

# Appendix 1

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

Provisional  
Outturn 2024/25



**Stronger Economy: Stronger Communities.  
Together we can be stronger.**

Our Council Plan pledges to work with partners to invest in our people and our place.

# Introduction

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

This report is a combined performance and budget report that is 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)
- A Red, Amber, 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.

# Contents

Section	Page
Performance & Delivery overview	4
Finance Overview	6
Resources	14
Environment & Regulatory Services	20
Economy & Growth, Leisure & Tourism	Performance Data 26
	Regeneration 31
	Housing Highways & Transport 38
	Safer & Stronger Place 41
Children and Family Services	Performance Data 44
	Safeguarding & Early Help 51
	Regulated Provision 52
	Education & Inclusion 53
Adult Services	55
Public Health	59
Corporate Budget Information	68
Capital Programme	76

# Performance & Delivery Overview

This report relates to performance against the Council Plan 2022-2025. A new Council Plan for 2025-2028 was approved by Council in December 2024, and reporting against the new plan will commence from Q1 2025, consistent with finance reporting arrangements.

The Council has an ambitious programme of transformation and improvement which impacts on every area of the organisation. This report aims to inform elected members and residents about the progress that is being made to deliver against the priorities that are detailed within the [Council Plan](#).

The report is structured by each area of the organisation, detailing financial performance, performance against the 'vital signs', achievements in this quarter, challenges and risk.

**Performance information** is shown in the report by way of a summary snapshot taken from a live performance dashboard. The live dashboard includes links to more detailed information including historic and comparator data, and any defined targets. The dashboard will be refreshed to reflect the aims in the new Council Plan. We continue to develop the dashboard content and presentation to reflect feedback from Elected Members received through Scrutiny. You can view the most up to date version and the further detail that sits behind the information presented in this report through this link on our [Council Plan - performance and progress | NELC](#) web page.

Data alone does not present a complete picture. Equally important is the narrative within this report that provides context for each service area, particularly in relation to delivery of the 2024-25 Business Plans agreed at Budget Council [4.-Budget-and-Medium-Term-Financial-Plan-Feb-25-1.pdf](#).

Delivery of the range of priorities identified within the Council Plan is a challenge in terms of capacity to support several high-profile service transformation programmes, major regeneration programmes, and increasing demand in the day-to-day business of demand-led services.

The requirement for additional capacity is factored into external funding bids, and we utilise the flexible use of capital receipts where appropriate for transformational activity. There is a particular challenge recruiting to roles requiring specialist skills such as social work, project management, surveying, legal and procurement. Our programme of 'growing our own' through graduate roles and apprenticeships is on-going however this will take some time to reach fruition.

Dedicated work to improve our recruitment marketing, showcasing North East Lincolnshire as a great place to live and work, and the Council as an employer of choice is also on-going and is proving particularly successful in stabilising the workforce within Children's Services, recognised in the most recent Ofsted Monitoring Visit letter published 17<sup>th</sup> October 2024.

# Performance & Delivery overview (2)

Service Area	Performance RAG	Finance RAG
Resources	Green	Green
Environment & Regulatory Services	Green	Green
Economy (Regeneration)	Amber	Green
Economy (Housing, Highways & Transport)	Amber	Amber
Economy (Safer & Stronger Place)	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	Green	Green
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

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During the final quarter of the 2024/25 financial year the Council continued to improve its financial position and is able to report a balanced position for the full financial year. This represents a £0.9m improvement to the forecasted position at the end of the third quarter.

Whilst an overspend remained in Children's Services, we continue to see the restorative actions now beginning to significantly impact numbers of children looked after. The overall improved position reflects the ongoing establishment of income generation from the new Border Target Operating Model (BTOM) within Environmental Regulation, work continues to develop and optimise this service.

The socio-economic environment remained 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. The overall service area underspend has allowed an additional contribution to reserves, which will be utilised in supporting Council priorities.

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 remained under ongoing review throughout the year, to ensure it reflected current priorities and projects remained viable. This approach helps to ensure any borrowing the Council undertakes remains affordable, sustainable and prudent. The outturn position reflects the impact of these reviews and the reprofiling requirements, through the reduction in borrowing costs for 2024/25 of £2.4m.

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 continued to utilise short-term borrowing where possible during 2024/25 to meet our borrowing requirement until longer term rates stabilise.

Throughout the financial year careful monitoring of the collection of local taxation has been undertaken, given the challenges and wider impacts across the area. In Q4 2024/25 91.9% of Council Tax had been collected, this is broadly in line with the collection rate of for the same period in 2023/24, which was 92.1%. For Non Domestic Rates, the % collection for Q4 2024/25 (95.3%) was slightly behind when compared to the same quarter last year (96.7%)

Looking forward, the 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 reviewed, developed and implemented focusing on transformation, the use of technology and barriers to change.

**Guy Lonsdale – Section 151 Officer**

# Revenue Budget Overview

£0.0M

Total Revenue  
Forecast Overspend

(£1.9M)

Service Budgets  
Forecast Variance

(0.9%)

% Representation of Service  
Budget Underspend to Net  
Budget

## Revenue Overview Comments:

The provisional service underspend is largely due to the position within Environmental Services, driven by the initial establishment of income generation from the BTOM within Port Health.

Challenges remain ongoing within Children's Services, with work on improvement plans continuing.

The underspend within Corporate Budgets reflects the combined impact of lower borrowing costs and reduced utilisation of flexible use of capital receipts.

Improved Funding outturn is driven by increased rates from designated areas.

REVENUE	Original Approved Budget £'M	Revised Budget £'M	Preliminary Outturn £'M	Variance £'M
Resources	8.9	11.6	11.2	(0.4)
Environment	18.7	25.6	22.2	(3.4)
Economy & Growth	30.8	34.8	34.7	(0.1)
Children & Family Services	57.5	72.9	75.1	2.2
Public Health	1.3	0.1	0.0	(0.1)
Adult Services	61.7	64.4	64.3	(0.1)
	<b>178.9</b>	<b>209.4</b>	<b>207.5</b>	<b>(1.9)</b>
Corporate Budgets	2.8	(7.5)	(8.1)	(0.6)
	<b>181.7</b>	<b>201.9</b>	<b>199.4</b>	<b>(2.5)</b>
Earmarked reserves	6.9	7.2	10.4	3.2
School Balances	0.0	0.0	0.0	0.0
<b>Total</b>	<b>188.6</b>	<b>209.1</b>	<b>209.8</b>	<b>0.7</b>
Funding	(188.6)	(209.1)	(209.8)	(0.7)
<b>Net</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

# Revenue Budget Movement Overview

**Revenue Overview Comments:**

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

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

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

BUDGET ADJUSTMENT DESCRIPTION	Resources £'M	Economy & Growth £'M	Childrens & Family Services £'M	Environment £'M	Public Health £'M	Adult Services £'M
Flexible Use of Capital Receipts	0.2	0.0	1.0	0.0	0.0	0.0
Earmarked Reserve (EMR) Adjustment/Utilisations	0.4	(0.8)	0.0	(0.3)	1.6	0.0
<b>Total Service Budget Movement</b>	<b>0.4</b>	<b>(0.8)</b>	<b>0.0</b>	<b>(0.3)</b>	<b>(1.6)</b>	<b>0.0</b>



# Capital Budget Overview

(£18.9M)

Capital Forecast  
Underspend

(22.9%)

% Representation of Service  
Capital Underspend to Approved  
Programme

CAPITAL	Approved Programme £'M	Forecast £'M	Variance £'M
Resources	20.4	14.0	(6.4)
Environment	6.3	4.0	(2.4)
Economy & Growth	44.8	37.2	(7.6)
Children & Family Services	10.9	8.5	(2.5)
Public Health	0.0	0.0	0.0
Adult Services	0.0	0.0	0.0
<b>Total Capital Budgets</b>	<b>82.5</b>	<b>63.6</b>	<b>(18.9)</b>
Funding	(82.5)	(63.6)	18.9
<b>Net</b>	<b>(0.0)</b>	<b>0.0</b>	<b>0.0</b>

**Capital Overview Comments:**

The underspend is in the main driven by reprofiling of capital work reflecting revised timelines in several of the more complex and multi-faceted projects

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	2025/26 Approved Capital Programme	2026/27 Approved Capital Programme	2027/28 Approved Capital Programme	Re-Profiling Requested from 2024/25	Changes to the Programme 2025/26	Changes to the Programme 2026/27	Changes to the Programme 2027/28	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>ECONOMY AND GROWTH</b>										
<b>Regeneration</b>										
Clee HLF Townscape Heritage	492	-	-	380				872	-	-
SHIP Scheme	529	407	-	55				584	407	-
Playing Pitch Reprovision	654	-	-	40				694	-	-
Cleethorpes Public Art	-	-	-	24				24	-	-
Heritage Action Zone	300	250	-	63				363	250	-
Town Deal Investment	631	-	-					631	-	-
Freshney Place Leisure Development	18,771	17,164	-	2,539				21,310	17,164	-
Cleethorpes Masterplan - Market Place LUF Scheme	3,887	-	-	190				4,077	-	-
Towns Fund - St James House	-	-	-	329				329	-	-
Towns Fund - Activation Fund	314	-	-	4				310	-	-
Towns Fund - Riverhead Square	261	-	-	300				561	-	-
Towns Fund - Public Realm Connectivity	2,529	-	-	3				2,526	-	-
Cleethorpes Masterplan - Sea Road LUF Scheme	7,520	-	-	1				7,521	-	-
Cleethorpes Masterplan - Pier Gardens LUF Scheme	7,643	-	-	83				7,560	-	-
Tennis Court Refurbishment	-	-	-	5				5	-	-
Play Zone	-	-	-	7	327			334	-	-
Freshney Place Fit Outs	300	300	350	7				293	300	350
Cleethorpes Masterplan - LUF Wayfinding	352	-	-	7				359	-	-
Cleethorpes Masterplan - LUF Logistics	144	-	-	16				128	-	-
Freshney Place Decking	-	-	-	48	2,691			2,643	-	-
North Prom Footwash	-	-	-		18			18	-	-

# Capital Movement Overview

SCHEME	2025/26 Approved Capital Programme	2026/27 Approved Capital Programme	2027/28 Approved Capital Programme	Re-Profiling Requested from 2024/25	Changes to the Programme 2025/26	Changes to the Programme 2026/27	Changes to the Programme 2027/28	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Housing, Highways and Transport</b>										
Disabled Facilities Grants	3,715	-	-	- 639				3,076	-	-
Local Transport Plan Schemes	4,628	-	-	816	2,161	605	523	7,605	605	523
Housing Assistance Grants and Loans	383	-	-	43	175			601	-	-
Immingham Lock Flood Def Gates	-	-	-	3				3	-	-
Corporation Rd Bridge Refurb	-	-	-	-	-			-	-	-
Rough Sleeper Accom Grant	-	-	-	40				40	-	-
Gy and Imm Flood Innov Funding	500	-	-	349				849	-	-
A180 Structures	1,655	-	-	2,218				3,873	-	-
Grimsby Surface Water Flood Alleviation	-	-	-	48				48	-	-
Bus Service Improvement Plan	820	-	-	223	2,011			3,054	-	-
Towns Fund - Garth Lane	6,405	-	-	- 39				6,366	-	-
Toll Bar Drop Off	-	-	-	198				198	-	-
Greater Lincs Groundwater Project	1,850	150	-					1,850	150	-
Local Authority Housing Fund 3 (LAHF3)	360	-	-					360	-	-
Car Park Schemes	150	-	-	199				349	-	-
Transport Hub	-	-	-	1,688				1,688	-	-
<b>SAFER TOWNS &amp; COMMUNITIES</b>										
HAS & Green Spaces	150	-	-	267				417	-	-

# Capital Movement Overview

SCHEME	2025/26 Approved Capital Programme	2026/27 Approved Capital Programme	2027/28 Approved Capital Programme	Re-Profiling Requested from 2024/25	Changes to the Programme 2025/26	Changes to the Programme 2026/27	Changes to the Programme 2027/28	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>RESOURCES</b>										
<b>Deputy S151</b>										
Capital Investment	13,344	19,700	20,000	- 748	- 5,412	- 1,933	- 1,693	7,184	17,767	18,307
Capital Rec't Flexibility	2,150	2,150	-					2,150	2,150	-
<b>Policy, Strategy and Resources</b>										
Backlog Maintenance	-	-	-	892	2,171	930		3,063	930	-
Property Rationalisation Programme	-	-	-	13	110			123	-	-
Cartergate Office Development	-	-	-	68				68	-	-
ICT Refresh	955	734	1,808	- 27				928	734	1,808
Heritage Assets at Risk	3,207	-	-	91				3,298	-	-
Business Centre Improvement	97	-	-	100				197	-	-
M365 Transformation Programme	252	258	199	- 56				196	258	199
Childrens Services Platform	2,671	-	-	- 30	- 1,000	1,000		1,641	1,000	-
Digital Platform	422	-	-	3				425	-	-
Motor Caravan Parking Scheme				- 7	24			17	-	-
Cleethorpes Town Hall Audio Visual					66			66	-	-
<b>ENVIRONMENT</b>										
Fleet Replacement Programme	1,743	-	-	159	375	1,003	1,693	2,277	1,003	1,693
Enhancement of Bereavement Services	-	-	-	12				12	-	-
Depot Rationalisation	-	-	-	2,000				2,000	-	-
Regulatory Services Management System	-	-	-	3				3	-	-
Urban Tree Challenge Fund	72	107	-					72	107	-
Salix - Public Sector Decarbonisation Scheme	4,562	-	-	79	194			4,835	-	-

# Capital Movement Overview

SCHEME	2025/26 Approved Capital Programme	2026/27 Approved Capital Programme	2027/28 Approved Capital Programme	Re-Profiling Requested from 2024/25	Changes to the Programme 2025/26	Changes to the Programme 2026/27	Changes to the Programme 2027/28	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>CHILDRENS SERVICES</b>										
<b>AD Regulated</b>										
Childrens Residential Transformation	930	70	-	600				1,530	70	-
<b>Education and Inclusion</b>										
Schools - Devolved Formula Cap Grant	81	-	-	10				91	-	-
Schools - Backlog Maintenance	350	-	-	8				358	-	-
Schools - Basic Need Sufficiency of Places	8,313	-	-	1,278				9,591	-	-
SEND Special Prov Fund	4,415	-	-	493				4,908	-	-
SEMH Free School	15	-	-	5				20	-	-
Wraparound Childcare Programme	-	-	-	65				65	-	-
<b>TOTAL CAPITAL PROGRAMME</b>	<b>108,522</b>	<b>41,290</b>	<b>22,357</b>	<b>14,204</b>	<b>3,911</b>	<b>1,605</b>	<b>523</b>	<b>126,637</b>	<b>42,895</b>	<b>22,880</b>

<b>Funding</b>										
External Grants	68,841	357	-	8,556	4,588	605	523	81,985	962	523
Corporate Borrowing	37,531	38,783	22,357	5,648	-	755	1,000	42,424	39,783	22,357
Capital Receipts	2,150	2,150	-					2,150	2,150	-
Revenue Contributions	-	-	-					-	-	-
Other Private inc S106	-	-	-		78			78	-	-
<b>TOTAL FUNDING</b>	<b>108,522</b>	<b>41,290</b>	<b>22,357</b>	<b>14,204</b>	<b>3,911</b>	<b>1,605</b>	<b>523</b>	<b>126,637</b>	<b>42,895</b>	<b>22,880</b>

Denotes a Major Project

Denotes a Major Education Project



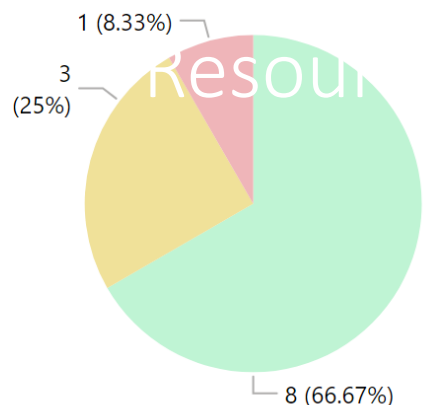
# Resources

## *Vision*

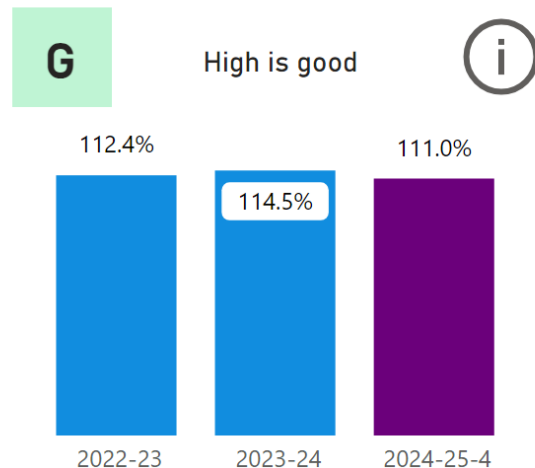
*To support the organisation in a way that is pro-active, flexible, efficient, and responsive to the needs of services, residents, partners and businesses and elected members, whilst ensuring that we have robust governance arrangements in place that mitigate the risk of financial, reputational, safeguarding and service delivery failure.*

## Summary of Indicators against Target

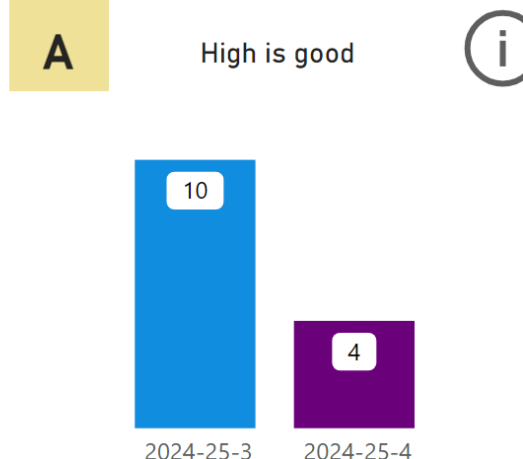
● Green ● Amber ● Red



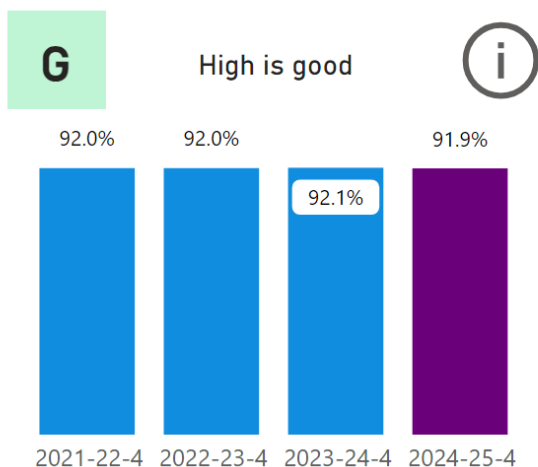
## Apprentice Levy Year To Date Spend



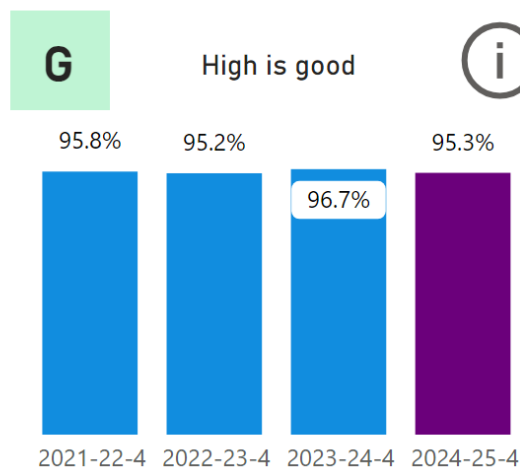
New placements offered and engaged.  
Number of placements transferred to substantive posts within the place period.



