exercise Pegasus, which is aiming to ensure the nation is better prepared for the next pandemic, The Wellbeing Service has focused strongly on promoting smoking cessation, including a targeted marketing campaign to support Stoptober in high-footfall and priority wards across North East Lincolnshire. Partnerships with Thrive, Navigo, and With You have been strengthened, and the Swap to Stop programme has been expanded. A new supplier has been procured, and the vape offer within the core 12-week cessation programme has been enhanced.

1.24%

Of Total Revenue
Service Budgets

(£0.0M)

Forecast Revenue
Underspend

(0.0%)

Variance as % Of Total
Budget Envelope

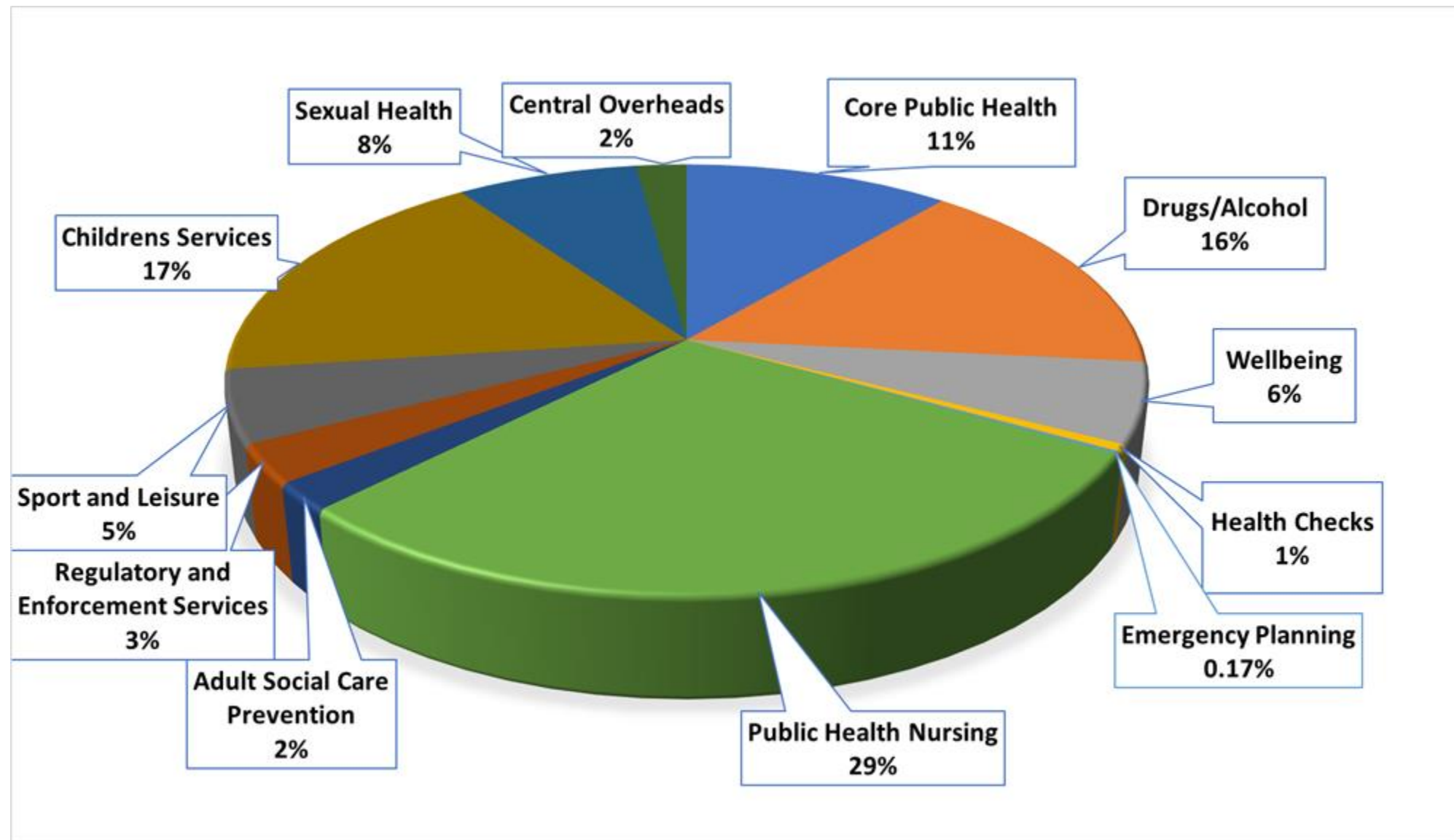
REVENUE	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Public Health	2.4	2.4	0.0
	2.4	2.3	0.0

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. NELC received an uplift in its Public Health Grant allocation for 25/26 which is being appropriately applied across the various mandated public health functions to ensure that they remain viable and within a balanced budget. The substance use contract is currently in the process of being re-commissioned. 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, a small underspend is expected due to new contracts starting mid way through the year, the budget was prepared assuming a full year at the new rate. New contracts for Healthwatch and Patient Advocacy are in place. 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.

Children's ,DA & Oral Health - All budgets are expected to balance this financial year. There are significant capacity issues across the public health nursing service and future pay awards are likely to create budget pressures in future years. The service is consequently in the process of developing a service strategy to ensure future sustainability, including a Public Health Nursing Service Strategy.

Domestic Abuse is now classed as core funded due to the main Domestic Abuse Grant (formerly DLUHC grant) now forming part of the local authority's overall settlement. Funding is also received from OPCC, ICB, Public Health & Disabled Facilities Grant. 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. The budget is expected to be on target with no variances currently expected.