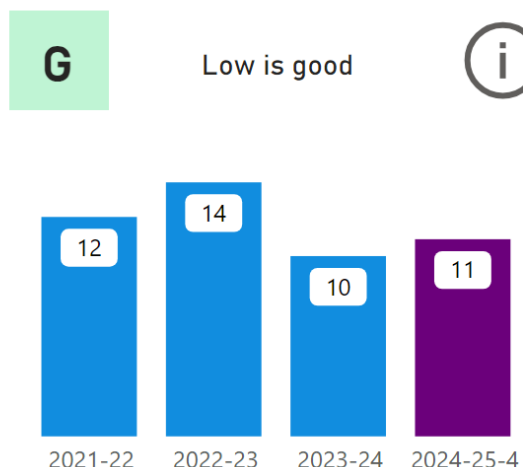
## Council tax collection achieved (%)



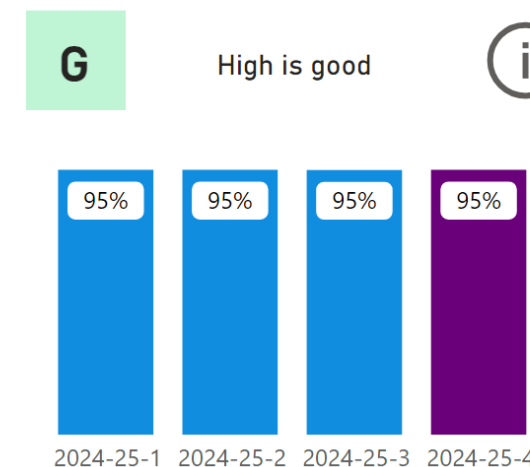
## National non-domestic rates collection achieved (%)



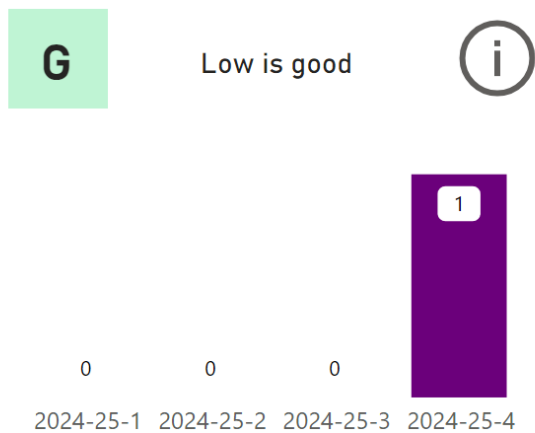
## Housing Benefits average days to process



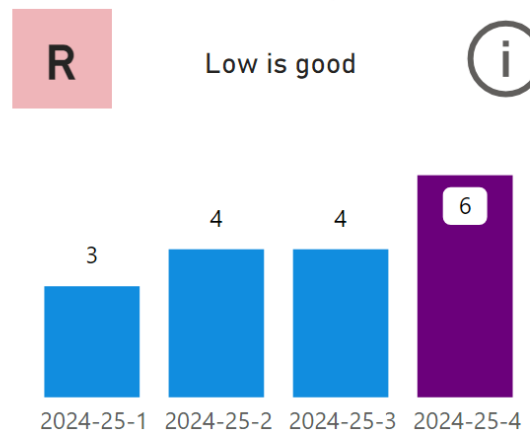
## The average attendance per full time employee (FTE)



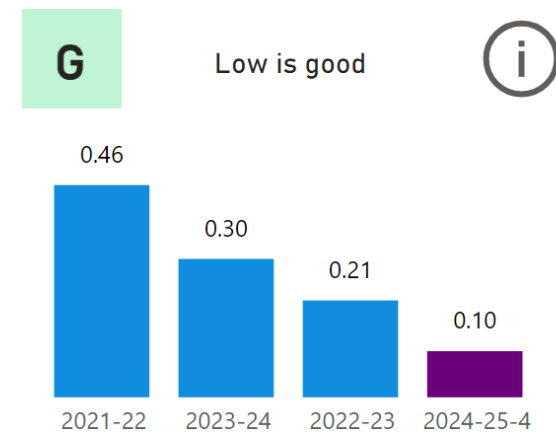
Freedom of Information cases referred to the Information Commissioner which are upheld



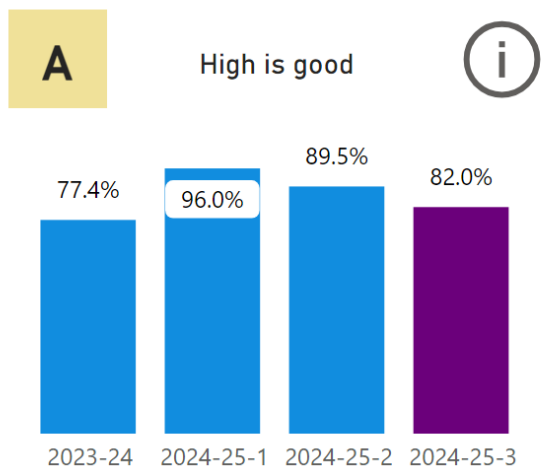
Complaints referred to the Local Government and Social Care Ombudsman which are upheld (Year to Date)



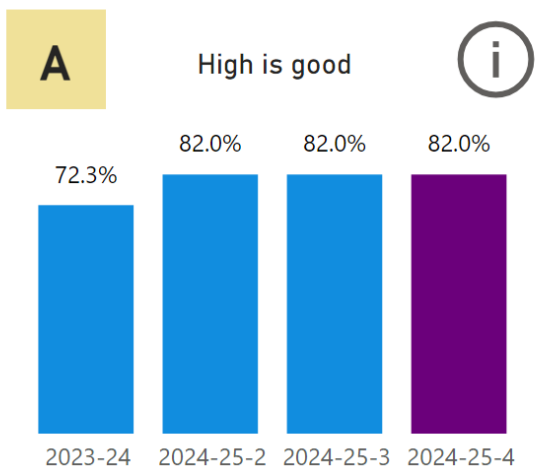
Total RIDDOR incident rate



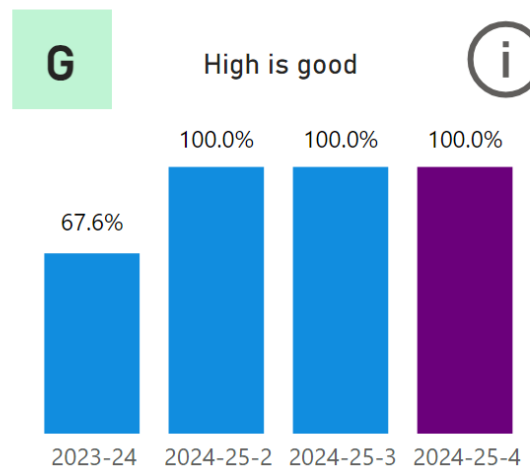
Percentage of capital programmes delivered (against revised budget)



M365 Project - Percentage of total number of tasks completed



Delivery of the Customer and Service Management Platform





# Revenue

# Resources Budget

5.54%

Of Total Revenue  
Service Budgets

(£0.4M)

Outturn Revenue  
Underspend

(3.45)%

Variance as % Of Total  
Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Prelim Outturn £'M	Variance £'M
Deputy s151	4.8	5.4	0.6
Law and Governance	3.6	2.8	(0.8)
Policy, Strategy and Resources	(0.2)	0.3	0.5
Assistant Chief Executive	0.0	0.0	0.0
Assistant Director People & Organisation	3.4	2.7	(0.7)
	11.6	11.2	(0.4)

**Service Comments:-**  
Savings have been achieved across the area via maximisation of capitalisation of staff costs, retaining vacancies and maximising funding sources. The holiday extra and additional AVC scheme have overachieved targets and the business support service redesign saw significant financial benefits. However much of these savings were off set by the continued facilities management and commercial estate pressures. Both areas have continued pressures due to increased utility and business rates costs. Continued work in planned in future years to address the ongoing pressure within commercial estate due to unoccupancy.

# Capital

24.76%

Of Total Capital  
Programme

£6.4M

Capital  
Underspend

CAPITAL	Approved Programme £'M	Capital Prelim Outturn £'M	Variance £'M
Law and Governance	0.1	0.1	(0.0)
Deputy S151	14.1	8.7	(5.4)
Policy, Strategy and Resources	6.3	5.2	(1.1)
	20.4	14.0	(6.4)

**Service Comments:-**

**Deputy S151 (£5.4M) Underspend** - Underspend driven by reduction in Flexible Use of Capital Receipts (£4.3M)

**Policy, Strategy & Resources (£1.1M) Underspend** - Underspend driven by Backlog Maintenance (£0.9M)

# Resources

## Delivery of Priorities – Achievements, Challenges & Risks

Performance RAG :

Green

Finance RAG :

Green

### Overview of priorities & achievements this quarter:

**AcademyNEL** - Progress on the development of the AcademyNEL programmes are progressing well, with full launch completed in Q4. SharePoint site launched, content is now in continuous improvement phase and will grow as required. Continuation of the CPD accreditation now ongoing. Children's Services, continues to be a key area of focus, and further development discussions to take place with Education and Adult Social Services.

**Agency Framework** -Contract has been agreed and lessons learnt completed. Promotion of the framework is underway across the Council. Significant reduction in agency spend by 77% since 2022 and 83% of agency spend is now through the framework. Further work to be undertaken around governance ensuring tighter control on off contract spend, recruitment, compliance and finances.

**Business Support Re-design** - Business support model in full operation, with all vacancies filled. Service agreements have been agreed for March 2025 to enable monitoring off through 25/26. Ongoing exploration on improving processes to drive efficiencies has resulted in a pilot using AI on minute taking across a number of teams within the service. Turnover across the service has reduced by 7% against previous year.

**Property Rationalisation** – During Q4, work to detach the Civic Offices from Cleethorpes Town Hall commenced. The clock tower works at former Holme Hill school is complete. Work is being undertaken to establish estimated costs to the remainder of the building to refresh the Business Case which will enable services to re-locate.

**Disposal Programme** – During Q4 we have continued to receive offers on surplus buildings marketed via our marketing agent, these are generally subject to planning consent. Notably, a trial to take certain properties to auction was successful and this approach will be further utilised where it is appropriate in future.

**Legal Services** - overall reduction in spend, largely due to the improvements in Children's Services.

**Local Taxation & Benefits** – The review of households in receipt of a single person discount to ensure the discounts are correctly awarded has been fully completed and reflected on the system. New banded Council Tax Support scheme to support lower income households is now embedded.

# Resources

## Delivery of Priorities – Achievements, Challenges & Risks (2)

### Key challenges:

**AcademyNEL** - access to training facilities to enable delivery of the programmes. Phase 2 of property rationalisation should provide training facilities but there is a challenge in the interim period to locate suitable training facilities within the available budget. An additional challenge is cancellations and no shows to courses which impacts on delivery and potential costs if courses are cancelled due to cancellations and no shows but we are committed to the cost of the venue hire.

**Business Support Re-design** - to build the flexibility and resilience across the model, the focus will be on the skills base of the workforce and upskilling of the teams across the services. Influencing the use of AI for all of BS practices where able to across the client groups.

**Property Disposals** – whilst disposals are being agreed, offers are invariably subject to planning agreement and/or further due diligence. This can create a challenge in terms of cashflow, as the capital receipt is only realised on completion. The pilot to take certain properties to auction proved successful, which enables swifter completion of sale. However, this is not appropriate for all disposals as it does not afford the Council any due diligence relating to the purchaser’s plans for future use.

There is an on-going challenge within the Resources area in terms of capacity to support the programmes and projects in service areas that require any combination of legal, finance, ICT, People & Culture, project management and procurement expertise. For major projects, additional external capacity is being utilised to help to mitigate the challenge.

### Risks to non-delivery:

The key risk relating to Resources is capacity to support the delivery of priorities identified throughout this report. This risk is mitigated through a robust Business Development Framework, which requires services to bring forward business cases and identify the resource that will be needed to support their business case, whether that be finance, legal, ICT, procurement, project management or people & culture capacity.

In some cases, particularly the larger programmes, the procurement of external capacity is factored into the programme. However, this does not always solve the issue as recruitment of suitable expertise for a limited time can be challenging.

There are risks around the property disposal programme relating to fluctuating market conditions and the wider economy that can have a significant impact on property values and the market appetite. We work closely with our contracted marketing agents PPH Commercial Ltd. to monitor this.



# Environment & Regulatory Services

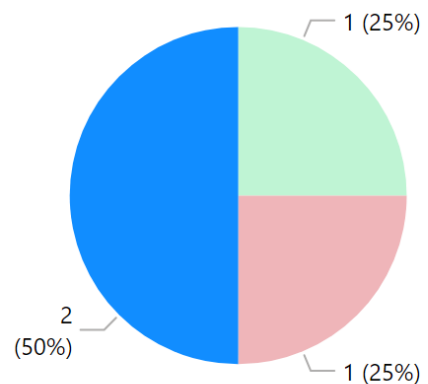
## *Vision*

***North East Lincolnshire to lead the way towards a green future.***

***We recognise that we are part of a larger system of change and need to work with others to achieve a sustainable future for our place. We must prioritise our actions so that we use our resources in the best way to have the greatest impact. We will do this by considering our strengths as an organisation and sphere of influence, to guide where our resources are best placed.***

## Summary of Indicators against Target

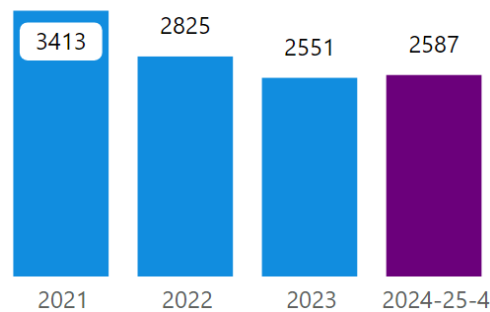
Green Red No Target Set



## Number of fly tipping jobs logged this calendar year

**N**

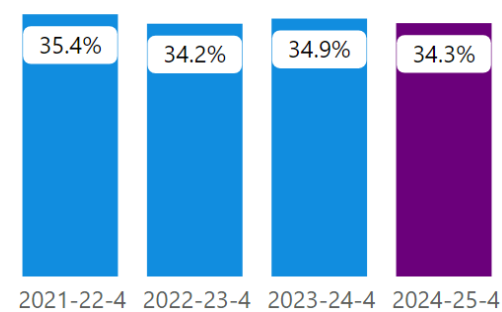
Low is good



## Household recycling rate

**R**

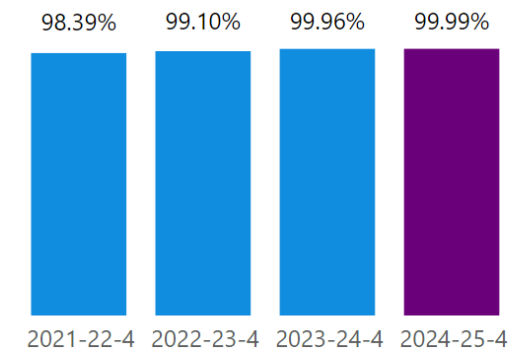
High is good



## Amount of household waste diverted from landfill

**G**

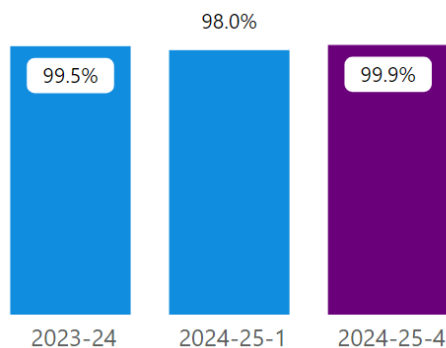
High is good



## % waste collections completed on time

**N**

High is good



# Revenue

# Environment Budget

12.23%

Of Total Revenue  
Service Budgets

(£3.4M)

Outturn Revenue  
Underspend

(13.3)%

Variance as % Of Total  
Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Prelim Outturn £'M	Variance £'M
Environment	25.6	22.2	(3.4)

**Service Comments:-**  
The new BTOM continues to generate fees associated with an expanded offer which now applies a risk based approach to imports from across the world including Europe. It is acknowledged that further resource will be required to ensure that in the longer term we meet the required level and quality of service from BTOM. A business case has now been approved which will address resourcing of the new service.

# Capital

7.67%

Of Total Capital  
Programme

£2.4M

Outturn  
Capital Underspend

CAPITAL	Approved Programme £'M	Capital Prelim Outturn £'M	Variance £'M
Environment	6.3	4.0	(2.4)

**Service Comments:-**  
Underspend driven by delays in the Depot Rationalisation (£2M)

# Environment & Regulatory services

## Delivery of Priorities – Achievements, Challenges & Risks (1)

Performance RAG :	Green	Finance RAG :	Green
<b>Overview of priorities &amp; achievements this quarter:</b>	<p><b>Decarbonisation plans in place for all our council buildings and a pipeline for future funding bids for energy efficiency works.</b></p> <ul style="list-style-type: none"><li>• Delivery stage of Phase 1 Salix: Public Sector Decarbonisation Scheme (PSDS)3c. Includes technical designs for the infrastructure works in 2025/26.</li><li>• Successful application to Phase 5 Public Sector Decarbonisation Fund: Low Carbon Skills Fund for feasibility and technical design work for 8 more council buildings. Equans commissioned to provide Decarbonisation Plans due in February 25.</li><li>• Successful Salix PSDS 4 application includes Doughty Learning Centre and 3 Town Hall Square.</li></ul> <p><b>Street Scene</b></p> <ul style="list-style-type: none"><li>• Depot Rationalisation work is ongoing to deliver a single modern operational depot which will see all the frontline services in one location along with supporting higher town centre footfall and more efficient service delivery.</li><li>• Household Recycling Rate for Q4 38%. Slight reduction year on year due to fluctuations in garden waste produced by residents.</li><li>• The service continues to achieve close to zero waste to landfill where regulatory controls allow.</li><li>• Recruitment of additional street cleansing resources which will be on the ground during Q1 25/26.</li></ul> <p><b>Continue the programme of delivering behaviour change through robust enforcement and targeted communications.</b></p> <ul style="list-style-type: none"><li>• WISE Officers contribute to Operation Mastery days of action in Q4 issuing fixed penalty notices to tackle anti-social behaviour in Grimsby Town Centre.</li><li>• Trading Standards working with partner organisations such as Humberside Police uncovered 90,000 cigarettes, 20 kilos of tobacco and 4,800 illegal disposable vapes in shops during one day operation in March. The products have an estimated value of over £142,500.</li></ul> <p><b>An approved tree strategy and identification of sites and funding to improve our tree canopy cover</b></p> <ul style="list-style-type: none"><li>• Delivered Phase 2 of 'Greening Up Our Place Project' during November 2024 – March 2025. This was supported by funding award from the Forestry Commission - Urban Tree Challenge Fund and Local Authority Treescapes Fund. Phase 2 of the Project now complete with a further 711 trees planted and delivered a Corporate Parenting tree planting event, extending the woodland burial at Grimsby Crem.</li><li>• Preparing plans for a Community Woodland at Bradley. Commenced engagement phase with ward councillors, local residents and businesses. Working on Phase 2 of the application to the Forestry Commission.</li></ul>		



# Environment & Regulatory services

## Delivery of Priorities – Achievements, Challenges & Risks (2)

### Overview of priorities & achievements this quarter:

#### **Revised Cleethorpes Habitat Management Plan (CHMP), supported by Natural England**

- Cabinet approved the Cleethorpes Habitat Management Plan.
- DUNE Project progressing, with funding awarded by National Lottery Heritage Fund. The project aims to increase understanding and awareness of the SSSI, improve alternative recreational greenspace and reduce the recreational pressures on the SSSI. Recruitment complete for both roles within the project.

#### **Local Nature Recovery Strategy (LNRS)**

Work progressing on the draft LNRS Strategy, with a new project timescale proposed.

#### **Completion of the expansion of the port health service**

- Commercial Regulatory Team continue to deliver new border controls operating over 7 days with 2 shifts.
- **Heritage Asset Work in Bereavement Services**
- Work on the Waiting Room at Scartho Road Cemetery completed and tenant secured for Waiting Room / brick store. Cemetery Lodge advertised for sale.

#### **Street Scene and Grounds Maintenance Enhanced Provision**

- £150k investment on dedicated seasonal, out of hours street cleansing in the resort of Cleethorpes delivers improved cleanliness. Hit Squad responding to fly tipping and requests for street cleansing has improved response times and overall cleanliness.
- £100k investment on 3 additional Grounds Maintenance Technicians for 12 months has supported operational pressure points due to impact of inclement weather. Recruitment taking place.



# Environment & Regulatory services

## Delivery of Priorities – Achievements, Challenges & Risks (3)

### Key challenges:

Managing expectations about delivery of priority frontline services with finite resources and managing demand.

- External factors theft and vandalism on work schedules.
- Capacity.
- Delivery of grant funded projects for decarbonisation plans through Salix Funding.
- Delays to the LNRS
- Delivering inland food interventions following port expansion.

#### Street Scene

- Capacity to implement government Resource and Waste Strategy. Impacting on progress towards improved recycling rates and funding.
- Current levels of recycling borough wide will make it difficult to meet the government recycling targets.
- Capital and revenue food waste grant allocation will not meet the funding required for the roll out of kerbside food waste collections.
- Recruitment and retention of front-line staff within the whole of the environment area, support has been sort from resourcing team.

#### Port Health

- Work continues to adapt the service to respond to the increased demands generated by the new Border Target Operating Model.

### Risks to non-delivery:

#### Street Scene

- Capital and revenue food waste grant allocation unlikely to meet the funding required for the roll out of kerbside food waste collections.

#### Regulatory Services

- 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.

#### Local Nature Recovery Strategy (LNRS)

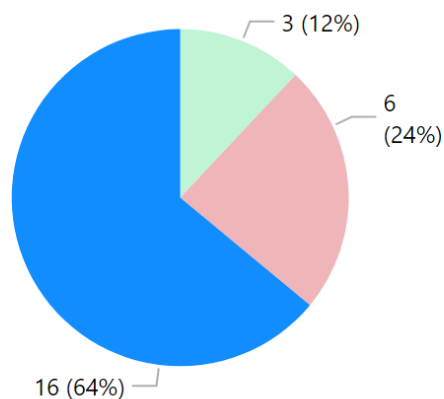
- Delays to LNRS may impact on Planning decisions. Working with Planning to understand these challenges and responding to a request from Lincolnshire County Council for additional capacity to support the development of the Strategy.



# Economy & Growth, Leisure & Tourism

## Summary of Indicators against Target

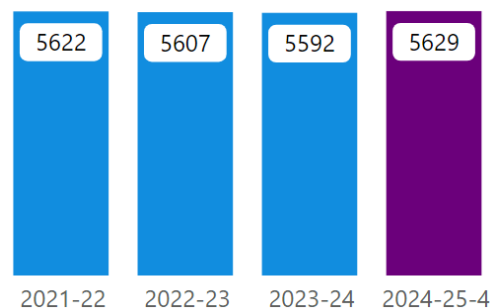
Green Red No Target Set



## Number of businesses in rated premises

N

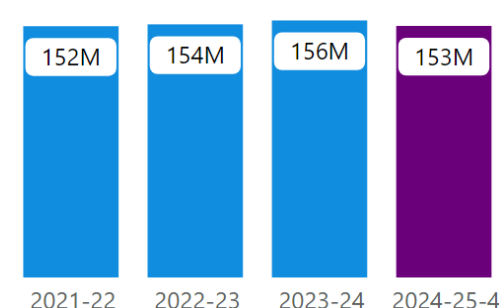
High is good



## Total rateable value of NEL business premises

N

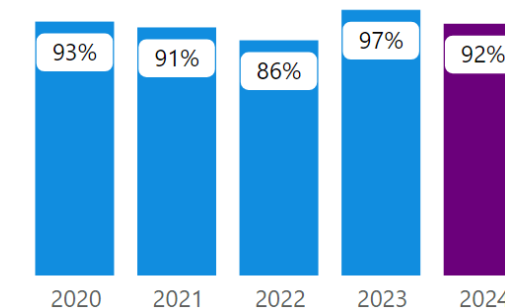
High is good



## Gross weekly pay for full-time workers in NEL, as a % of England average

N

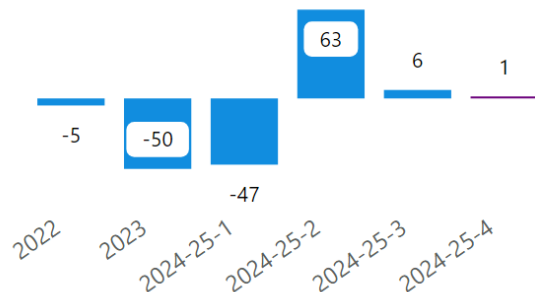
High is good



## Net change of registered enterprises in North East Lincolnshire

N

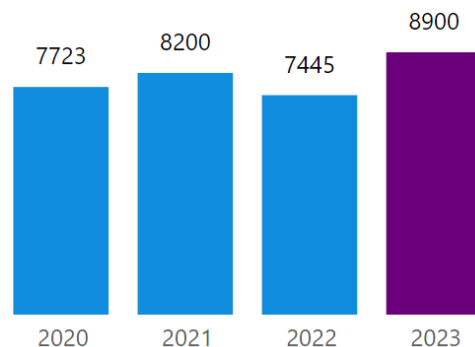
High is good



## Number of workless households

N

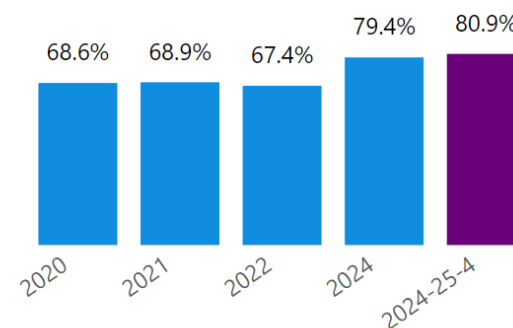
Low is good



## % of adults qualified to level 2 and above

R

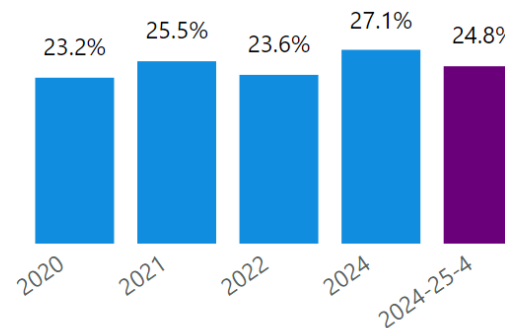
High is good



## % of adults qualified to level 4 and above

R

High is good



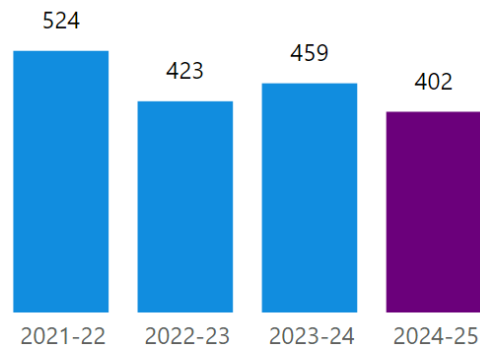
Percentage of Disabled Facilities  
Grant referrals complete/in progress

**Under construction**



Net new homes

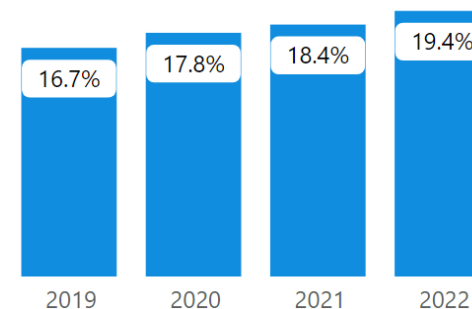
High is good



Proportion of households fuel poor



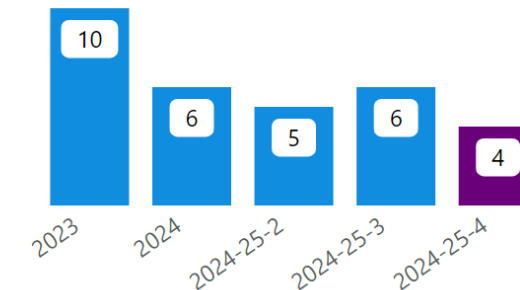
Low is good



Number of rough sleepers identified  
in the borough



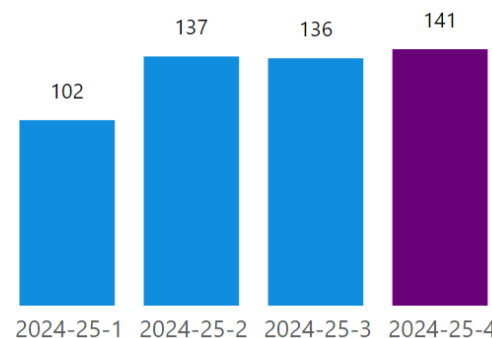
Low is good



Interventions to bring home up to  
the Decent Homes Standard



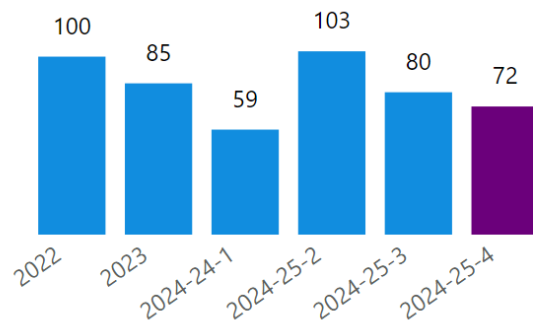
High is good



Temporary accommodation  
placements



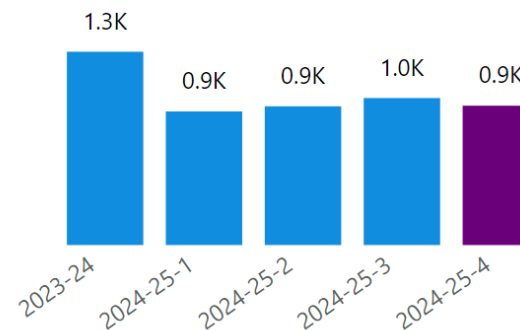
Low is good



Number of properties empty for  
Between 6 months and 2 years



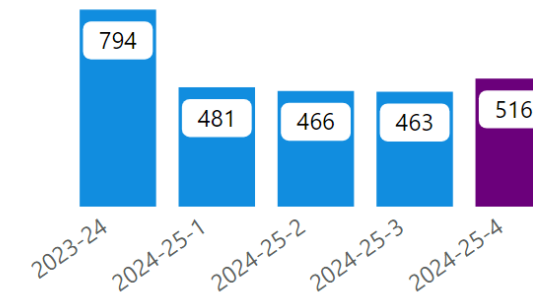
Low is good



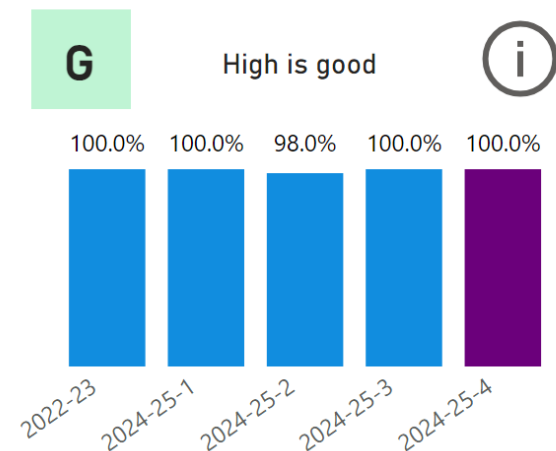
Number of properties empty for  
over 2 years



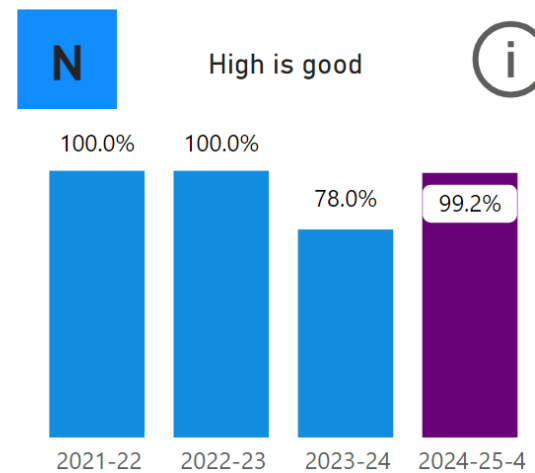
Low is good



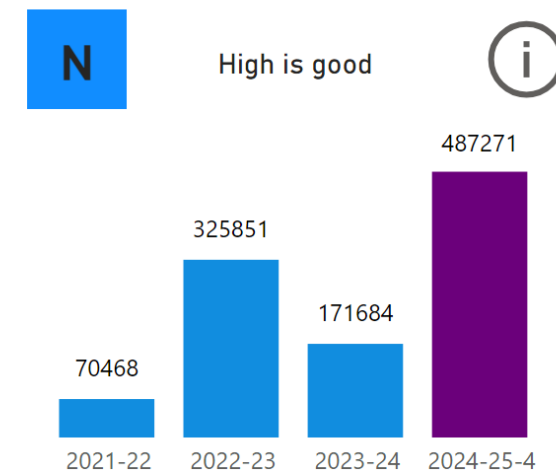
Percentage of repairs to dangerous highways within 24 hours of notificati...