	Performance RAG	Amber	Finance RAG	Green
Public Health	Achievements: •Let's Go Grimsby was recently commended at the Health and Care Excellence Awards, recognising its contribution to improving local health outcomes. - The Maternal Wellbeing Service continues to develop positively, with service users providing highly encouraging feedback. These insights are contributing to the ongoing evaluation of the service •Health Visiting continues to deliver the Healthy Child Programme, with over 90% coverage of the 5 key checks. Breastfeeding rates continue to rise •The sexual health service C-Card scheme continues, providing free condoms to young people, following a brief consultation. Attendance at walk-in sexual health clinics increased. •The NEL Recovery Community has been shortlisted for an Investors in People Award in the category of 'Excellence in Building Purpose-Driven Impact'. The submission received positive and constructive feedback from the judging panel, and we now eagerly await the announcement of the winners in November. •Public Health was a key partner in this year's World Mental Health Day activities, contributing to a well-attended stakeholder event that highlighted the vital importance of prevention and early intervention in mental health •Research into vaccine hesitancy has now been completed, with findings indicating that families require clearer, more accessible information. The study also highlighted the crucial role of primary care in supporting informed decision-making. These insights are now informing follow-up actions •The work of our refugee support service continues to be widely promoted with internal teams and key external partners. The Stoptober campaign was widely promoted throughout October, with visibility across supermarkets, bus stops, Grimsby Live, social media, and local news coverage. We are now undertaking a detailed review of its impact by analysing referral rates into the Wellbeing Service's smoking cessation offer Know Your Numbers Week was successfully delivered as a partnership initiative, chaired by the Healthcare Partnership and led by The Wellbeing Service and Centre4's social prescribers. Twenty-one community blood pressure screening stations were set up across North East Lincolnshire including food banks, community hubs, and DWP events. A total of 400 residents were screened. Of those, 38% had raised blood pressure, with a small number urgently referred to their GP for severe hypertension - an intervention estimated to have prevented approximately five heart attacks or strokes over the next five years. Learning from this event is now being used to improve tracking and evaluation for future initiatives.			

Public Health

Achievements, Challenges & Risks (1)

Public Health

Achievements, Challenges & Risks (2)

Key challenges:	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. Smoking and obesity levels in North East Lincolnshire remain higher than the national average. These continues to be key priorities. For Public Health Nursing, recruitment challenges and high levels of safeguarding activity continues to place significant pressure on services. 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. The Health Protection team continue to work with partner agencies to address local uptake in key vaccination and screening priorities. Following the Government's announcement that both national and local Healthwatch services will end in 2026, we have adjusted the contract length for our local provision to 30 months. The new contract is now in place.
Risk to non-delivery:	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.

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 - Summary

(£0.0M)

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)	(57.7)	0.0
Total	(207.4)	(207.4)	0.0

Comments:

Funding expectations remain inline with budget.
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 Q2 2025/26:

- Pride of Place Impact Fund - £0.75M

8.63%

Of Total Revenue
Service Budgets

(£1.0M)

Forecast Revenue
Underspend

(6.15%)

Variance as % Of Total
Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Forecast £'M	Variance £'M
Other Corporate Budgets	16.4	15.4	(1.0)
	16.4	15.4	(1.0)

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

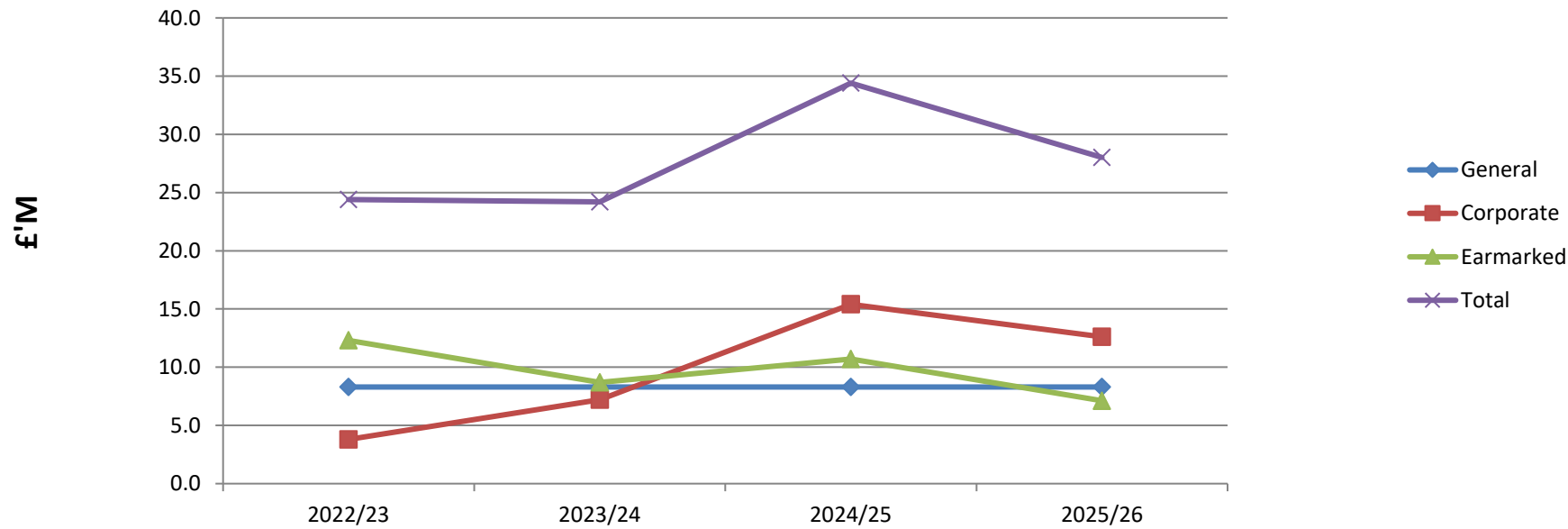
4.36%

General Fund as % Of
Net Service Spend

£27.9M

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.