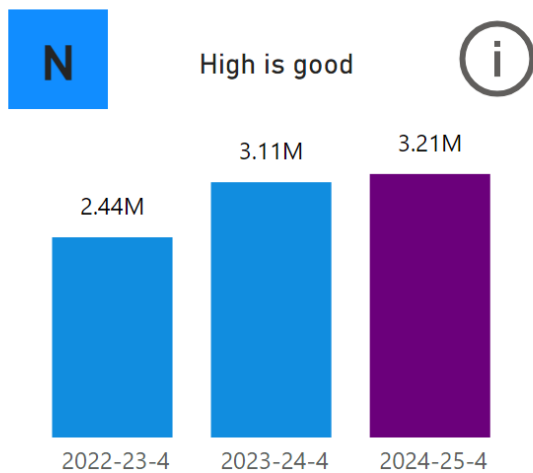
Percentage spend of LTP allocation



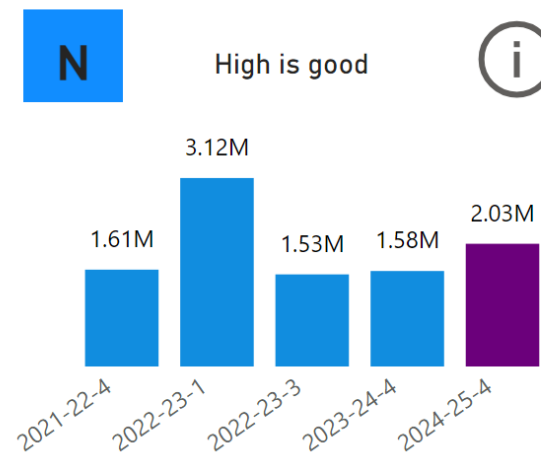
Capital Spend on Road Safety (£)  
(Cummulative values)



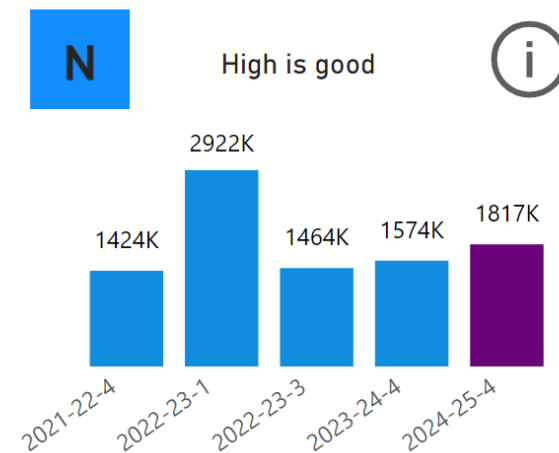
Rolling 12 month year on year change  
for footfall at Victoria Street, Grimsby



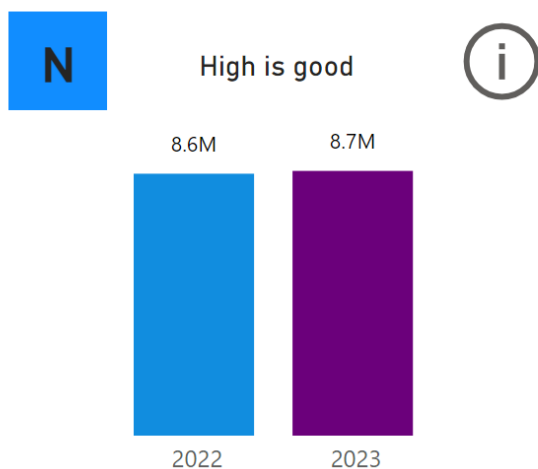
Rolling 12 month year on year change  
for footfall at the Promenade, Cleethorpes



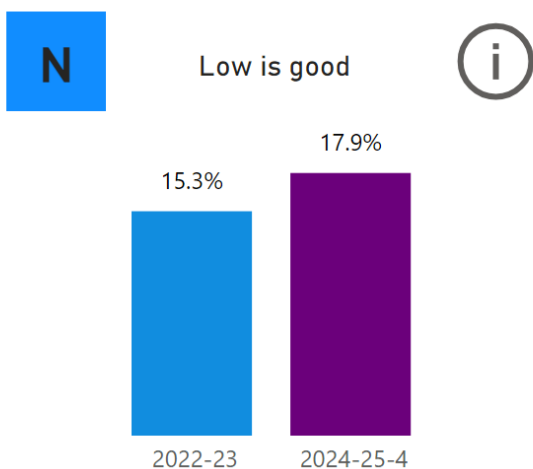
Rolling 12 month year on year change  
for footfall at St Peter's Avenue, Cleethorpes



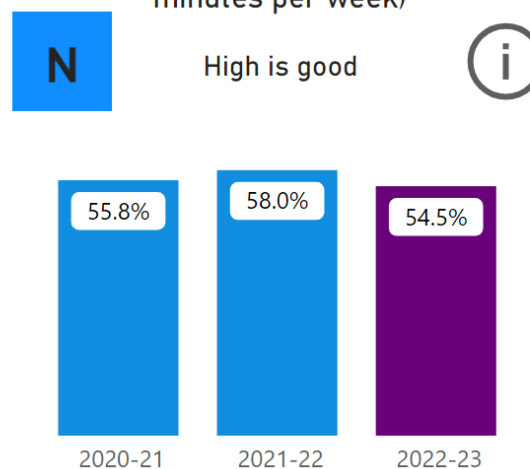
Visitor numbers (estimated number of  
individual visits to the area)



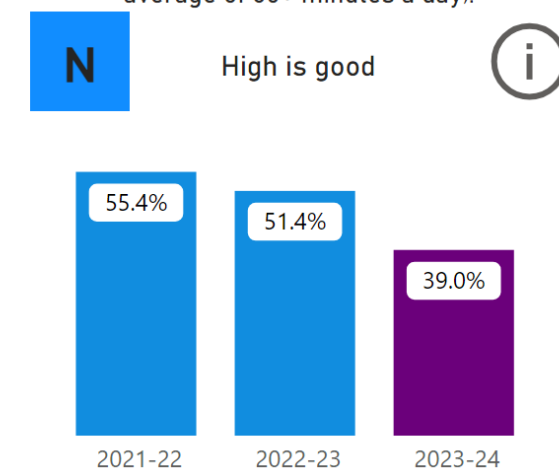
Town centre units vacant for 6  
months or longer



% of adults that are identified as  
physically active (active at least 150  
minutes per week)



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





# Regeneration

## *Vision*

*To promote the towns within North East Lincolnshire as great places to live, work, visit and stay, by revitalising our town centres, supporting the growth of existing businesses and attracting new investment.*



# Revenue

# Economy (Regeneration) Budget

2.87%Of Total Revenue  
Service Budgets

(£0.7M)Outturn Revenue  
Underspend

(11.7)%Variance as % Of Total  
Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Prelim Outturn £'M	Variance £'M
Regeneration	6.0	5.3	(0.7)
	6.0	5.3	(0.7)

**Service Comments:-**  
The outturn position mainly reflects an overachievement of rental income being realised within Freshney Place, and the capitalisation of staff costs across the various schemes the service supports.

# Capital

19.42%Of Total Capital  
Programme

(£3.8M)Outturn  
Capital Underspend

CAPITAL	Approved Programme £'M	Capital Prelim Outturn £'M	Variance £'M
Regeneration	16.0	12.2	(3.8)
	16.0	12.2	(3.8)

**Service Comments:-**  
Underspend driven by Freshney Place Leisure (£2.5M); Clee Townscape Heritage (£0.4M); Town Fund Projects (£0.6M)



0.19%

Of Total Revenue  
Service Budgets

(£0.2M)

Outturn Revenue  
Underspend

(50.0%)

Variance as % Of Total  
Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Prelim Outturn £'M	Variance £'M
PMO Team	0.4	0.2	(0.2)
	0.4	0.2	(0.2)

Service Comments:-

The project management team facilitate the delivery of schemes across the authority. The underspend against the team's small revenue budget has resulted due to the capitalisation of staff over the capital projects that were supported during the year.

# Regeneration

## Delivery of Priorities – Achievements, Challenges & Risks

Performance RAG :

Amber

Finance RAG:

Green

### Overview of priorities & achievements this quarter:

#### Grimsby Town Centre and Cleethorpes Masterplans

##### Cleethorpes Masterplan/LUF:

- Technical design and stakeholder engagement progressing for Market Place and Pier Garden schemes.

##### Town Centre Schemes:

- Freshney Place Leisure Development on site, site set up complete, further asbestos surveys undertaken and initial demolition works to former BHS commenced.
- St James House - E-factor led project, construction works progressing well, scheduled to complete early May 25.
- Riverhead Square – NPG works commenced and final evaluation of snagging works underway.

##### Economy and Funding

- Two (£14.5m of the £15m) of the three Freeport seed capital projects contracted, the third and final expected to be in Q1/2.
- Victoria Street festoon lighting delayed slightly, Phase 2 planters, living walls, pocket park all on order or already in situ. On track to complete ahead of programme close June 25.
- Vacant possession of the temporary market unit in Freshney Place due imminently. Traders being supported in the meantime.
- NEL confirmed as lead authority for the GL MCCA UK Shared Prosperity Fund extension.
- First meeting held with Homes England on support package for the refresh of the Grimsby Masterplan and Movement Strategies.

##### Culture, Heritage, Leisure and Tourism

- Sport England lace partnership in progress with recruitment underway for Development Manager role to deliver the funding programme until 2027.
- Library and Archives review phase-2 consultation and engagement being developed for April 2025 go-live.
- Grant Thorold PlayZone development complete through Football Foundation funding, with a further application submitted for Immingham PlayZone and construction underway for two PlayZones at Kent Street.

# Regeneration

## Delivery of Priorities – Achievements, Challenges & Risks

### Overview of priorities & achievements this quarter:

#### Culture, Heritage, Leisure and Tourism cont...

- Humber Museum Partnership project at GFHC continues to increase school visits and improve engagement with the community. Planning for May 2025 exhibition.
- Dynamic Collections volunteers working through the museum's ephemera collection. Planning for the May 2025 exhibition. Heritage Heroes group progressing well.
- DiscoverNEL followers for social media channels and newsletter subscribers continues to grow in Q4. Combined Facebook and Instagram followers has risen to 16.4K from 15.7K in Q3, The newsletter has risen to 4.6K from 4.2K.
- UKSPF out of area Spring Campaign launched.
- Local leaflet swap held for tourism businesses and attended Lincolnshire leaflet event.
- Created seasonal content for Discover to promote Valentine's Day and Mother's Day.
- UKSPF Love Your Town Events (Immingham, Grimsby and Cleethorpes) delivered.
- 2025 What's On Guide produced.
- Meridian Showground progressing work to raise the capacity of the venue.
- Restoration work continues to refurbish the Dolphin Hotel & Mermaid café as part of the Cleethorpes Townscape Heritage Programme.
- Nature Towns and Cities bid (Heritage Fund) developed working closely with colleagues in Environmental Services.
- Artist in Residence programme launched with four local business hosting artists
- Children & Young Peoples' programme developed with Horizon Onside Youth Zone
- Four NEL creatives supported by Arts Council England's Developing Your Creative Practice programme (highest ever number).
- Heritage building skills workshop delivered with the support of Historic England.

#### Skills and Employment

- Working with the Combined County (GLMCCA) Authority to meet the ASF readiness conditions, ready for the Devolution of the Adult Skills Fund.
- Continue delivery of The Skills Action Plan as monitored by the NEL Skills Board.
- Secured UKSPF funding to deliver a variety of careers events for young people and adults.
- Continuing to build engagement with schools and colleges.
- Delivery of the new Skills Communication Plan including communications to: Schools & Colleges, Parents, Public, Workforce, Employers and Education Providers.

# Regeneration

## Delivery of Priorities – Achievements, Challenges & Risks

### Key challenges:

- Wider inflationary pressures are a cost risk. Greater cost certainty will be achieved as tender processes move to completion stage.
- Limited funding to support Conservation Mgt Plans for the ongoing maintenance of the historic vessels.
- 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 becoming an impediment to development.

### Risks 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.
- Facilitation of marketing and events is largely reliant on external funding sources.
- Strategy, programme and project delivery across the service, notably Culture Heritage, Leisure and Tourism are heavily reliant on securing and maintaining external grant funding and therefore where this does not materialise this presents a risk to delivery.
- There are no substantive budgeted posts within leisure and skills.
- Working relationship established with Anglian Water in relation to industrial water scarcity.

# Housing, Highways & Transport

## *Vision*

***To responsibly support the economic development and growth of the borough through sustainable infrastructure and travel and by delivering housing, that meets residents needs and aspirations, promoting health and wellbeing – all underpinned by the effective and efficient use of council owned assets and resources delivering positive services/outcomes for NEL and its residents.***



13.51%Of Total Revenue  
Service Budgets

£0.8M

Outturn Revenue  
Overspend

2.8%

Variance as % Of Total  
Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Prelim Outturn £'M	Variance £'M
Housing, Highways and Transport	28.3	29.1	0.8
	28.3	29.1	0.8

**Service Comments:-**  
High levels demand for Crisis/Temporary and Bed & Breakfast accommodation is continuing to cause a large pressure against current budget provision, however, this is being partially offset by savings that have been realised from external contractual arrangements that are in place for housing related support. An underachievement of parking income, and underspend against Concessionary Travel fares also contribute to the final outturn position.

Capital

34.52%Of Total Capital  
Programme

(£3.6M)

Outturn Capital  
Underspend

CAPITAL	Approved Programme £'M	Capital Prelim Outturn £'M	Variance £'M
Housing, Highways and Transport	28.5	24.9	(3.6)
	28.5	24.9	(3.6)

**Service Comments:-**  
Underspend driven by reprofiling of spend in relation to A180 Structures, Transport Hub and the Local Transport Plan.



# Housing, Highways & Transport

## Delivery of Priorities – Achievements, Challenges & Risks

Performance RAG :

Amber

Finance RAG :

Amber

### Overview of priorities & achievements this quarter:

Schemes within the local transport plan continue to be delivered as part of this financial years delivery programme, these include maintenance work, resurfacing, road safety amongst other highway and transportation related schemes. The programme is currently on track in regards delivery and spend of this years funding and scheme commitments. Additional funding through the Local Transport Grant (Previously local transport fund / HS2 reallocation funding) of £6.12m has been allocated to NELC to be spent within the 2025/26 financial year, a programme of works is currently being reviewed.

Since the end of Q4, Corporation Bridge, following receipt of a realignment of both costs and project timeline from CSL and a series of challenge and negotiations that failed to reach an acceptable compromise, NELC unfortunately had little choice than to terminate the contract with CSL and seek a new primary contract to carry out the works to mitigate risks around both scheme costs and programme duration. Procurement work is currently underway.

With the sale of the Western site now complete, work to review and repackage the Matthew Humberston former school site will be progressed. The previous preferred bidders stalled during negotiation resulting in a withdrawal from the process. A refresh of the offering ongoing.

Temporary Accommodation - The Council are working hard manage the pressure the homelessness team and wider housing service are facing in relation to discharging the councils' duties and responsibilities. Support from across the corporate centre and wider external stakeholders is in place to build in additional resource to manage front door demand and back-office process.

# Housing, Highways & Transport

## Delivery of Priorities – Achievements, Challenges & Risks

### Key challenges:

There is an on-going challenge to meet homelessness requirements. This is a demand-led service and there is a shortage of available properties. Work is underway in regard to a service wide review to ensure the resource we have is fit for purpose, efficient and able to flex where demands such as severe winter weather occur. This process is ongoing and supported by the wider council resources to ensure sustainable outcomes are achieved.

Large schemes such as corporation bridge and the A180 bridges project continue to offer challenges as both projects progress, the project teams and board continue to manage risk and introduce measure to mitigate impact where appropriate.

### Risks to non-delivery:

As referred to above, ongoing inflationary pressures are meaning both material and labour costs remain unpredictable over the long term along with the availability of consultants and contractors. This presents a risk to the scope of any project during development and feasibility. The primary mitigation measure is to include realistic contingency budgets for all programmes, monitoring spend forecasts.

In terms of housing, there are risks relating to securing properties that we have identified as a way of mitigating our pressures relating to homelessness and reducing our reliance on B&B accommodation. We are working closely with colleagues across NELC to secure these properties as swiftly as possible.



# Safer Towns & Communities

*To work in partnership to make communities safer, supporting victims of crime and ASB and creating opportunities to change people's lives for the better.*

*To provide attractive, vibrant SAFE town and resort centres, alive with the hustle and bustle of a variety of thriving businesses and a growing residential community where culture and heritage is embraced, and a diverse offer of recreational activities and pastimes can be enjoyed by all.*



0.05%

Of Total Revenue  
Service Budgets

£0.0M

Forecast Revenue  
Overspend

0.0%

Variance as % Of Total  
Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Prelim Outturn £'M	Variance £'M
Safer Towns & Communities	0.1	0.1	0.0
	0.1	0.1	0.0

**Service Comments:-**  
A balanced position for has been maintained, with small pressures and opportunities being managed within the budget envelope during the year.

Capital

0.36%

Of Total Capital  
Programme

(£0.3M)

Outturn Capital  
Underspend

CAPITAL	Approved Programme £'M	Capital Prelim Outturn £'M	Variance £'M
Safer Towns & Communities	0.3	0.0	(0.3)
	0.3	0.0	(0.3)

**Service Comments:**  
Underspend driven by HAS & Green Spaces

# Safer & Stronger Towns

## Delivery of Priorities – Achievements, Challenges & Risks

Performance RAG :

Green

Finance RAG:

Green

### Overview of priorities & achievements this quarter:

- The High Street Accelerator, Green Spaces and Safer Streets Programmes are showing good progress in the Town Centre and progress includes:-
- Summer Planting in Victoria Street including a range of new planters and seating introduced. Living walls have also been created in Victoria Street and on the side of St. James House.
- WISE PSPO enforcement officers continue to enforce the no cycling area of Victoria Street resulting in a reduction in cycling .
- Monthly multi-agency Days of Action continue to take place seeing further reductions in crime and ASB in the Town centre.
- The HAVEN Centre has re-located to Queen Street ensuring the Young People can have a place to meet and receive positive engagement helping to reduce Youth ASB.
- The Selective Licensing Working Party has completed the consultation for a designated Area on the East Marsh. Findings are currently being collated ahead of a Cabinet decision in July 2025.

### Key challenges:

- Work continues to tackle Serious Violence with a focus on Serious Youth Violence, Violence against Women and Girls and Night-Time Economy violence which is being overseen via the Community Safety Partnership arrangements.
- Multi-agency Area Based Tasking continues to be developed to drive partnership problem solving at a place based geographical level. This includes a risk management process to prioritise action to tackle crime and anti-social behaviour, support repeat victims and identify repeat perpetrators and repeat locations.
- Tackling Crime and Anti-social behaviour remains a key priority for the Council and wider Community Safety Partnership. Latest data available for the Town centre indicates that when comparing 2023/24 data to 2024/25 data, all reported ASB reduced by 14% by 32 incidents from 225 to 193 incidents, with alcohol related ASB down by 51% by 40 incidents from 78 to 28 incidents. Violence with injury has also reduced by 31% by 27 incidents from 115 to 88 incidents.

### Risks to non-delivery:

Work continues to be coordinated via the Community Safety Partnership arrangements and wider Council ASB Team and Town Centre Manager.. A review of provision within Safer & Stronger Place has commenced which will inform what future resourcing and delivery will encompass.



# Children and Family Services 'Our children our future'

## ***Vision***

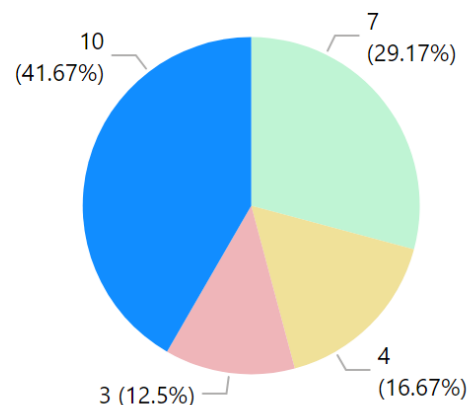
***Children, young people and their families are at the centre of all we do .and we want North East Lincolnshire to be a place our children can grow up happy and healthy, safe in their homes, with people that love them. We are ambitious for a child's future with a focus on learning and aspiration so they can be the best they can be throughout their lives.***

***By being stronger together, we can achieve our vision of 'Our Children, Our Future'***



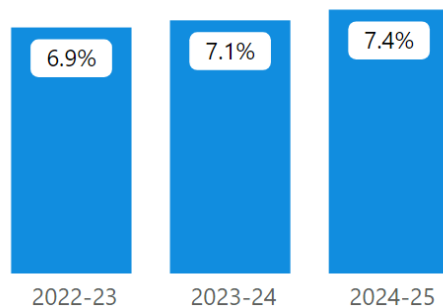
## Summary of Indicators against Target

Green Amber Red No Target Set



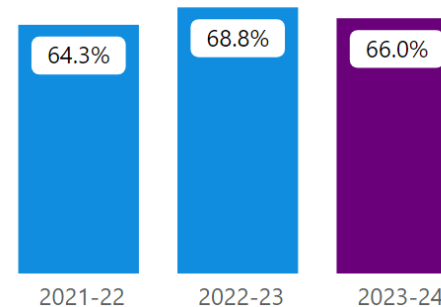
## % not in Education, Employment or training

Low is good



## Early Years Foundation Stage Profile (EYFSP) - % achieving a Good ...

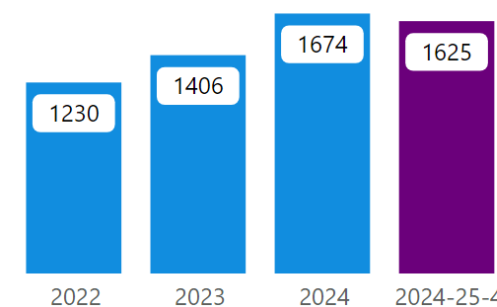
External Dataset



## Total number of Education Health and Care plans open (0-25 year olds)

N

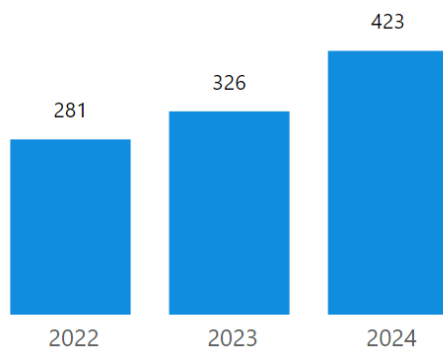
In range is good



## Number of initial requests for an Education Health and Care Plan

N

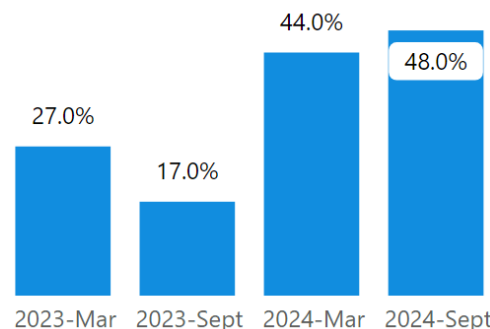
Low is good



## Cummulative % Education Health and Care Plans provided within 20 w...

A

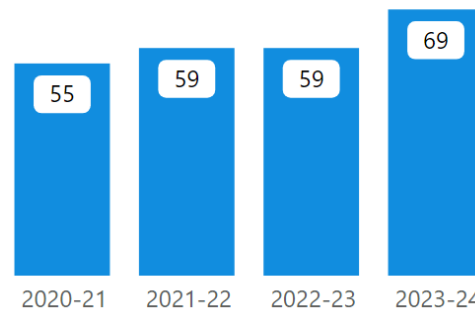
High is good



## Numbers of overall Permanent exclusions

N

Low is good



## Numbers of overall suspensions

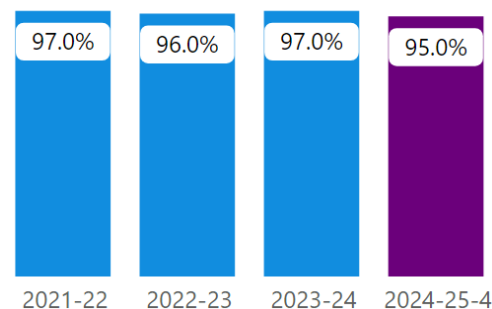
N

Low is good



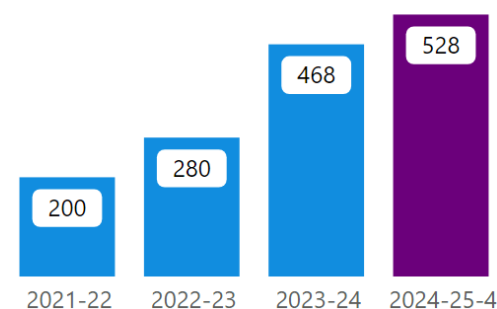
Take up by 3 and 4 year olds  
into childcare places

**N** In range is good ⓘ



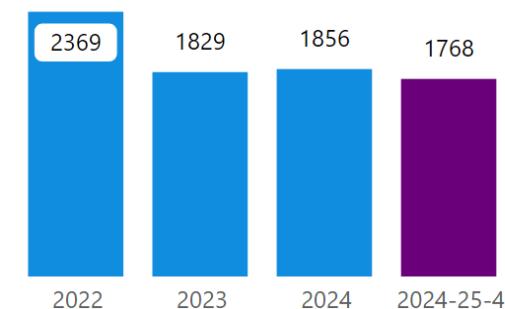
Numbers of children who are  
electively home educated

**G** Low is good ⓘ



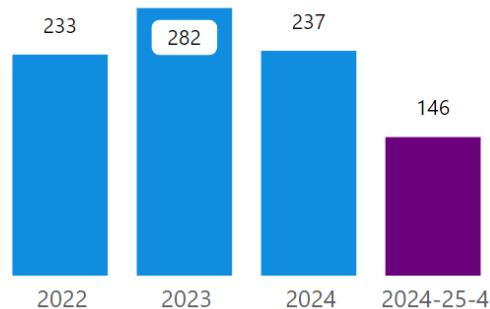
Number of CIN (all open cases)

**G** Low is good ⓘ



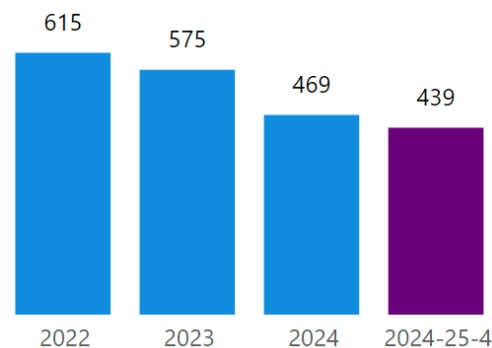
Number of CP

**G** Low is good ⓘ



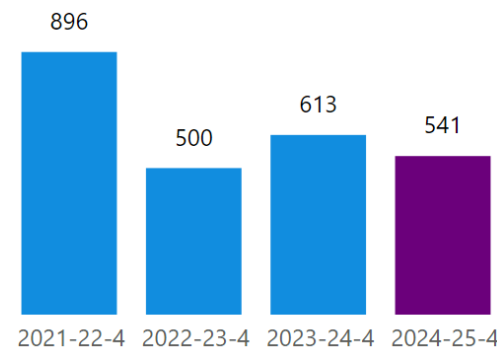
Number of CLA

**G** Low is good ⓘ



Number of referrals at the front  
door

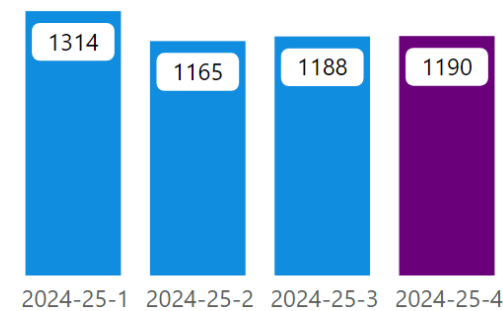
**G** Low is good ⓘ





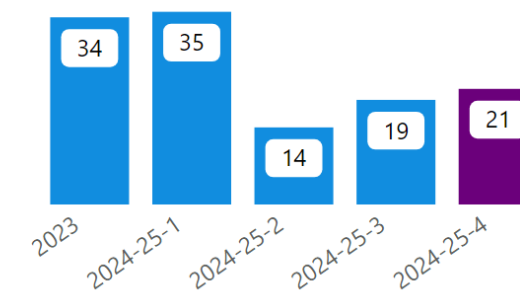
Number of young people identified at risk of abuse and neglect

**N** Low is good ⓘ



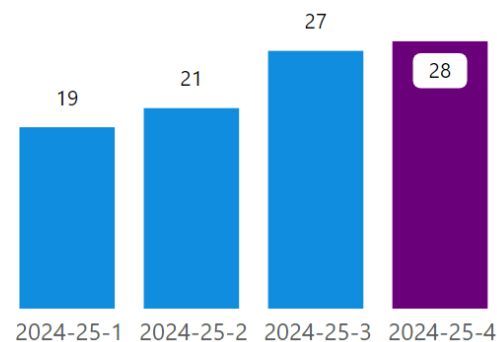
Number of young people identified at risk or experiencing child exploitation

**N** Low is good ⓘ



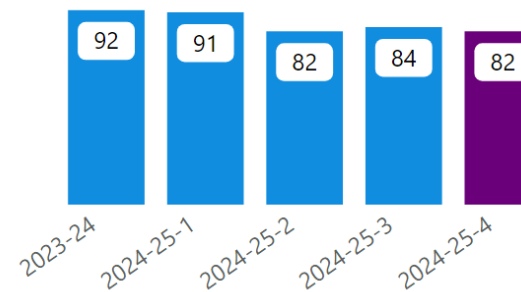
Number of first time entrants to youth justice

**N** Low is good ⓘ



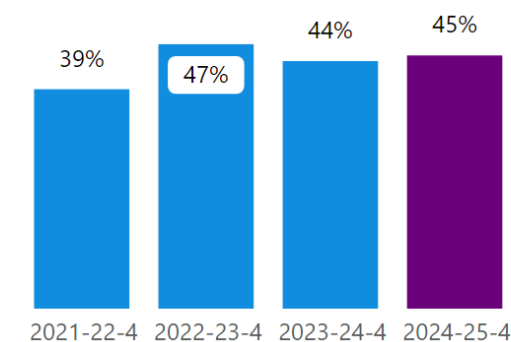
Mainstream foster carers recorded

**R** High is good ⓘ



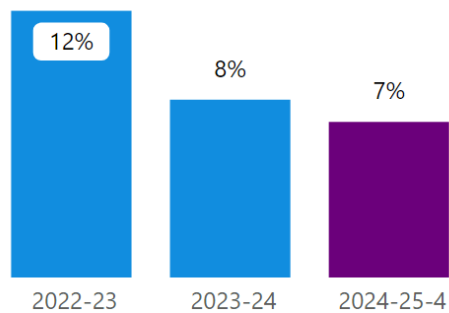
% children placed out of area

**R** Low is good ⓘ



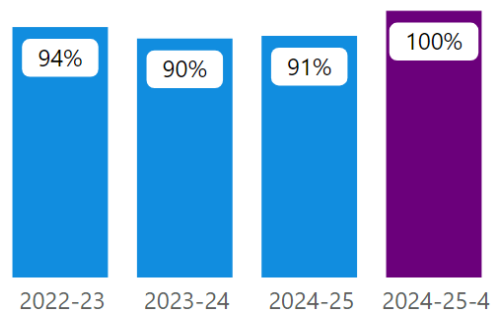
% of children with 3 or more placement moves in a 12 month period

**G** Low is good ⓘ



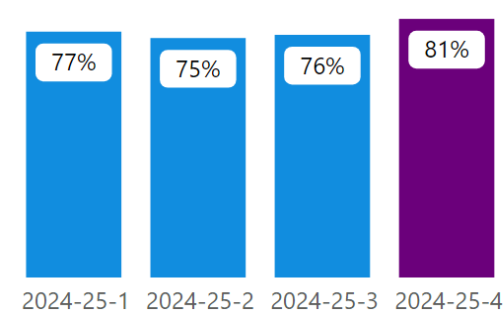
Sufficiency of early years and school places across the Borough

**A** High is good ⓘ



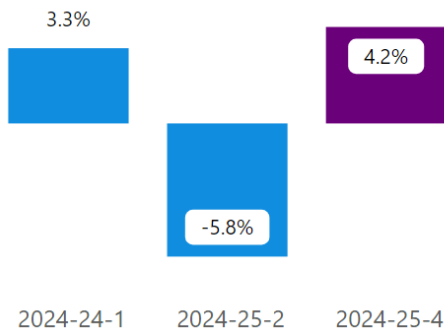
Proportion of permanent social work qualified staff

**A** High is good ⓘ



Stability of the workforce (turnover)

**G** Low is good ⓘ



34.81%Of Total Revenue  
Service Budgets

£2.2M

Outturn Revenue  
Overspend

3.0%

Variance as % Of Total  
Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Prelim Outturn £'M	Variance	£'M
Education and Inclusion	23.4	24.7		1.3
Women, Childrens and Families	0.3	0.3		0.0
Director Childrens Services	(3.4)	(3.4)		0.0
Safeguarding and Early Help	13.0	13.3		0.3
AD Regulated Provision	39.6	40.2		0.6
<b>Total Children's &amp; Family Services</b>	<b>72.9</b>	<b>75.1</b>		<b>2.2</b>

Service Comments:-

- Education transport has out turned with an overspend of £1.0M due to the reported demand within the system. The local authority transport review highlighted areas to explore, including if the decision to award education transport is because of need, distance, or choice. An Education Transport group has been developed to progress this and to strengthen the independent travel offer. Activity around increasing specialist education places within borough is progressing, with several schools now in the development of resource specialist provisions (RSPs), thereby reducing the need to transport children out of borough. The planned SEMH free school is now at concept design stage.
- Safeguarding: Overspends within the Children's Disability service £0.4M and Integrated Front Door & CASS £0.1M are being partially offset by underspends across other areas of the service. Whilst reliance on agency staff has reduced in year, this is the main reason for the overspend within Integrated Front Door and CASS. The Children's Disability service is being reviewed as part of the Short break offer.
- Regulatory: External Placements finished the year with an overspend of £1.2M, due to high-cost complex care placements and annual market increases, however it is expected this will decrease in future years as care planning activity is progressed. Negotiations with the ICB progressed and contributions to placements costs are reflected in the position. Due to use of agency staff the Children in Care service has overspent £0.4M, however underspends across other areas including Fostering & Adoption (£0.4M) and Care Leavers (£0.3M) has reduced the overall position within Regulatory Services to £0.5M overspend.
- Dedicated Schools Grant (DSG) - The cumulative deficit at 31st March 2025 is £12.0M, an in-year increase of £8.0M on the previous year. Out of area placement costs, top up funding to high needs and mainstream settings and EOTAS packages account for a significant part of the current High Needs Block overspend.

13.26%

Of Total Capital Programme

(£2.5M)

Outturn Capital Underspend

CAPITAL	Approved Programme £'M	Capital Prelim Outturn £'M	Variance £'M
Childrens & Family Services	10.9	8.5	(2.5)

Service Comments:-

Underspend driven by the completion of Residential home purchases moving to the new FY (£0.6M), delay in projects for both Sufficiency of School (£1.3M), mainly driven by the new school in Waltham and SEND Provision (£0.5M)mainly driven by Cambridge Park

# Safeguarding & Early Help

## Delivery of Priorities – Achievements, Challenges & Risks

Performance RAG :

Amber

Finance RAG :

Red

### Overview of priorities & achievements this quarter:

**WORKFORCE:** We have recruited 25 new social workers this year (compared to 0 in the preceding 3 years). We have reduced our agency staff from 74 to 21 and have no project teams meaning the consistency of worker for children has improved alongside the quality of intervention. We do remain challenged with the recruitment of permanent social workers and have an amplified focus on recruitment through social media with a number of targeted campaign

**QUALITY OF PRACTICE:** We have revised our audit framework to further strengthen opportunities to learn from and improve practice i.e. by improving our direct work. Ongoing oversight, scrutiny and external evaluation demonstrates ongoing progress

**MANAGING POPULATIONS AND DEMAND:** Refreshed practice approach and threshold document, and partners being reintegrated into the front door. Reduced number of children requiring statutory intervention, fewer children in need of protection and more children who can be cared for in their family (fewer children in care). We have relaunched our child exploitation strategy and the sexual harm strategy in Dec 24 which has led to increased identification and a stronger response

**PARTNERSHIPS:** An umbrella partnership strategy across the scope of children, young people and families and multi agency working group.

SCP strategies and underpinning delivery plans in place to address priority areas of focus in relation to neglect, child sexual abuse, child exploitation and early help

**SUPERVISION** - Continuing to strengthen management oversight of children's plans to drive forward planning and intervention for children and families

**DOMESTIC ABUSE, NEGLECT SEXUAL ABUSE AND CHILD EXPLOITATION** – There has been an amplified focus across the workforce and the partnership to enhance the identification of risk and provide a robust response to prevent escalation. Strategies have been launched and development sessions are ongoing

**FAMILY HELP RESTRUCTURE** - The review of the family help system is now complete and this has enabled a stronger, sustainable offer for children and families to meet need at the lowest level more aligned to need

### Key challenges:

**WORKFORCE** - Progress continues in recruitment of a stable and permanent frontline social work team

**MEETING NEED AT THE LOWEST LEVEL** - Work is continuing to strengthen the partnership approach to stepping down children from statutory intervention to family help internally and with partner agencies for example health

### Risks to non-delivery:

Financial pressure of using agency social workers pending further successful recruitment of social workers

# Regulated Provision

## Delivery of Priorities – Achievements, Challenges & Risks

Performance RAG :

Amber

Finance RAG :

Red

### Overview of priorities & achievements this quarter:

**FOSTERING:** As a result of recruitment activity, there are now 153 foster friendly businesses and 35 foster friendly schools/colleges, which has resulted in a significant increase in fostering enquiries (103 over the year – the majority in the last 6 months – compared to 44 the previous year) leading to an increase in projected approvals of foster carers

**CARE LEAVERS:**  
Following Protected characteristics for care experienced people being endorsed at Full Council in October 2024 work is underway to develop the North East Lincolnshire Family Enterprise project that will create opportunities for care leavers into employment

**CORPORATE PARENTING:** Amplified focus on raising awareness of corporate and community parenting continues across the council and partnerships

**COMMISSIONING:** The focus on oversight of external placements and high challenge to negotiate associated costs, in line with children and young people's care plans continues and the number placed externally continues to reduce

**STABILITY:** Continuing lower number of placement moves by children in care and reduced changes in Social Worker as a result of the increased focus on recruitment compared to the previous year

**WORKFORCE:** Ongoing progress to deliver against the Children's Services workforce strategy this has resulted in a significant reduction in agency workers and subsequent savings to the Council

### Key challenges:

**SUFFICIENCY:** There continue to be discussions and negotiations regarding packages of support and funding arrangements with colleagues across the partnership including the ICB. A 10% contribution by the ICB has been agreed, however we continue to seek more equitable funding arrangements

**WORKFORCE:** Continued need to prioritise recruitment across services to reduce agency costs and ensure permanence for children.  
The development of the new children's homes in order to return children to North East Lincolnshire will include the need to recruit staff including registered managers which is a national and a regional challenge.