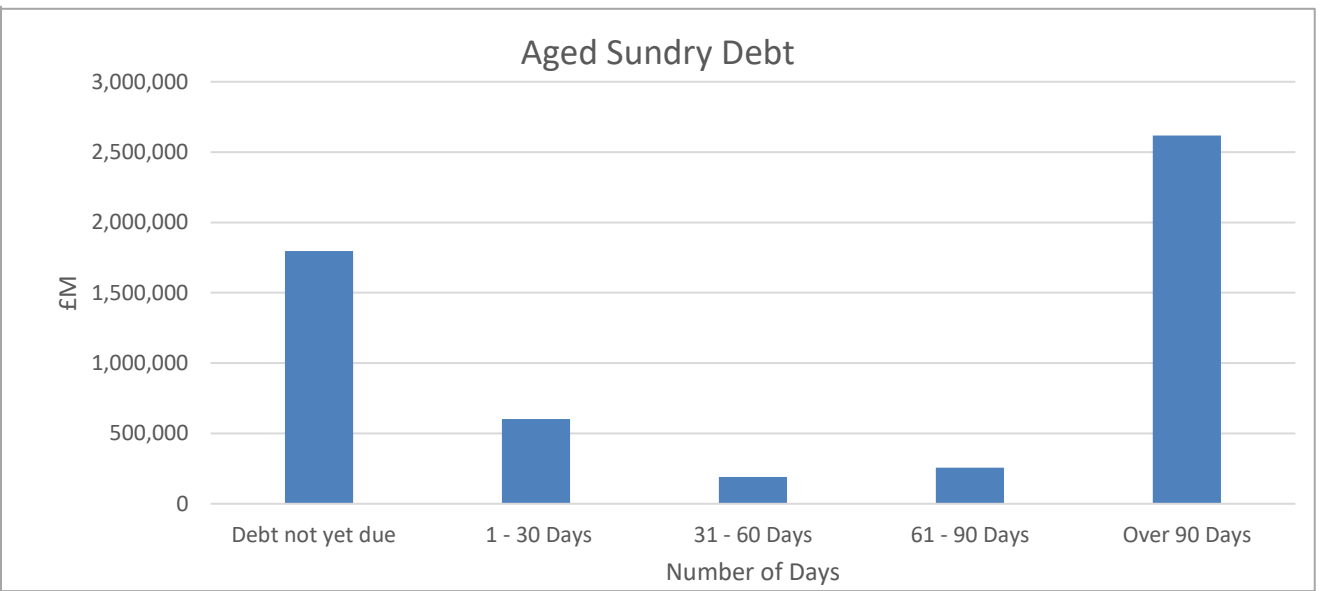
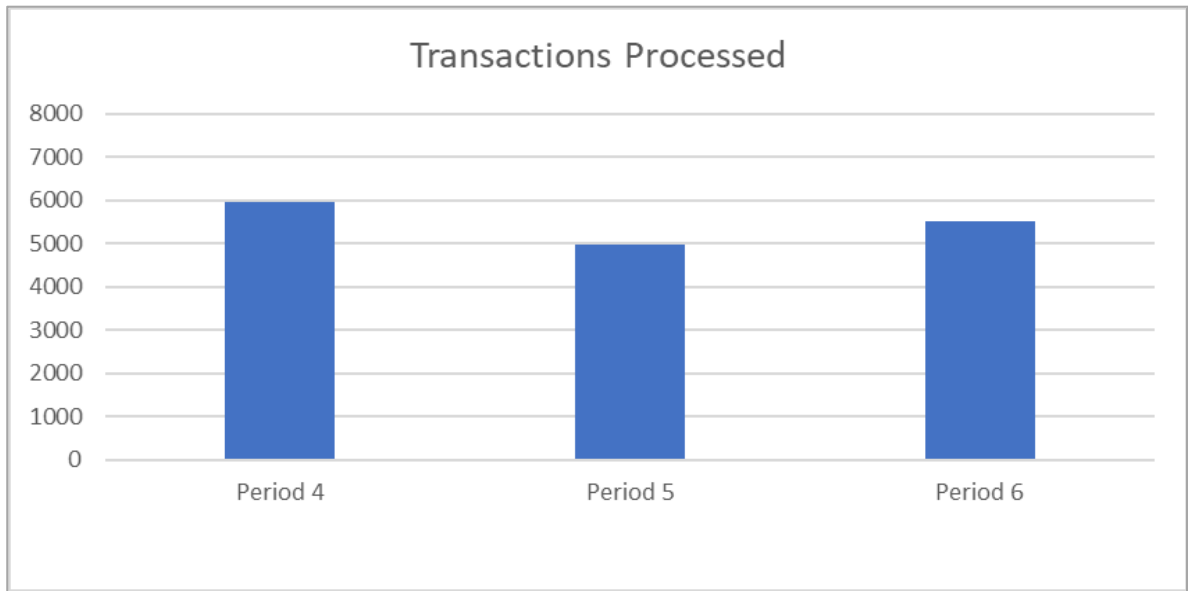
Working Capital Management

93.0%

Creditor Invoices Paid within 30 days during Qtr. 2

£2.62M

Value of debt over 90 days at Qtr. 2



The processing of creditor invoices within NELC terms remains constant. Quarter 1 2025-26 invoices paid within terms was 94%, Quarter 2 2025-26 is 93%. The volume of invoices processed in Quarter 2 2025-26 was c16,500, the same as Quarter 1 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 Q2 has remained stable compared to Q1, with an increase of £0.5m in invoices not yet due. The debt for 90+ days includes a large invoice for £0.6m for which repayment are being made, in addition to other invoices where debt is being collected on agreed payment plans. There are a number of factors influencing outstanding debt including 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.

Treasury Indicators & Cashflow 2025-26

£31.7M (–£3.8m)

Investments as at 30 Sept 25

£166.8M (–£3.2m)

Borrowing as at 30 Sept 25

3.98% (+ 0.01%)

Average return on investments

3.76% (Unch)

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
£18.2m	£15.0m	£143.2m	£0.357m

Peak Balance	Minimum Balance	Avg. Counterparty Rating	Avg Investment Period
£64.0m	£33.3m	AA-	12 days