### Risks to non-delivery:

As above, the partnership contribution to children placed with external providers has been agreed by the ICB at 10%. Negotiations continue regarding future arrangements, this will be potentially impacted upon by the recent changes to the ICB funding and structure.



# Education & Inclusion

## Delivery of Priorities – Achievements, Challenges & Risks

Performance RAG :	Amber	Finance RAG :	Red
Overview of priorities & achievements this quarter:	<p><b>CAPITAL BUILD:</b> The builds of the two new primary schools in Scartho and Waltham are progressing with the planned 12 place resource specialist provisions. Several mainstream settings have now committed to the development of RSPs and have progressed to the recruitment stage in addition to the SEND team entering into reviews for places. Additional activity has progressed to scoping satellite provisions for our special schools. This will reduce the need for children to have to travel out of area for specialist places, meaning children are educated and supported locally</p> <p><b>EARLY YEARS:</b> The early years sufficiency team are working closely with colleagues and the job centre to promote early years as a career of choice (in the context of sufficiency issues). The current take up of EY entitlements is both higher than stat neighbours and national figures and there has been excellent take-up of the EY incentive fund, to encourage employees into the sector.</p> <p><b>SENDAP:</b> The new revised iteration of the SENDAP Partnership Board is now fully embedded reinforcing the governance and oversight of SEND and AP, with the AP review now complete</p> <p><b>EHCP:</b> Timeliness of EHCP assessments continues to be stable. The permanent EP leadership team have commenced a recruitment campaign for both trainee and qualified EP roles, supported by the recruitment team. And have secured two trainee placements</p> <p><b>VIRTUAL SCHOOL PEER REVIEW:</b> Conducted by North Tyneside, this review highlighted areas of strength and more focused use of data systems as an area for development</p>		
Key challenges:	<p><b>EHE:</b> Reducing EHE numbers, particularly for KS4 remains a priority with the aim of developing a standalone EHE strategy. Mitigating actions underway and next steps identified in the short, medium and long term, with a planned round table event for January 2025 to scope the support available for children and families</p> <p><b>NEET:</b> Young people who are not in employment, education or training (NEET) remain high across the Borough.</p> <p><b>EDUCATION TRANSPORT:</b> Increasing demands on the education transport service, with increasing requests for both EHCPs and the need for specialist transport provision due to complex health needs of the young people. <b>EHCPs:</b> The number of children with an EHCP has risen to 2000 and capacity within both the SEND team and sufficiency of provision remaining a challenge.</p>		

# Education & Inclusion

## Delivery of Priorities – Achievements, Challenges & Risks (2)

<b>Risks to non-delivery:</b>	<p>Secondary schools continue to be impacted by the large numbers of families opting to Electively Home Educate (EHE) their children, therefore impacting on their staffing and planning.</p> <p>Increasing education transport costs is adding significant pressure to the overall Children's Budget. A whole local authority transport review has identified the pressures to be determined by need (complex health needs), distance (travel to out of area special schools) and choice .</p> <p>A significant number of children continue to be educated in special schools out of area, impacting the need for education transport</p>



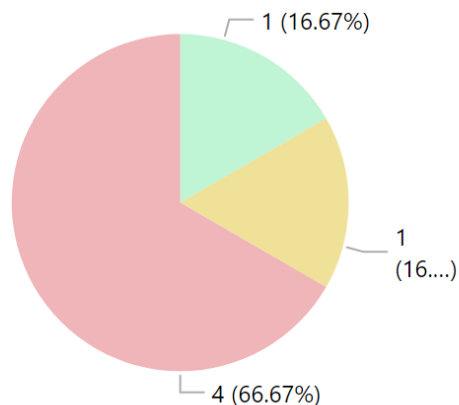
# Adult Services

## Vision

***All adults in North East  
Lincolnshire will have healthy and  
independent lives with easy access  
to joined up advice and support,  
helping them to help themselves.***

## Summary of Indicators against Target

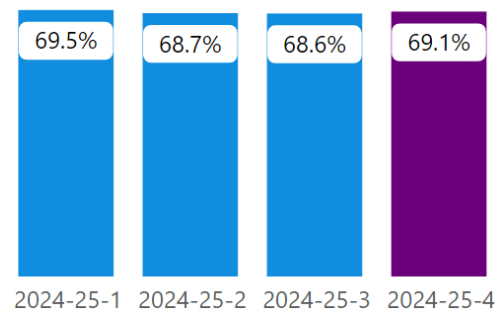
Green Amber Red



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

R

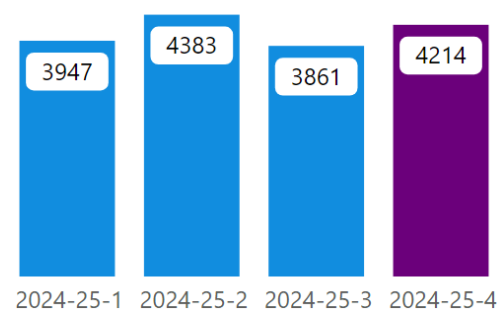
High is good



### The number of carer prevention interventions per quarter

R

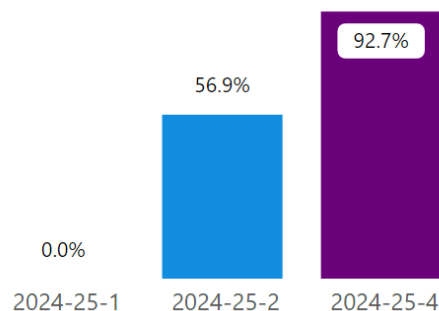
High is good



### % of people offered a direct payment that are eligible for care and support.

G

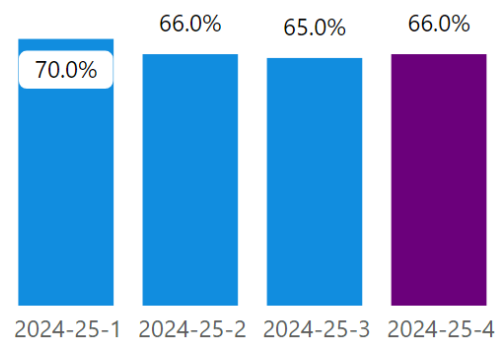
High is good



### % of people whose outcomes were met following a safeguarding notification

R

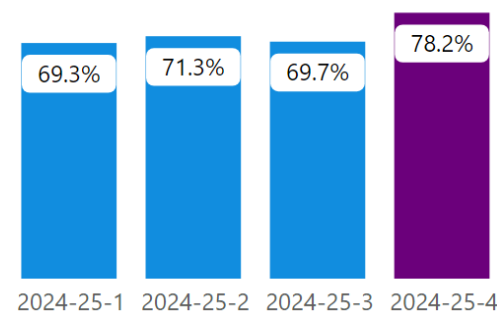
High is good



### The proportion of people accessing the SPA signposted to low level advice and information

R

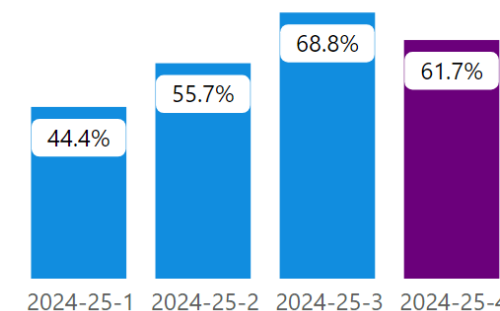
High is good



### The proportion of people who have received a full assessment who then go on to receive a package of care

A

High is good



30.75%

Of Total Revenue  
Service Budgets

(£0.1M)

Outturn Revenue  
Underspend

(0.20%)

Variance as % Of Total  
Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Prelim Outturn £'M	Variance £'M
Community (ICB)	43.2	43.6	0.4
Residential and Nursing (ICB)	23.3	23.0	(0.3)
ASC Infrastructure (ICB)	1.8	1.6	(0.2)
Better Care Fund (ICB)	(5.6)	(5.6)	0.0
Adult Services (NELC)	1.7	1.7	0.0
	64.4	64.3	(0.1)

**Service Comments:-**  
Savings achieved in year via retaining vacancies across the service and lower spend on residential placements than anticipated. Much of these savings have been offset due to the increased costs associated with supported living and personal support.



# Adult Services

## Delivery of Priorities – Achievements, Challenges & Risks

Performance RAG :

Green

Finance RAG:

Green

### Overview of priorities & achievements this quarter:

Implementation phase of the reablement review for phase one is complete. The benefits of this in terms of productivity and efficiency are greater than predicted. Key commissioning activity (support at home, shared lives and supported living) are on track to be delivered to schedule. This will add further diversification to adult social care support options and increase market stability and influence. Telecare commissioning has been completed and gives a good platform on which to further expand the use of technology in social care. Future of Adult Social Care Report completed which outlines key challenges and risks over the next 10 years particularly in relation to demographic demand. Extra Care Housing commissioning is progressing. Tender will be published at the beginning of Q4. CQC preparation continues as planned.

### Key challenges:

Forecasting demand continues to be challenging particularly due to seasonal variation. Restructuring within the ICB is creating some challenges within NEL place with more services being centrally delivered. Capacity to deliver all programmes particularly the delivery of key commissioning priorities and market shaping of older peoples residential and nursing care.

### Risks to non-delivery:

Lack of direct control over some savings programmes and transformation which are delivered on our behalf has meant some delays in progress. Forecasting demand continues to be challenging.





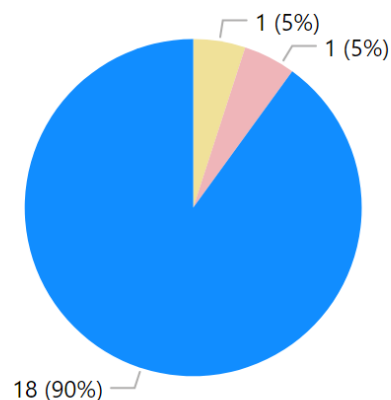
## Vision

# Public Health

**Our vision is for all residents in North East Lincolnshire to have a good life. We will work collaboratively to reduce health inequalities across the borough. We will narrow the life expectancy gap and lengthen healthy life expectancy for our residents. We want everyone to have a safe, warm and secure home; fulfilment in their lives and someone they can trust. We will work collaboratively to further grow North East Lincolnshire as a place that promotes health and protects people from harm.**

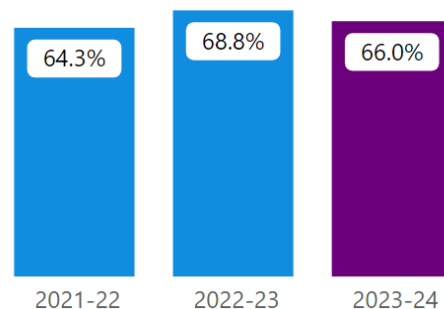
## Summary of Indicators against Target

● Amber ● Red ● No Target Set



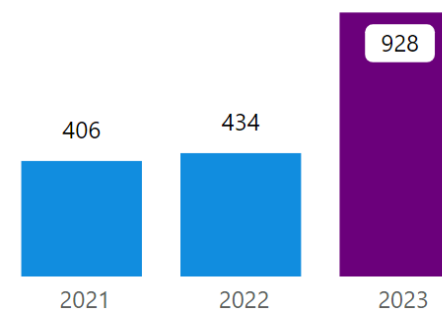
### Number of children showing a good level of development at age five

**R** High is good ⓘ



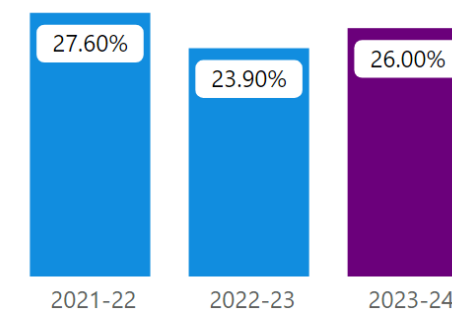
### Under 75 all-cause mortality and variation between wards

**N** Low is good ⓘ



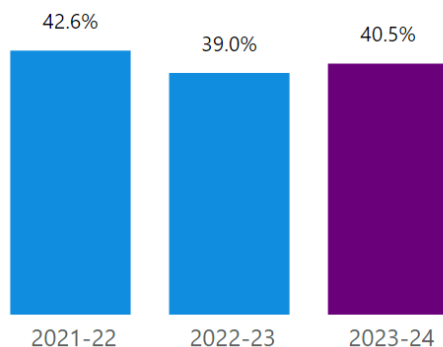
### Percentage of children aged 4-5 years classified as overweight or obese

**N** Low is good ⓘ



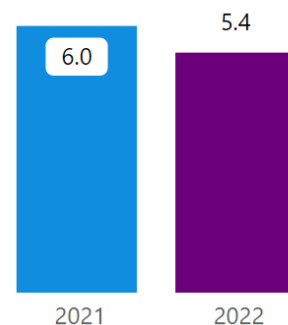
### Percentage of children aged 10-11 years classified as overweight or obese

**N** Low is good ⓘ



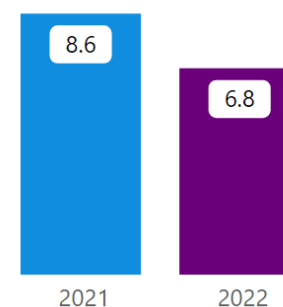
### Infant mortality - deaths of infants aged under one year per 1000

**N** Low is good ⓘ



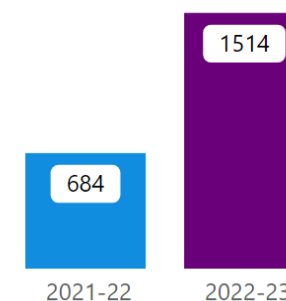
### Perinatal mortality - stillbirths and early (<7 days) deaths per 1000

**N** Low is good ⓘ



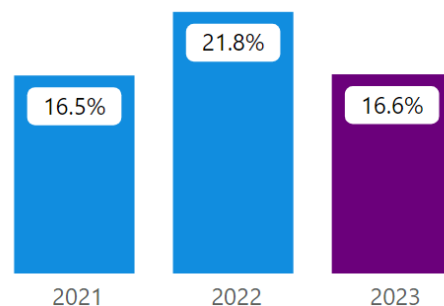
### Admissions to hospital with a diagnosis or an alcohol specific-condition

**N** Low is good ⓘ



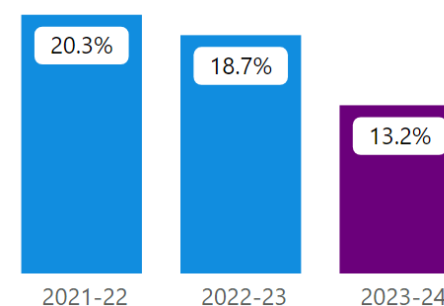
Percentage Smoking prevalence rate

**N** Low is good ⓘ



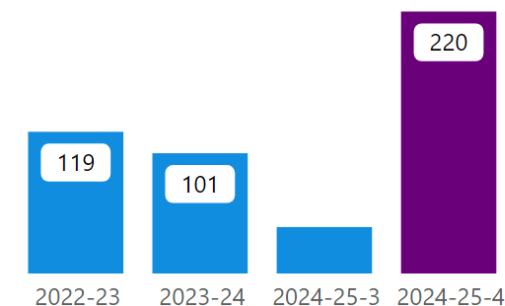
Percentage of Smoking in pregnancy rate

**N** Low is good ⓘ



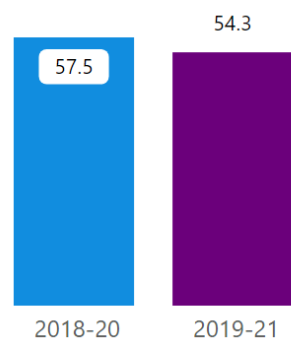
Total persons sucessfully quit

**A** High is good ⓘ



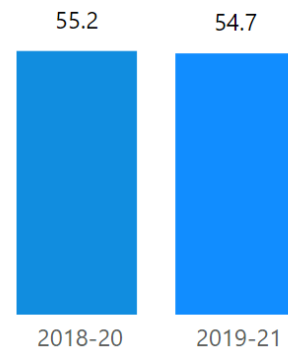
Female Healthy Life Expectancy, trends and gap with England

**N** High is good ⓘ



Male Healthy Life Expectancy, trends and gap with England

**N** High is good ⓘ



% of 5 year olds having experience of dental decay

**N** Low is good ⓘ

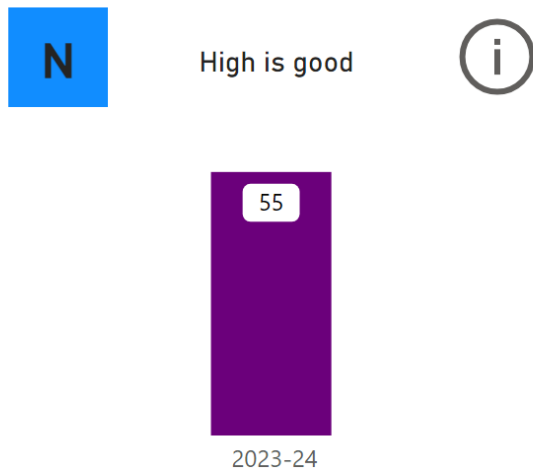


Number of Adults in drug treatment as at 31st March

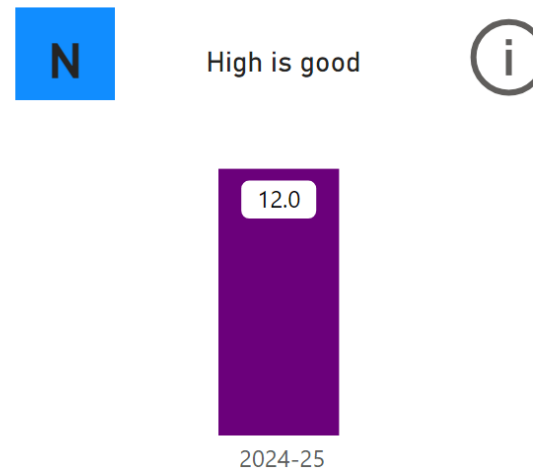
**N** High is good ⓘ



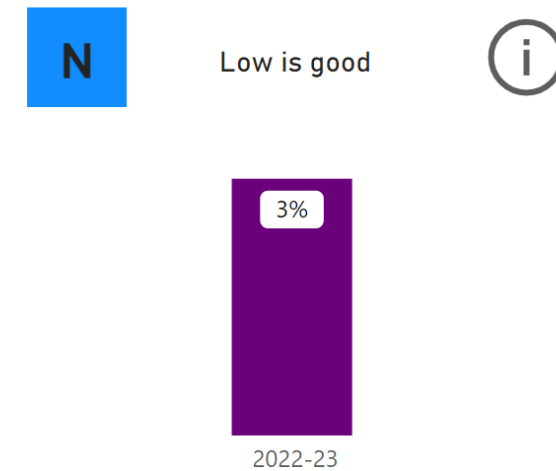
Percentage engaging with community treatment provider on release from prison (Continuity of Care)



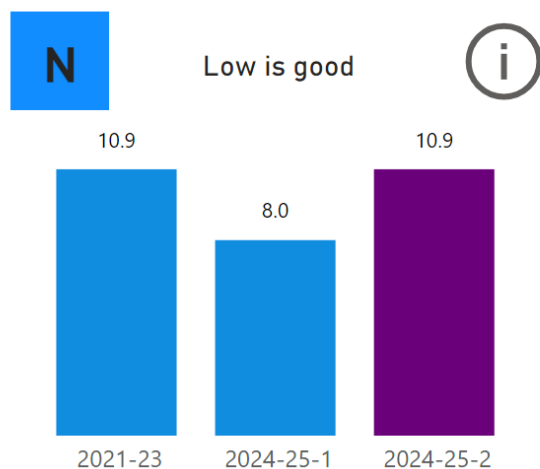
Number of individuals accessing residential rehabilitation



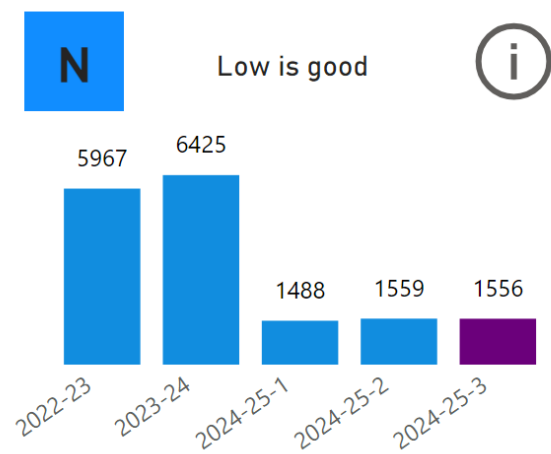
Self-reported wellbeing-people with a low self-worth score



Suicide rate



Number of Domestic abuse incidents reported to the police



(0.05)%Of Total Revenue  
Service Budgets

(£0.1M)

Outturn Revenue  
Underspend

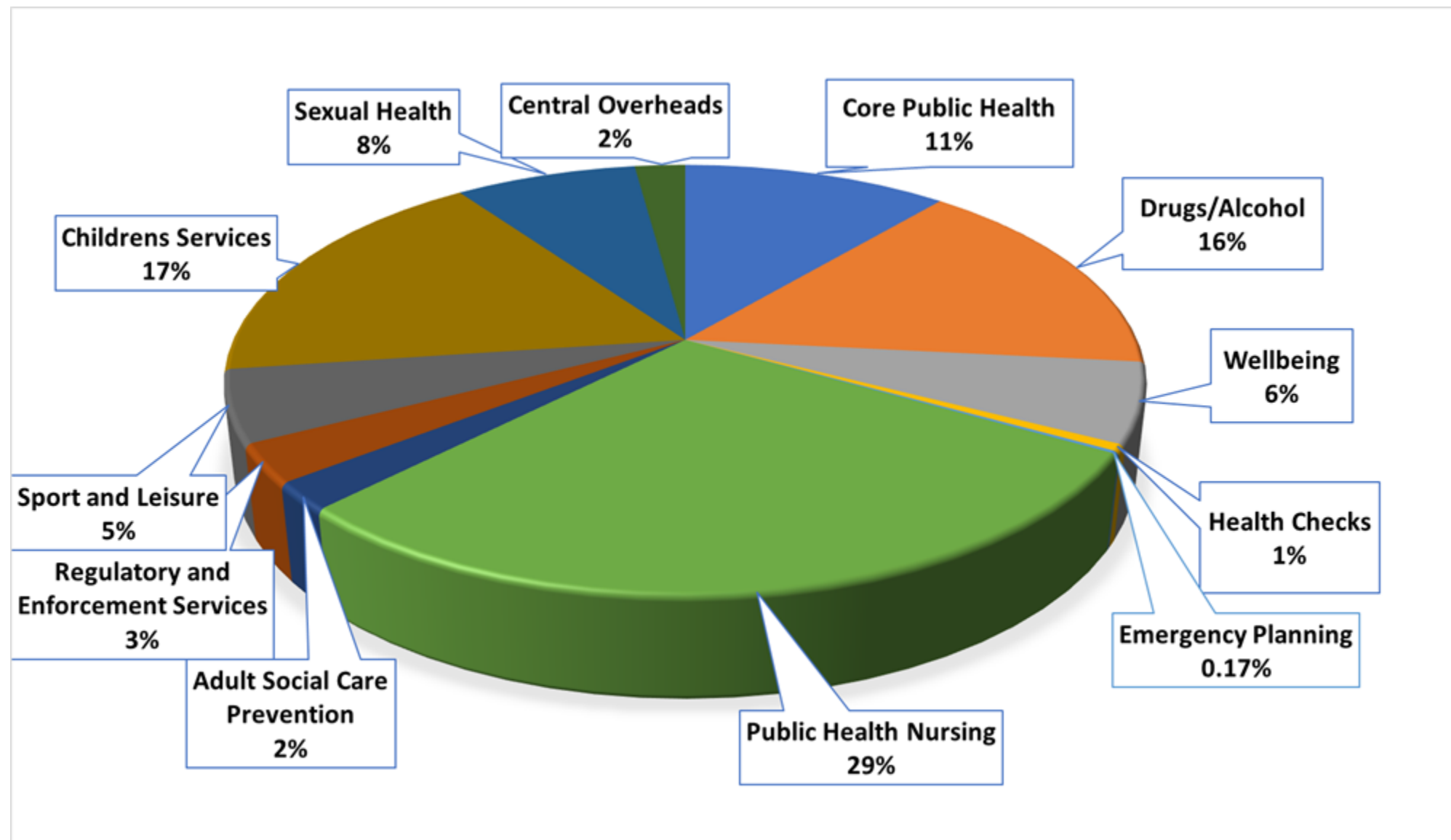
(100%)

Variance as % Of Total  
Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Prelim Outturn £'M	Variance £'M
Public Health	0.1	0.0	(0.1)
	0.1	0.0	(0.1)

**Service Comments:-**

Savings have been achieved across the area through management of vacant posts and maximising funding sources.





# Public Health

## Delivery of Priorities – Achievements, Challenges & Risks

Performance RAG :

Amber

Finance RAG:

Green

### Overview of priorities & achievements this quarter:

Public Health continue to be a key partner on the Population Health Management Executive Group which has a primary aim of reducing health inequalities. Public Health has continued to deliver against a number of Health Inequalities programmes through a grant allocation from the Healthcare Partnership. These have included the development of the community plan for East Marsh and West Marsh (with the intention of developing similar plans Sidney Sussex and South wards), the maternal wellbeing programme , an initiative to support families in terms of achieving a healthy weight for their children (Let's Go Grimsby) and grants for the VCSE sector for specific community-based projects. More recently a NEL HCP Group has been established to oversee the Core 20+5 programme for Children and Young People, focussing on key disease areas and oral health. We are currently developing a new oral health strategic framework which will include key national developments around expansion of supervised toothbrushing schemes.

The Starting Well Programme which encompasses several initiatives, including Parent and Infant Relationships (PaIRs), infant feeding, speech and language and communication, maternal wellbeing and smoking in pregnancy has continued to progress at pace. The PaIRs initiative continues to support vulnerable parents and has received high praise from both the community and professionals. The next stage will be to develop a framework to monitor and evaluate the programme effectively. For infant feeding, support groups are now up and running in all seven Family Hubs. We are now focusing heavily on promotion of the service. The Maternal Wellbeing Pilot continues to go from strength to strength, supporting 102 mums to date providing extensive advice, support and information on a range of issues that impact on a healthy pregnancy, birth and beyond. For smoking in pregnancy, we are now advancing a comprehensive action plan with partners. We continue to collaborate closely with the tobacco dependency service at Diana, Princess of Wales Hospital, which provides smoking cessation incentives and support to pregnant women who smoke.

Over this last year, the Northern Lincolnshire Tobacco Control Strategic Framework has been updated by the Tobacco Control Alliance to reflect current legislation and priority interventions. As of March 2025, our Wellbeing Service has successfully implemented direct supply of Nicotine Replacement Therapy (NRT), allowing clients in smoking cessation programmes to access NRT immediately without needing to visit a pharmacy. Our smoking cessation plan and its grant will continue into 2025. This plan focuses on expanding and modernising smoking cessation support locally, including a digital offer and increasing the coverage of referral pathways.

## Public Health (2)

### Delivery of Priorities – Achievements, Challenges & Risks

The implementation of the 10-year drug strategy has progressed throughout the year. The Northern Lincolnshire Combatting Drugs Partnership has been selected for national research aimed at understanding the experiences of delivering the national drug strategy and how it aligns with local needs and partnership structures. The “Well-Together” service pilot has been extended for another year, providing crucial support to individuals experiencing a mental health crisis and using substances, ensuring they are integrated into mainstream services that best meet their needs. The prison leavers projects, Phoenix for males and Athena for females, are now fully integrated within services, supporting individuals leaving prison to maintain fulfilling lives focused on their aspirations. Selected by the National Institute for Health and Care Research (NIHR), these programmes will benefit from a high-quality, free evaluation to assess their impact. The recovery community, supported by public health, continues to thrive, with The Great Escape well-established on the Kasbah, providing support to those recovering from substance use.

In terms of Sexual Health, we now have 19 pharmacies in NEL that have signed up to deliver ACT (Advice, contraception and Testing) services which include the provision of EHC (emergency hormone contraception), C-card (a free condom scheme for young people), chlamydia testing and pregnancy testing. This means that young people have more access to free contraception across NEL. The sexual health service is now based at Quayside medical centre in Grimsby and offers walk in appointments once a week for those who are at greater risk of sexual ill health such as young people. The Haven centre in Grimsby is working in partnership with the sexual health service to provide advice and testing onsite meaning that young people can access the support they need all in one place. The Check Me Out campaign and website continues to be widely advertised and promoted to ensure all young people have access to information on healthy relationships, sexual health and reducing unplanned pregnancies

For mental health, developments throughout the year include the development of a new plan outlining our high-level ambitions for public mental health and the implementation of the prevention concordat, which involves closer collaboration with partners to better understand and coordinate mental health services in our area. We continue to analyse and monitor real-time surveillance data to gain insights into suicides in our area, supporting the prevention agenda. In the coming year, the focus will be on redesigning the suicide prevention steering group to align it with best practices identified from other areas.

We have continued to work with key partner agencies throughout the year to manage outbreaks of infectious disease in our area. Key issues identified during the last quarter include increased prevalence of TB in our high-risk populations, placing some challenge on the capacity of the current health system.

# Public Health (3)

## Delivery of Priorities – Achievements, Challenges & Risks

Our Health Visiting service has continued to deliver the 5 mandated visits from the antenatal/newborn visit through to the 2.5 year old check and our school nursing service has continued to provide support and liaison with schools, supporting resilience and wellbeing amongst young people, improving health behaviours and supporting vulnerable young people with additional health needs.

Domestic Abuse transferred into public health this year which was an opportunity for a greater focus on the prevention of domestic abuse whilst also providing necessary responses to domestic abuse for victims and perpetrators. Our newly commissioned refuge and community provision, provided by Women’s Aid, was launched in October 2024 and was widely promoted. Service demand has been greater than expected, and we have temporarily increased the community support provided. Priorities for next year will be around finalising a new NEL Domestic Abuse Strategy; commissioning of a sanctuary scheme, support services for children and young people and a perpetrator programme.

The Refugee Integration Service also transferred over to Public Health this year. This service offers essential support to newly granted refugees in North East Lincolnshire covering various aspects of settling into the UK, including setting up bank accounts, accessing benefits, finding employment, securing housing, integrating into the community, and pursuing education. Over the past year, we have fostered independence by enhancing accessible information. Additionally, we have initiated a weekly drop-in session to facilitate social interaction and community connections. A 'Refugee Sport' pilot programme has also been introduced in partnership with other organisations to reduce social isolation and promote friendship through physical activities. Furthermore, we have expanded existing services with partner organisations to support various community initiatives, including the 'Refugee Employability Scheme.'

**Key Challenges**  
:

The main challenge impacting on health improvement and reducing health inequality are the social and economic difficulties in some of our urban communities. Almost all of our health indicators are worse in more deprived communities and although considerable health improvement has occurred, this has mainly occurred in more affluent communities which has widened health inequalities. We are working with colleagues in central Government to highlight these risks and seek clarification on the sustainability of various grant funding moving forwards.

**Risks to non-delivery:**

None to report this quarter.





## 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

(£0.7M)

Forecast Revenue  
Underspend

69.8%

Local Taxation  
Funding

30.2%

Government Grant  
Funding

FUNDING	Revenue Budget £'M	Revenue Prelim Outturn £'M	Variance £'M
Collection Fund	(145.9)	(146.6)	(0.7)
Funding	(63.2)	(63.2)	0.0
Total	(209.1)	(209.8)	(0.7)

**Comments:**

Favourability in the collection fund income is driven by additional rates within designated areas.



(3.58)%

Of Total Revenue  
Service Budgets

(£0.6M)

Outturn Revenue  
Underspend

3.26%

Variance as % Of Total  
Budget Envelope

REVENUE	Revenue Budget £'M	Revenue Prelim Outturn £'M	Variance £'M
Other Corporate Budgets	(7.5)	(8.1)	(0.6)
	<b>(7.5)</b>	<b>(8.1)</b>	<b>(0.6)</b>

Service Comments:-

Underspend driven by improved performance on investment income (£0.9M) and lower borrowing costs (£2.4M) driven by slippage of capital programme.

In addition, there remained unutilised contingency at the end of the year which was offset by lower utilisation of flexible use of capital receipts (£4.9M)

# Reserves

£8.3M

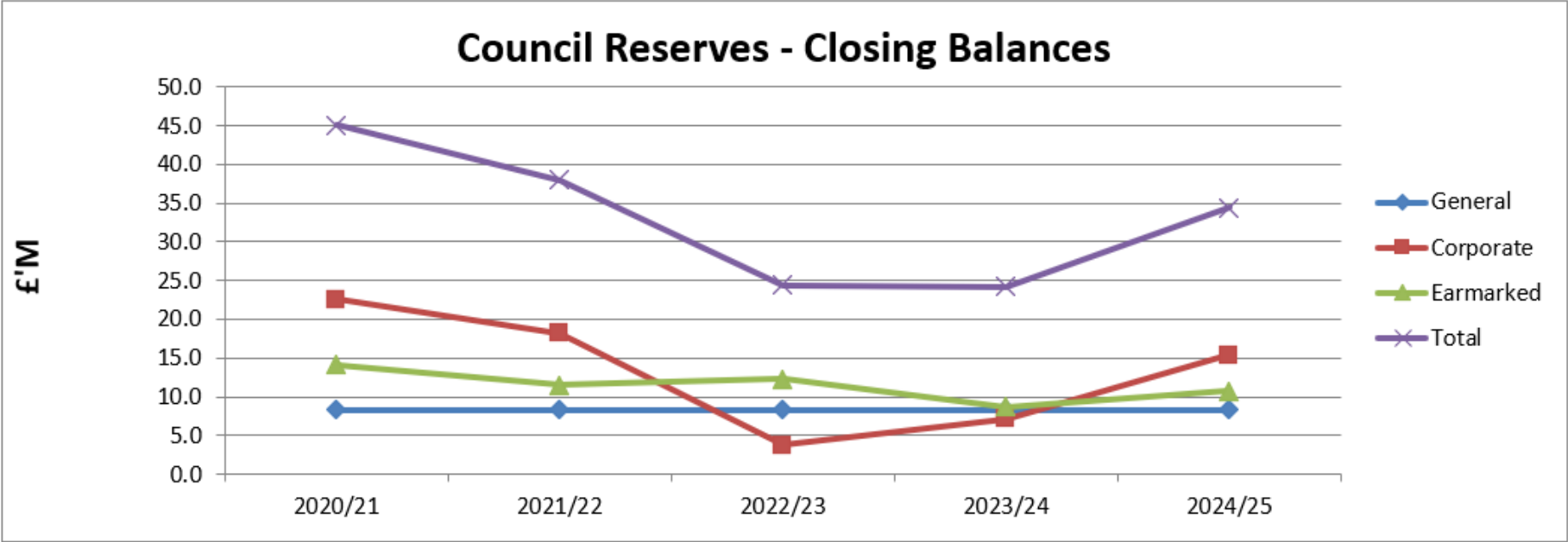
General Fund

4.0%

General Fund as % Of  
Net Service Spend

£34.4M

24/25 Total Reserve  
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 or none routine 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.

£8.3M

General Fund

£34.5M

24/25 Total Reserve  
Closing Balance

Corporate Reserves	2023/24	2024/25
Transformation	0.2	2.0
Debt Financing	1.5	1.5
Business Rates Equalisation	2.2	4.9
Council Tax Hardship Fund	0.3	0.2
Major Contracts	1.0	0.9
MTFP	2.0	2.0
Management of Change	-	2.7
Housing Priorities	-	1.0
Resort Investment Fund	-	0.3
	7.2	15.4

Earmarked Reserves	2023/24	2024/25
Adult Services	0.8	0.7
Childrens Services	1.8	1.8
Economy & Growth	1.9	1.9
Environment	0.0	0.5
Partner Reserves	1.2	1.5
Public Health	2.3	3.8
Resources	0.1	0.0
Technical	0.5	0.5
	8.7	10.7

Comments

The ongoing risk and uncertainty around the economy, service demand and transformational activities may result in additional expenditure being incurred, where the financial impact of such activities is not yet determined.