Treasury Indicators & Cashflow 2025-26

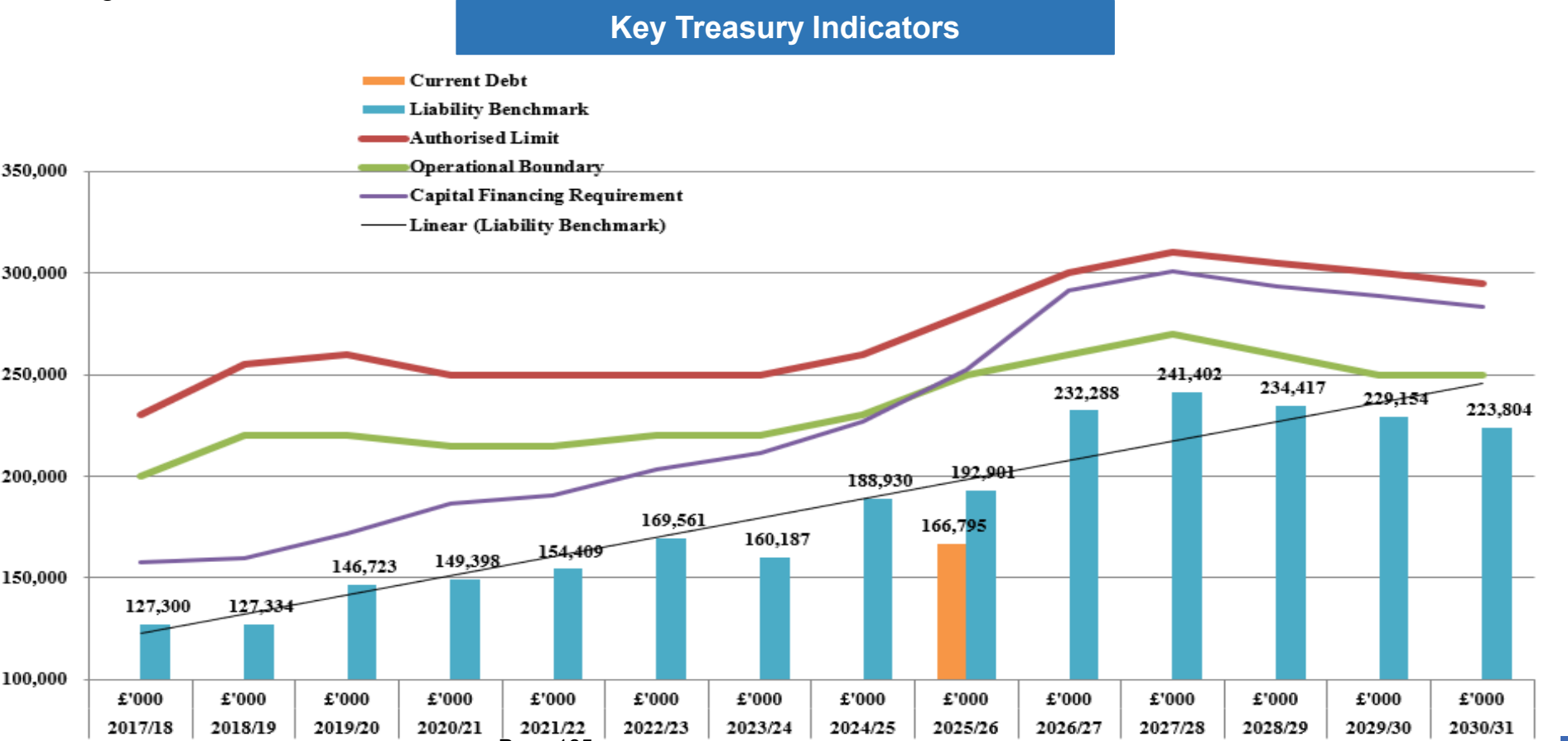
The chart opposite shows the projection for various limits, determined to ensure that all borrowing is affordable and linked to the Capital Programme over time.

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 (purple 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 Indictors 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 2025-26, 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	£13.891m	£18.718m	£21.796m
Current Budget	£15.003m	£18.980m	£20.334m
Potential Savings	£1.112m	£0.262m	-£1.462m

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%	6.22%	8.64%	9.72%

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 £52m over the MTFP forecast period during which we also have £67m of debt maturities. Total new borrowing required will therefore be around £119m (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 (IFRS16) for 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	192.9	232.3	241.4
Expected change in Debt	28.7	4.0	39.4	9.1	(7.0)
Other long-term liabilities (OLTL)	4.0	6.6	7.2	7.2	7.2
Expected change in OLTL	2.6	0.0	0.0	0.0	0.0
The Capital Financing Requirement	227.0	252.1	291.5	300.6	293.6
Under / (over) borrowing	38.1	59.2	59.2	59.2	59.2

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	233(est)	243 (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 £119m new loans by the end of 2027-28 – including replacement of maturing debt.

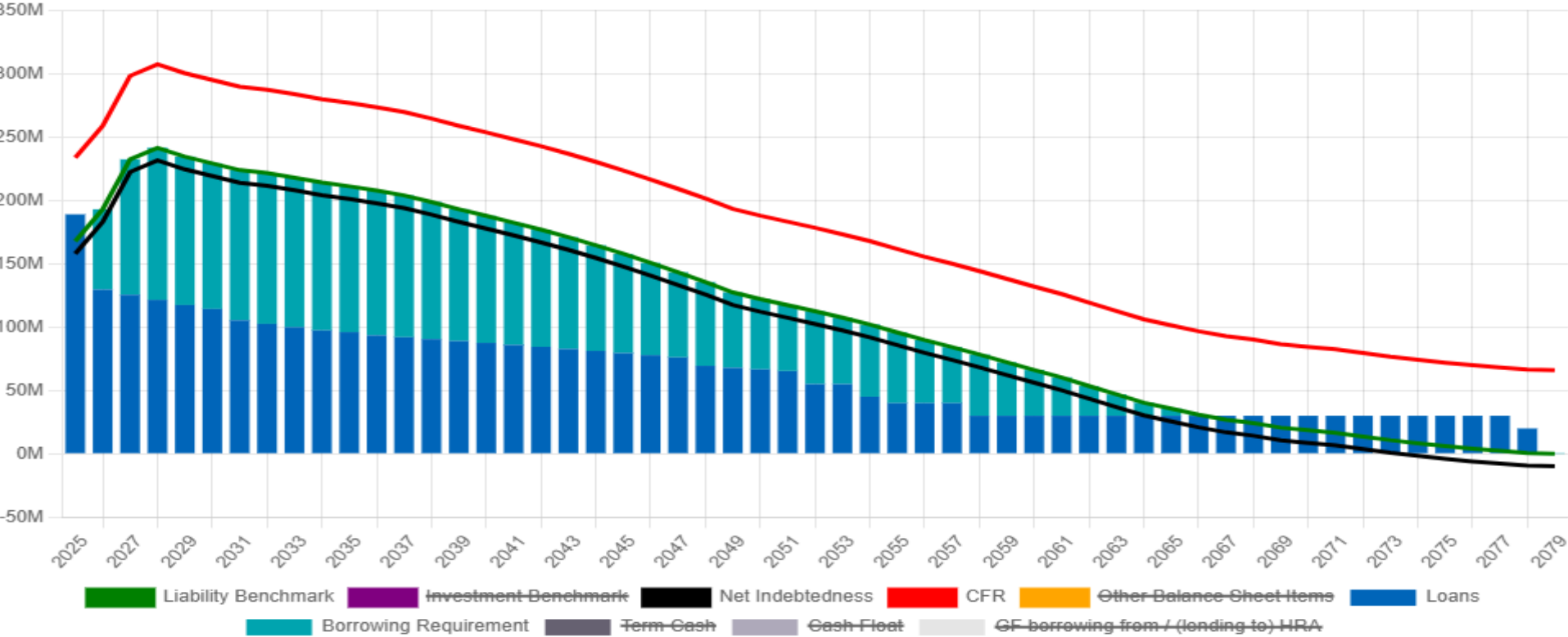
Before new long-term borrowing is entered into the Authority will have regard to the Liability Benchmark and its underlying assumptions will be assessed for their continuing prudence, with revisions made where necessary.

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	£33m

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 one of our LOBOs has now been repaid (see future year reduction in Limit across). If the prevailing market continues it is likely that another £10m LOBO during 2025-26.

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	147	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%	32%
12 months and within 24 months	30%	0%	2%
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%	23%
30 years and more	75%	10%	18%

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: LOBO option dates are included as potential repayment dates, but 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:



Capital Programme

Capital Programme

SCHEME	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme
	£000	£000	£000
ECONOMY AND GROWTH			
Regeneration			
Clee HLF Townscape Heritage	1,009	-	-
SHIIP Scheme	464	527	-
Playing Pitch Reprovision	165	529	-
Cleethorpes Public Art	24	-	-
Heritage Action Zone	363	250	-
Town Deal Investment	840	-	-
UK Shared Prosperity Fund	319	-	-
Freshney Place Leisure Development	7,680	30,794	-
Cleethorpes Masterplan - Market Place LUF Scheme	317	3,710	-
Towns Fund - St James House	329	-	-
Towns Fund - Activation Fund	210	100	-
Towns Fund - Riverhead Square	561	-	-
Towns Fund - Public Realm Connectivity	2,526	-	-
Cleethorpes Masterplan - Sea Road LUF Scheme	682	6,789	-
Cleethorpes Masterplan - Pier Gardens LUF Scheme	482	7,028	-
Tennis Court Refurbishment	25	-	-
Play Zone	334	-	-
House of Fraser	200	2,600	1,000
Freshney Place Fit Outs	293	300	350
Cleethorpes Masterplan - LUF Wayfinding	90	269	-
Cleethorpes Masterplan - LUF Logistics	155	123	-
Freshney Place Decking	2,643	-	-
Freshney Place RAAC	200	1,950	3,910

Capital Programme

SCHEME	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme
	£000	£000	£000
ECONOMY AND GROWTH			
Infrastructure			
Disabled Facilities Grants	5,130	-	-
Local Transport Plan Schemes	7,605	605	523
Immingham Lock Flood Def Gates	3	-	-
Corporation Rd Bridge Refurb	-	-	-
Gy and Imm Flood Innov Funding	849	-	-
A180 Structures	2,000	1,873	-
Grimsby Surface Water Flood Alleviation	48	-	-
Bus Service Improvement Plan	1,043	2,011	-
Towns Fund - Garth Lane	5,866	500	-
Toll Bar Drop Off	198	-	-
Greater Lincs Groundwater Project	-	2,000	-
Car Park Schemes	1,099	-	-
Transport Hub	1,050	488	-
North Prom Footwash	18	-	-
Backlog Maintenance	3,063	930	-
Property Rationalisation Programme	123	-	-
Cartergate Office Development	68	-	-
Business Centre Improvement	197	-	-
Heritage Assets at Risk	3,298	-	-
Motor Caravan Parking Scheme	17	-	-
SAFER TOWNS & COMMUNITIES			
HAS & Green Spaces	417	-	-

Capital Programme

SCHEME	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme
	£000	£000	£000
RESOURCES			
Deputy S151			
Capital Investment	7,184	6,767	13,407
Capital Rec't Flexibility	2,150	2,150	-
Policy, Strategy and Resources			
ICT Refresh	928	734	1,808
M365 Transformation Programme	196	258	199
Childrens Services Platform	837	1,000	804
Digital Platform	425	-	-
Cleethorpes Town Hall Audio Visual	66	-	-
ENVIRONMENT			
Fleet Replacement Programme	2,327	7,126	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	601	-	-
Warm Home Grants	125	380	375
ADULTS & HOUSING			
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
CHILDRENS SERVICES			
AD Regulated			
Childrens Residential Transformation	1,530	70	-
Education and Inclusion			
Schools - Devolved Formula Cap Grant	106	-	-
Schools - Backlog Maintenance	241	-	-
Schools - Basic Need Sufficiency of Places	10,611	5,250	-
SEND Special Prov Fund	4,790	314	-
SEMH Free School	10	10	-
Wraparound Childcare Programme	65	-	-
TOTAL CAPITAL PROGRAMME	91,906	87,525	24,069

Funding			
External Grants	55,202	34,544	898
Corporate Borrowing	34,476	50,831	23,171
Capital Receipts	2,150	2,150	-
Revenue Contributions	-	-	-
Other Private inc S106	78	-	-
TOTAL FUNDING	91,906	87,525	24,069

Denotes a Major Project

Denotes a Major Education Project



Major Projects

Quarter 2 - 2025/26 Monitoring Report



A180 STRUCTURES REMEDIAL WORK

Transport Infrastructure and Strategic Housing Scrutiny Panel

Cllr Swinburn, Portfolio Holder for Housing, Infrastructure and Transport

Project description	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.
Approved budget	Project budget - £11.2m (DHLUC+NELC+LTP)
Cumulative spend	£8.1m - Includes Bridges 1 and 3 final account figures
Programme	Remaining works - Bridge 2 (Alexandra Dock) 2 x phases – Above Deck Works (2a) & Below Deck Works (2b) Procurement: August to October 2025 NPG cable diversion on A180: November 2025 Anticipated start date phase 2a – Above Deck Works: January 2026 Anticipated start date phase 2b – Below Deck Works: TBC pending approved funding Completion: Summer 2026
Indicative timeline	January 2026 to Summer 2026 – Bridge 2
Top 3 risks	• Weather • Contract mobilisation • NPG diversionary works delivery
Capacity / Resourcing / Expertise needed	Site supervision being sourced for works Advisory Structural Engineer being sourced for onsite works NEC QS support being sourced