Earmarked reserves are held for the purpose of supporting clearly defined activities and outcomes relating to service delivery, over and above business as usual. Whilst corporate reserves help to smooth the financial impact of strategic change, transformation and economic challenges.

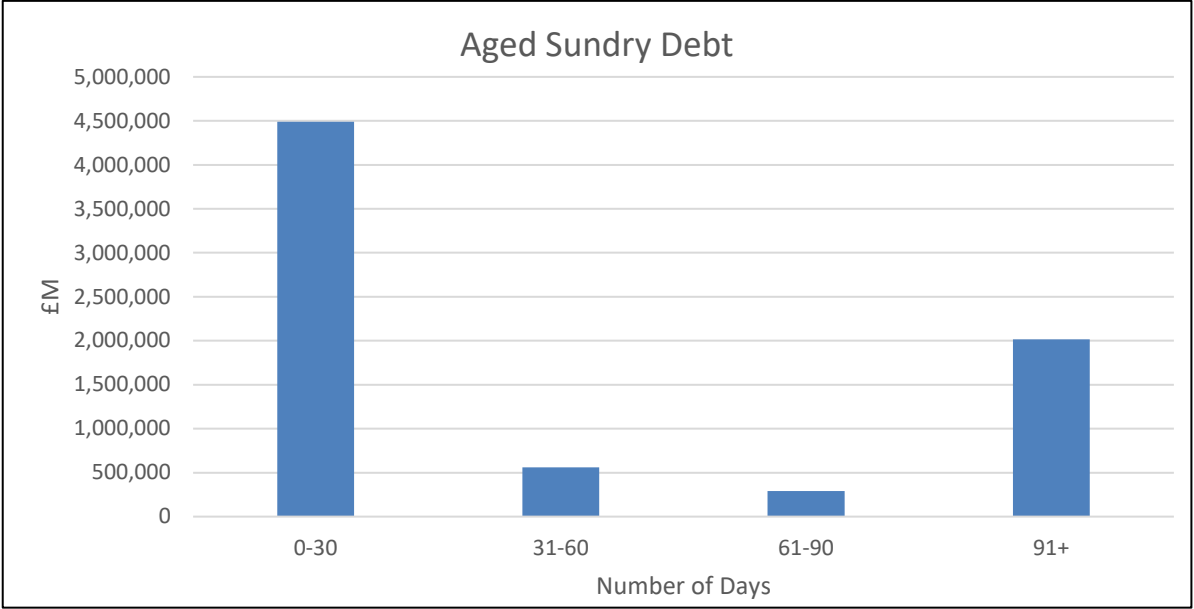
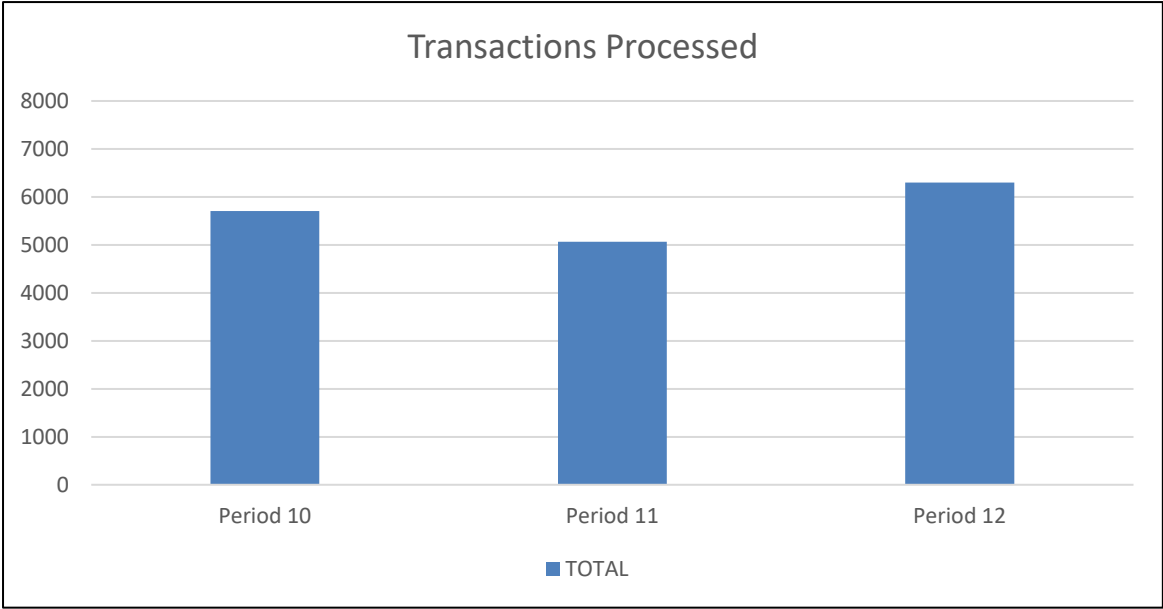
# Working Capital Management

9.4.0%

Creditor Invoices Paid within 30 days during Qtr. 4

£2.01M

Value of debt over 90 days at Qtr. 4



The processing of creditor invoices within NELC terms remains constant. Quarter 3 2024-25 invoices paid within terms was 95%, Quarter 4 2024-25 is at 94%. The volume of invoices processed in Quarter 4 2024-25 was c17,100, an increase against the c16,700 processed in Quarter 3 2024-25. This is usual for Q4 as departments ensure as many invoices as possible are processed ready for year end. Areas for improvement continue to be explored as knowledge of the financial system capabilities continue to develop.

Overall outstanding debt has increased from Q3 in the 0-30 day category, which are invoices not yet due, as the quarterly bulk invoicing is included. All other categories have reduced. The debt for 91+ days includes invoices where debt is being collected on agreed payment plans. Debt management continues and there are several factors influencing outstanding debt, delays in the debt recovery process when the new finance system was implemented and the economic challenges faced by the local community. Debt management arrangements are in place and collection remains a key focus with the level of outstanding debt being regularly monitored.

To align with the year end technical accounting process, we seek to write off debts that are fully provided on the basis that they are unrecoverable. This includes the write off of the following debts >£50,000 :- Karting World, Local Enterprise Growth Initiative - £78,293; Carlton Education & Enterprise Limited, Empty Property Loan - £60,000.

# OFFICIAL Treasury Indicators & Cashflow 2024-25

£39.1M Investments as at 31 Mar 25

£188.9M Borrowing as at 31 Mar 25

4.44% Average return on investments

4.05% Average cost of borrowing

The chart across provides a summary on Treasury performance against it's key Prudential Indicators.

The chart 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 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.

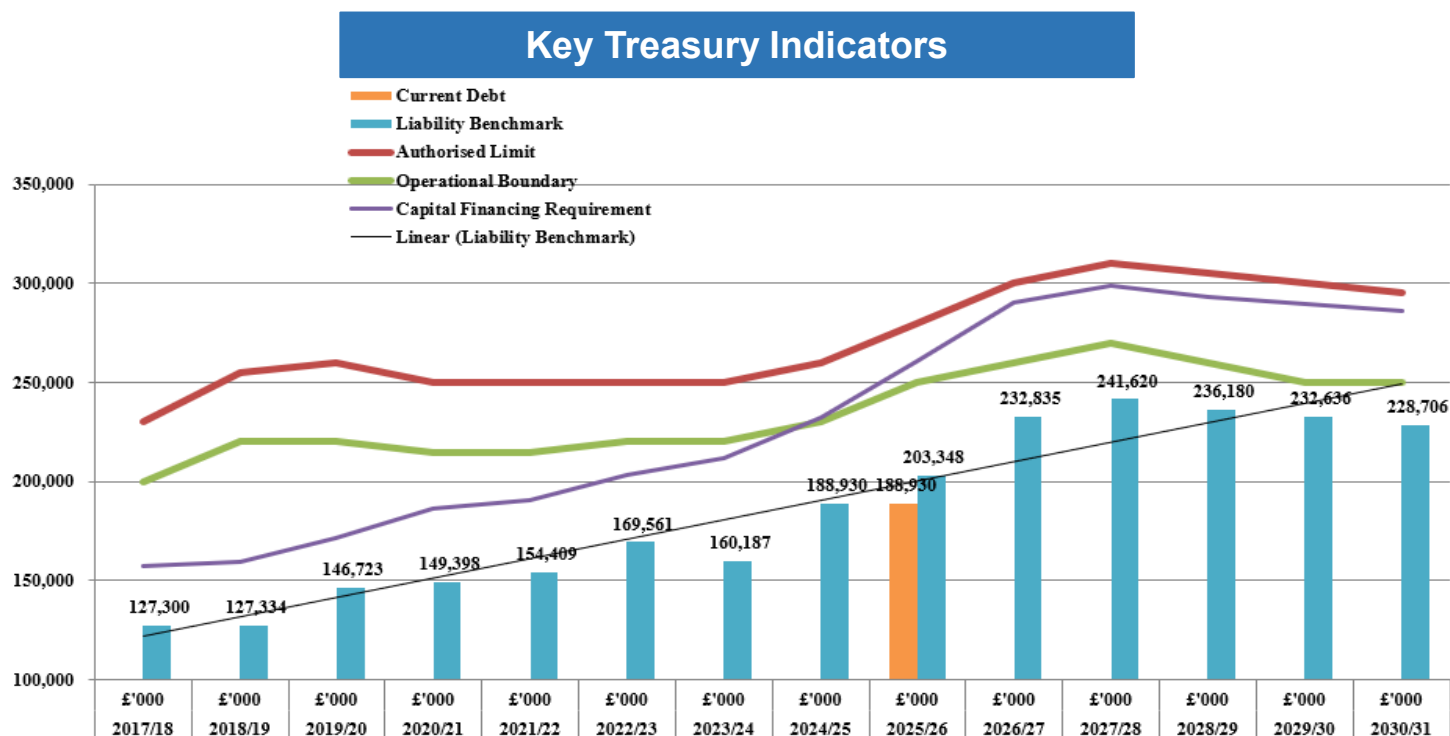
Our cash position, ranged between £19m and £42m during the period.

Higher rates 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 long-term 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 for Bank Rates were volatile during the period, primarily due to the competing data on inflation and slowing growth. To avoid committing to new long-term borrowing during a period of elevated rates, we secured funding via short-term loans from other Local Authorities. We proactively increased our cash levels to both help smooth out volatility in rates and ensure we had cash available to repay £10m of LOBO loans due for reset at the end of April. These were not called, and our balances will now reduce as temporary loans taken to cover are repaid.

We update Members on all our Prudential Indicators each quarter. The Chart below covers the Key Indicators. The columns show our expected year end borrowing levels assuming full, on-time, delivery of the agreed capital programme.



# OFFICIAL 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 £114m new loans by the end of 2027-28 – including replacement of maturing debt.

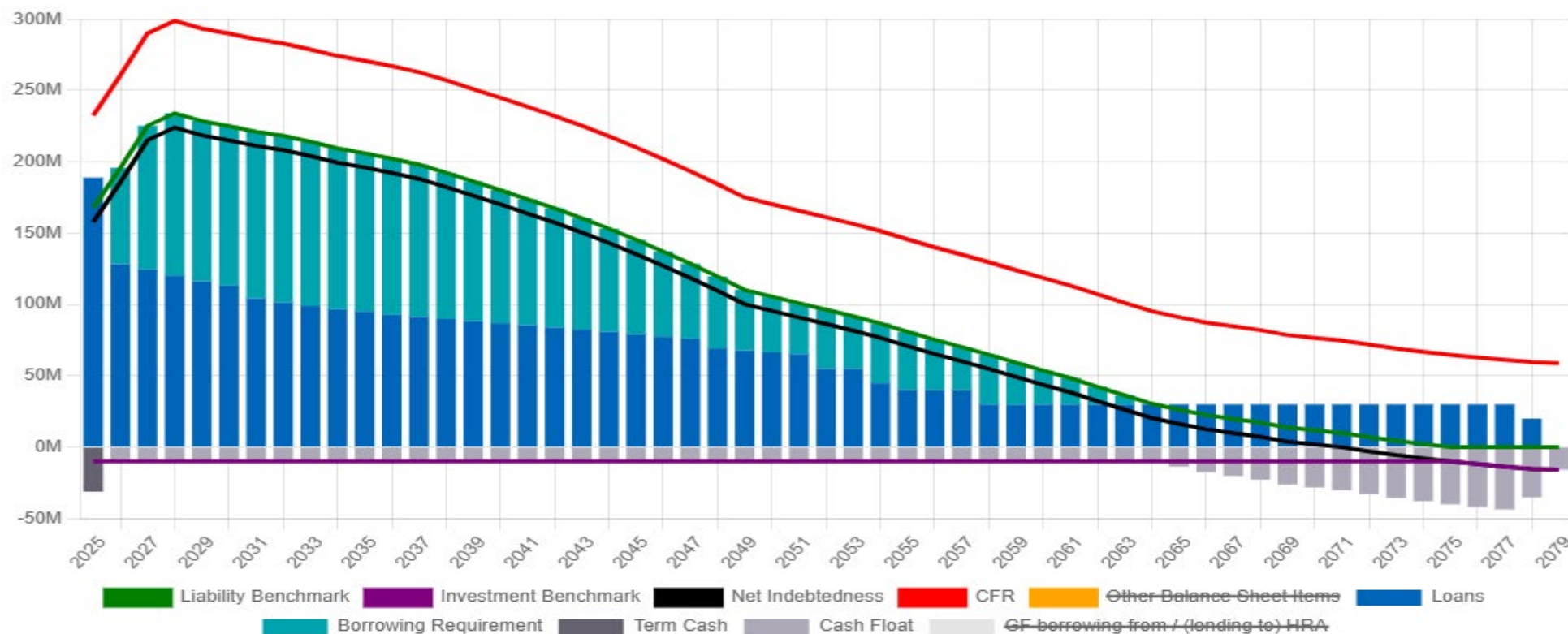
Before new long-term borrowing is entered into the Authority will have regard to the Liability Benchmark and its underlying assumptions will be assessed for their continuing prudence, with revisions made where necessary.

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

The Benchmark forecasts our need to borrow over a 55-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)





# Capital Programme

# Capital Programme

SCHEME	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme
	£000	£000	£000
<b>ECONOMY AND GROWTH</b>			
<b>Regeneration</b>			
Clee HLF Townscape Heritage	872	-	-
SHIP Scheme	584	407	-
Playing Pitch Reprovision	694	-	-
Cleethorpes Public Art	24	-	-
Heritage Action Zone	363	250	-
Town Deal Investment	631	-	-
Freshney Place Leisure Development	21,310	17,164	-
Cleethorpes Masterplan - Market Place LUF Scheme	4,077	-	-
Towns Fund - St James House	329	-	-
Towns Fund - Activation Fund	310	-	-
Towns Fund - Riverhead Square	561	-	-
Towns Fund - Public Realm Connectivity	2,526	-	-
Cleethorpes Masterplan - Sea Road LUF Scheme	7,521	-	-
Cleethorpes Masterplan - Pier Gardens LUF Scheme	7,560	-	-
Tennis Court Refurbishment	5	-	-
Play Zone	334	-	-
Freshney Place Fit Outs	293	300	350
Cleethorpes Masterplan - LUF Wayfinding	359	-	-
Cleethorpes Masterplan - LUF Logistics	128	-	-
Freshney Place Decking	2,643	-	-
North Prom Footwash	18	-	-

# Capital Programme

SCHEME	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme
	£000	£000	£000
<b>Housing, Highways and Transport</b>			
Disabled Facilities Grants	3,076	-	-
Local Transport Plan Schemes	7,605	605	523
Housing Assistance Grants and Loans	601	-	-
Immingham Lock Flood Def Gates	3	-	-
Corporation Rd Bridge Refurb	-	-	-
Rough Sleeper Accom Grant	40	-	-
Gy and Imm Flood Innov Funding	849	-	-
A180 Structures	3,873	-	-
Grimsby Surface Water Flood Alleviation	48	-	-
Bus Service Improvement Plan	3,054	-	-
Towns Fund - Garth Lane	6,366	-	-
Toll Bar Drop Off	198	-	-
Greater Lincs Groundwater Project	1,850	150	-
Local Authority Housing Fund 3 (LAHF3)	360	-	-
Car Park Schemes	349	-	-
Transport Hub	1,688	-	-
<b>SAFER TOWNS &amp; COMMUNITIES</b>			
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
<b>RESOURCES</b>			
<b>Deputy S151</b>			
Capital Investment	7,184	17,767	18,307
Capital Rec't Flexibility	2,150	2,150	-
<b>Policy, Strategy and Resources</b>			
Backlog Maintenance	3,063	930	-
Property Rationalisation Programme	123	-	-
Cartergate Office Development	68	-	-
ICT Refresh	928	734	1,808
Heritage Assets at Risk	3,298	-	-
Business Centre Improvement	197	-	-
M365 Transformation Programme	196	258	199
Childrens Services Platform	1,641	1,000	-
Digital Platform	425	-	-
Motor Caravan Parking Scheme	17	-	-
Cleethorpes Town Hall Audio Visual	66	-	-
<b>ENVIRONMENT</b>			
Fleet Replacement Programme	2,277	1,003	1,693
Enhancement of Bereavement Services	12	-	-
Depot Rationalisation	2,000	-	-
Regulatory Services Management System	3	-	-
Urban Tree Challenge Fund	72	107	-
Salix - Public Sector Decarbonisation Scheme	4,835	-	-

# Capital Programme

SCHEME	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme
	£000	£000	£000
<b>AD Regulated</b>			
Childrens Residential Transformation	1,530	70	-
<b>Education and Inclusion</b>			
Schools - Devolved Formula Cap Grant	91	-	-
Schools - Backlog Maintenance	358	-	-
Schools - Basic Need Sufficiency of Places	9,591	-	-
SEND Special Prov Fund	4,908	-	-
SEMH Free School	20	-	-
Wraparound Childcare Programme	65	-	-
<b>TOTAL CAPITAL PROGRAMME</b>	<b>126,637</b>	<b>42,895</b>	<b>22,880</b>

<b>Funding</b>			
External Grants	81,985	962	523
Corporate Borrowing	42,424	39,783	22,357
Capital Receipts	2,150	2,150	-
Revenue Contributions	-	-	-
Other Private inc S106	78	-	-
<b>TOTAL FUNDING</b>	<b>126,637</b>	<b>42,895</b>	<b>22,880</b>

Denotes a Major Project

Denotes a Major Education Project