Current status and programme timeline

- Original timeline amended to better align with other major projects on the network
- Procurement concluding in October where a suitable contractor will be appointed
- NPG diversionary works in progress in surrounding area – no indication of delay. Progress is being monitored

Key progress since last report

- Final account for bridges 1 and 3 completed
- Procurement is at the stage of finalising the tender evaluation
- NPG diversionary works in progress

Outline of current issues/challenges

- Minimising highway disruption during the above deck works
- Coordination with NPG required while they undertake their cable diversion works
- Cleethorpes footbridge remedial works feasibility, funding and programme currently being appraised

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

Project description	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.
Approved budget	Project costs: the final budget will be established once a principal contractor is re-procured
Cumulative spend	Previous contractor payment applications – £7.3m
Programme	Termination of contract – May 2025 Anticipated new contract start – October 2025
Indicative timeline	Award of tender for PSSC and service - August - Oct 2025 Submission of stage 2 contractor proposal - October 2025 Award of main contract – October 2025 Completion date - TBC
Top 3 risks	• Cost to complete the scheme • Programme timeline within expectations • Existing condition of structure following termination
Capacity / Resourcing / Expertise needed	Pell Frischmann continue to provide project/commercial management and design support to end of the project. Procurement of additional professional services, to build on the project team continue as we head towards the work stage of the project.

Current status and programme timeline

- Professional Services Short Contract (PSSC) awarded to Taziker 01 September 2025
- Anticipated award of main contract is October 2025
- Marine Management Organisation (MMO) and Environment Agency (EA) permits currently being transferred

Key progress since last report

- Security arrangements for the site continue
- Investigation and survey works commenced to understand current position with completed CSL works. Includes independent paint inspector conducted surveys – reports expected end of October 2025
- Procurement completed for first stage tender of PSSC and Taziker appointed
- Contractor submission expected early October
- Procurement of control room contractor close to completion

Outline of current issues/challenges

- Site security remains a challenge – mitigations in place
- Existing scaffolding to be removed from site in preparation for new contract
- Works to predict tide times and levels within the dock being appraised by the contractor with support from ABP
- Evaluation of outstanding works in progress, the outputs of this evaluation will influence the scope, programme and overall scheme costs
- Matters arising from the previous contractor are being considered by the Council

Outline of potential mitigation/decisions needed

- Procurement of works, services and contracts and other various construction related tenders are ongoing

ALEXANDRA DOCK GARTH LANE

Transport Infrastructure and Strategic Housing Scrutiny Panel

Cllr Swinburn, Portfolio Holder for Housing, Infrastructure and Transport

Project description	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.
Approved budget	£7.8m Towns Fund money to be spent by March 2026
Cumulative spend	£1.6 m
Programme	Start on site Autumn 2025 First homes delivered Spring 2026 All homes completed Autumn 2027
Indicative timeline	Completion Autumn 2027
Top 3 risks	• Timing of planning approval • Grant funding timescales • Unexpected ground conditions
Capacity / Resourcing / Expertise needed	Additional external support will be procured as appropriate if further matters arise.

Current status and programme timeline

- Contract completion now agreed to be occur post planning permission decision
- Planning application awaiting determination – Keepmoat have been required to submit a variety of further information / clarifications which have now been largely completed. It is anticipated that a planning determination can now be made in the next few weeks.

Key progress since last report

- NELC monitoring developer planning application

Outline of current issues/challenges

- There have been a variety of challenges in the planning process and the team have worked hard to guide Keepmoat through these. Otherwise, normal development planning risks apply which are being managed.

Outline of potential mitigation/decisions needed

- Close liaison with MHCLG
- Maintain market awareness and regular update discussions with developer

FRESHNEY PLACE LEISURE SCHEME

Economy, Culture, and Tourism Scrutiny Panel
Cllr Jackson, Leader & Portfolio Holder for Economy, Regeneration, Devolution and Skills

Project description	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.
Approved budget	£49.96m following 12 December 2024 Full Council decision
Cumulative spend	£11.8m inc. design, planning, PCSA (asbestos, soft strip, design), site acquisition, vacant possession, surveys and fees
Programme	• Planning Approval – completed Feb 23 • Appoint PCSA Contractor (phase 1) - completed Mar 24 • Final Cost Plan – received • GMI formally contracted Feb 25 • Construction Completion – Practical completion due Q1 2027
Indicative timeline	Having commenced February 2025, due to utilities challenges (now largely resolved), Practical Completion is now targeted for Q2 2027 with tenant fit-out largely occurring thereafter.
Top 3 risks	• Utilities • Asbestos • Ground conditions
Capacity / Resourcing / Expertise needed	• Professional team – in place • GMI formally appointed • Monthly client meetings in place

Current status and programme timeline • Cinema pre-let secured • Starbucks pre-let secured • Scheme approved • GMI appointed • Works commenced and demolition almost complete • Practical completion due Q2 2027
Key progress since last report • Demolition largely complete • Terms agreed for x2 further pre-lets • Monthly client meetings progressing • Gas disconnection completed • Majority NPG disconnections completed
Outline of current issues/challenges • An NPG diversion is a risk although the relevant personnel are working well with NPG. Demolition is largely complete, and some spoil has been found to be contaminated with asbestos. The final groundworks and preparation for piling is a key stage in the programme in terms of any final archaeological risks and ground conditions.
Outline of potential mitigation/decisions needed • No immediate mitigation or decisions required.

RIVERHEAD SQUARE PHASE 2 PUBLIC REALM

Economy, Culture, and Tourism Scrutiny Panel
Cllr Jackson, Portfolio Holder for Leader and Portfolio Holder for Economy, Regeneration, Devolution & Skills

Project description	Riverhead Square has been newly regenerated into a spacious and inviting area, providing a welcoming space for year-round events and offering exciting opportunities for the community. A variety of new planters made from natural materials will create a natural habitat, increasing biodiversity in the town centre and providing seating for pedestrians to enjoy the space.
Approved budget	£3.3m
Cumulative spend	£2.6m
Programme	Start March 2023 Planned Contract Completed March 2025 Main Construction Completed September 2024 Planting completed September 2025 NPG re-enforcing work outside of site – Completed March 2025 Final reinstatement and snagging works – Autumn 2025
Indicative timeline	Works to complete Autumn 2025
Top 3 risks	• Transition from Equans management • Completion of snagging and outstanding works • Anti Social Behaviour
Capacity / Resourcing / Expertise needed	N/A Sufficient resource and expertise on the project

Current status and programme timeline

- Project largely complete, NPG connection works completed in April 2025, however, reinstatement works connected with this need addressing and NEL has raised this with NPG to seek completion of these, to the Council's satisfaction.
- Final snagging works and planter commenced

Key progress since last report

- New planting to replace stones completed.
- Installation of new and replacement bollards for Hostile Vehicle Mitigation commenced.
- Contractor completed snagging works.

Outline of current issues/challenges

- NPG snagging works still ongoing but progressing
- Awaiting delivery and installation of additional bollards to ensure safety measures align with Police and anti-terrorism requirements. These works will allow final paving works to be completed, upon installation.

Outline of potential mitigation/decisions needed

- Continued close communication and management with NPG

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

Project description	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.
Approved budget	£4.5m
Cumulative spend	£0.6m
Programme	Contractor on site: New year 2026 Practical Completion: TBC following programme submitted by winning tenderer
Indicative timeline	RIBA 4: Autumn 2025 Tender Live - Principal Contractor: Autumn 2025 Completion – Estimated Autumn 2026
Top 3 risks	• Traffic Regulation Orders • Procurement • Stakeholder engagement
Capacity / Resourcing / Expertise needed	Additional expertise sourced for the project in relation to: • RIBA 4 Technical Design • RIBA 5 and 6 – project oversight role • NEC 4 Project Manager • NEC 4 Supervisor • QS

Current status and programme timeline • Traffic Regulation Order process to implement new road layouts commenced • Construction to commence in the winter. • Project is due for completion Autumn 2026. • Parking mitigation implemented and operational on 10th Oct 2025. • Project team continuing stakeholder engagement, particularly with businesses.
Key progress since last report • Traffic Regulation Orders informal consultation completed • Stakeholder engagement. • Finalising technical drawings. • Early market engagement for procurement of Principal Contractor commenced. • Traffic island installed outside Victoria (Old Vic) car park.
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

Project description	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.
Approved budget	£8.4m
Cumulative spend	£1m
Programme	June 2025 – RIBA 4 completion and Principal Contractor and NEC4 Supervisor Procurement January 2026 to Winter 26/27 – Mobilisation and Construction RIBA5 and 6.
Indicative timeline	Autumn 2025– Principal Contractor and NEC4 Supervisor Procurement January 2026 to Winter 26/27– Mobilisation and Construction RIBA5 and 6.
Top 3 risks	• Procurement • Ground conditions • Planning • Cost certainty
Capacity / Resourcing / Expertise needed	Additional expertise sourced for the project in relation to: • RIBA 5 and 6 – project oversight role • NEC 4 Supervisor • NEC4 Project Manager (appointed) • Quantity Surveyor (appointed) • Ecological input

Current status and programme timeline • Principal Contractor procurement to complete Autumn 2025 • Site mobilisation to commence Winter 2025/26 • Project is due to complete Winter 2026/27
Key progress since last report • Principal Contractor procurement due to close October 2025 (since closed) • NEC4 Supervisor evaluation to complete October 2025
Outline of current issues/challenges • Coordination of Pier Gardens with Sea Road Site • Coordination with resort and activities during development stage
Outline of potential mitigation/decisions needed • Ensuring co-ordination of design and delivery with Sea Road project. • 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

Project description	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.
Approved budget	£8.7m
Cumulative spend	£1.3m
Programme	Pre-construction works: Winter 2024 - complete RIBA 4: Summer 2025 RIBA 5/6 Construction works commencement: Autumn 2025 Completion: Winter 2026 Tenant fit out – Winter 2026
Indicative timeline	RIBA 4: Autumn 2025 RIBA 5/6 Construction works commencement: Autumn/Winter 25/26
Top 3 risks	• Re-procurement of construction contract • Cost certainty • Ground conditions
Capacity / Resourcing / Expertise needed	• Additional expertise sourced for the project in relation to: • Technical Design • Construction Planning • Ecological input

Current status and programme timeline • Design works progressing under PCSA and construction due to commence in Autumn/Winter • Practical completion due late 2026/early 2027. • Fit out estimated winter 2026/27.
Key progress since last report • Working with contractor to complete RIBA 4 and obtain full costings. • Agreement for letting in legals.
Outline of current issues/challenges • Ensure co-ordination of design and delivery with Pier Gardens project. • Working to align project cost with procurement requirements.
Outline of potential mitigation/decisions needed • Design Teams/Contractors for Sea Road and Pier Gardens will have regular liaison to ensure coordination.

ABBEY WALK CAR PARK

Transport Infrastructure and Strategic Housing Scrutiny Panel		
Cllr Swinburn, Portfolio Holder for Housing, Infrastructure and Transport		
Project description	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.	Current status and programme timeline • Demolition contract award • BAPA mobilisation of contract • Subject to manage risk to other buildings in the vicinity, demolition works to begin Autumn 2025
Approved budget	£1.0M for feasibility and demolition	
Cumulative spend	£0.1m for viability, excluding approved demolition budget	
Programme	Demolition programme – October 2025 to Spring 2026	
Indicative timeline	Demolition mobilisation – October 2025 Demolition commencement – November 2025 Ground floor car park design – December 2025	
Top 3 risks	• Demolition around existing buildings including Grimsby Library Rail infrastructure (BAPA) – demolition in close proximity to the rail track • Northern Power Grid (NPG) – demolition with the substation in situ	Key progress since last report • Demolition tender close and evaluation – July 2025 • Business case preparation – July 2025 • Town Centre parking capacity and demand analysis draft study completed • Contractor has been awarded for demolition
Capacity / Resourcing / Expertise needed	Project resource for reconstruction of the ground level car park - TBC	
		Outline of current issues/challenges • Finalisation of BAPA ongoing • Appointed contractor working through methodology for demolition to mitigate risks to other buildings in the vicinity
		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

Project description	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.
Approved budget	Approved Project Budget £1.8m <i>Further funding may be assigned once final plans are confirmed</i>
Cumulative spend	£0.5m
Programme	Demolition of Osborne Street buildings to commence August 2025 Planned completion of demolition – October 2025
Indicative timeline	RIBA 1 to 2 Design - February 2025 to November 2025 Expected Cabinet decision on progression of hub – December 2025/January 2026 Submission of planning application – March 2026
Top 3 risks	• Disruption to neighbouring buildings • Funding to complete minimum viable scheme • Short to medium-term land usage while the next stage of construction is decided
Capacity / Resourcing / Expertise needed	External consultant WSP providing transportation and architectural services Internal NEL project management supported by professional services

Current status and programme timeline

- Demolition complete in October 2025
- RIBA 2 report and business case expected November/December 2025

Key progress since last report

- Demolition contractor confirmed and works commenced
- Public survey for facilities of the proposed Transport Hub ran from early August to mid September – analysis has been conducted that will be used within the concept design
- Continued conversations with planning officers in relation to a pre-application of a new hub
- Continued consultation and support with Stagecoach

Outline of current issues/challenges

- Demolition of site while maintaining highway network accessibility to neighbouring buildings and car parking at the rear of Osborne Street
- Short delay to RIBA 2 design deliverables due to consultant resource

Outline of potential mitigation/decisions needed

- Contractor will prepare phasing options following RIBA 2 design
- Public consultation results to be presented with RIBA 2 design November/December

Children and Lifelong Learning Scrutiny Panel

Cllr Margaret Cracknell, Portfolio Holder for Children and Education

Project description	The Council receives a Government Basic Need grant allocation to assist with its statute responsibility as determined by the Education Act for the provision of sufficient and suitable pupil places within the Borough.
Approved budget	• Sufficiency of School Places Programme - £9.8m • Devolved Formula Capital Grant 25/26 - £0.1m • Backlog Maintenance Schools 25/26 - £0.2m
Cumulative spend	• Sufficiency of School Places – £ 6.2m • Devolved Formula Capital Grant – £0m • Backlog Maintenance Schools - £0m
Programme	• Sufficiency of School Places – This is a 5-year programme 21/22 to 25/26 • Devolved Formula Capital Grant – This is a continuous rolling annual allocation devolved to schools for them to address small capital projects • Backlog Maintenance Schools – Annual allocation for 25/26
Indicative timeline	This remainder of the Sufficiency Programme is planned to be spent during the financial year 25/26
Top 3 risks	• Insufficient school places • Unsuitable classroom provision • Schools fall into disrepair
Capacity / Resourcing / Expertise needed	This current programme has sufficient capacity resourcing and expertise required to deliver the projects and tackle and resolve risk.

Current status and programme timeline

Sufficiency of School Places – active 5-year programme, in its 4th year remains on target and within budget.

Devolved Formula Capital Grant – The LA is the gatekeeper of these monies which are devolved to individual schools for them to undertake minor capital works, it should be noted that this funding stream has the ability to roll for up to 4 years.

Backlog Maintenance Schools – This is currently an annual allocation; the identified 25/26 project is out to tender.

Key progress since last report

- Sufficiency of School Places – Completion of Laceby Stanford Project and is now in snagging,
- Enfield Primary complete and now in snagging, Cleethorpes Academy complete,
- New Waltham Primary 2nd phase on site, nearing completion, Building will be complete for 31st October 25, with bespoke external play installation and playground remedial works completing at the end of November
- Scartho site now open and fully functioning. Work continues on the external areas.
- Waltham site currently on track for proposed date of handover in October., temporary classrooms will be removed in October Half Term, external works will continue to the end of November

Outline of current issues/challenges

- Removal of Portakabins in October half term, completion of the pitches as we are coming into the winter months
- Installation of bespoke external play at Waltham Gateway and New Waltham Primary due to contractor availability

Outline of potential mitigation/decisions needed

No decisions required at this point

Schools – Special Educational Needs and Disabilities (SEND) Resource Specialist Provision (RSP) & Alternative Provision (AP) Programme

Children and Lifelong Learning Scrutiny Panel

Cllr Margaret Cracknell, Portfolio Holder for Children and Education

Project description	Deliver quality spaces and sufficient provision in North East Lincolnshire for children and young people with Special Educational Needs and Disabilities (SEND) or requiring Alternative Provision (AP)
Approved budget	- SEND Provision High Needs Capital grant 25/26 - £4.8m - SEMH free school - £1m approved overall
Current spend	- SEND Provision £1.5m - SEMH free school £0m
Programme	25-26 RSP/AP programme : various Resource Specialist Provisions (RSP) being developed on mainstream education sites to create 75+ RSP places; SEMH free school – 3-4 year programme
Indicative timeline	- Delivery RSP places by 2027 - Delivery of Free School with DfE confirming revised date
Top 3 risks	- Insufficient local places for children with an EHCP - Increasing education transport costs - Project interest from schools wishing to develop RSPs is could exceed existing capacity in the schools' assets team
Capacity / Resourcing / Expertise needed	Resourcing challenges and expertise to deliver the committed projects however, this is being addressed as part of a wider exploration of service delivery.

Current status and programme timeline

- SEND Provision: On target to exceed delivery of current strategy minimum target of 75 RSP places in mainstream schools
- AP places are currently not requiring any capital allocation. Commissioning of places project in progress
- SEMH free school – revised programme and figures from DfE being reviewed and being reported to November scrutiny/ Dec Cabinet

Key progress since last report

- Tollbar Academy-Gatehouse and Cambridge Park Sixth form build due to be handed over; Yarborough /Riverside phase 2 design; Fairfield Academy build handed over; 2 x primaries both Resource specialist provisions RSPs open with Waltham Gateway operating in Scartho Gateway building until Waltham Gateway build completed October 25; Healing secondary build handed over and opened. Bursar approval to start project. Welholme primary school site - feasibility stage. Other RSPs at visioning stage. Small grant project scheme – delivery stage and phase 2 about to launch
- SEMH specialist free school designs - feasibility costings reviewed and Business Development Group and scrutiny due to be updated; securing of land continues to be progressed.
- Humberston Park Specialist School option surveyed and cabinet approved option; exploring all options. 25-26 Send Provision grant contributing to this project.

Outline of current issues/challenges

- DfE Specialist free school – not yet contracted with DfE and land transfer not yet signed; substation and flooding issue costs known but not yet resolved fully.
- Commissioning of new projects taking longer than anticipated. RSP project interest is exceeding current allocation
- Solutions for Humberston Park School capacity – securing of option

Outline of potential mitigation/decisions needed

- Officer decision records and briefings where required a for each project; Education and