

CABINET

REPORT OF	Councillor Simon Taylor, Portfolio Holder for Finance, Resources and Assets
RESPONSIBLE OFFICER	Sharon Wroot, Chief Executive
SUBJECT	Quarter 4 2025/26 Council Plan Performance & Finance Report
STATUS	Open
FORWARD PLAN REF NO.	CB 06/26/03

CONTRIBUTION TO OUR AIMS

The Council Plan 2025-28 was adopted by Council in December 2024, with a refreshed plan approved by Council in February 2026, alongside the Budget, Finance and Business Plan adopted in February 2026. The Council Plan sets out the key actions for North East Lincolnshire Council that contribute to the priorities of 'Stronger Economy, Stronger Communities'. The finance and business plans underpin delivery and focus on long-term financial sustainability.

EXECUTIVE SUMMARY

This report provides information and analysis of the Council's performance and financial position at the end of quarter 4 2025-26 (January to March 2026). Appendix 1 to this report provides further detailed information in respect of the Council's finance and performance information. Appendix 2 to the report provides information regarding the status of our major capital projects.

RECOMMENDATIONS

It is recommended that Cabinet:

1. Notes the content of the reports and refers them to all Scrutiny Panels for further consideration and oversight appropriate to the scope of the panel.
2. Approves the 2025/26 revenue budget movement overview as detailed in Appendix 1 (Page 10)
3. Approves re-profiling requests in respect of the 2025/26 capital programme as detailed in Appendix 1 (Pages 12-13)
4. Approves the revised Capital Programme for 2026/29 included in Appendix 1 (Pages 115-118)
5. Approves the year end reserves position as detailed within Appendix 1 (Pages 71-72).
6. Approves the use of reserves to address any significant variances arising from technical adjustments linked to the completion of the year end accounts.

REASONS FOR DECISION

This report provides Cabinet important information relating to the Council's performance and financial position at the end of quarter 4, and highlights risks and opportunities in relation to both performance and finance.

1. BACKGROUND AND ISSUES

Council Plan Performance

- 1.1 This is the quarter 4 report relating to performance against the Council Plan 2025-2028 in line with finance reporting arrangements.
- 1.2 The Council has an ambitious programme of transformation and improvement which impacts on every area of the organisation. This report informs elected members and residents about the progress against the priorities that were set out in the Council Plan 2025-28.
- 1.3 Appendix 1 is structured in line with the four main Council Plan Priorities (Stronger Economy, Stronger Communities, Greener Future and Engaging and Effective Council) detailing financial performance, performance against the 'vital signs', service achievements this quarter and the challenges and risks we are managing.
- 1.4 Appendix 1 also includes a section detailing transformation work being delivered to build overall financial resilience under each of the six key pillars of the medium-term financial plan. The key pillars are Commercial Council, Productivity, Housing, Transport, Strategic Asset Management and Digital and Technology
- 1.5 Performance information is shown in the report by way of a summary snapshot taken from the live performance dashboard. The live dashboard provides additional context for each vital sign and is an integral part of the overall performance reporting. The link to the dashboard is on our Council Plan webpage here: [Council Plan - performance and progress | NELC](#).
- 1.6 Scrutiny panel feedback has increased the number of vital sign indicators that have targets assigned. Currently, just below 98% of these indicators either have a RAG rating or a target established.
- 1.7 In cases where it is not appropriate to set a target, services are being asked to assess service delivery as red, amber or green, based on historic performance and/or comparator data, so that it is clear whether performance is at expected levels.
- 1.8 Approximately 54% of all indicators have a manually assessed RAG rating applied by the service to provide an overview of service delivery. This approach enables Elected Members to clearly assess overall progress against each priority. Those with a manual RAG are clearly identified as "Manual RAG". There is currently 2% of indicators with no RAG or target.
- 1.9 Data alone is not enough; the report's narrative adds essential context to each service area's priorities. This commentary is expected to clearly show performance and highlight any delivery challenges.
- 1.10 Delivering the priorities within the Council Plan is challenging. This report shows how the Council is balancing the demands of major regeneration projects, high-profile service transformation programmes, and demand-led pressures on our

day-to-day services to remain focussed and proactive to ensure the right resources are in place.

Major Projects

- 1.11 The Council continues to deliver a range of high-profile major capital projects focussing on regeneration, transport and highways, housing and education services.
- 1.12 Appendix 2 provides the quarter 4 2025-26 update on the delivery of these major capital projects, including current issues and challenges, and outlines any required mitigation. Due to the timing of the publication of this report, there are some further references to activity undertaken during the early part of the quarter 1 period of 2026/27.

Financial Position

- 1.13 The Council continued to improve its overall financial position during the final quarter of 2025/26 and is able to report a balanced position for the 2025/26 financial year. This represents a £0.7M improvement to the outturn position forecast at the end of the third quarter.
- 1.14 Social care cost pressures remain and significantly impact on the overall financial position. In Children's Services, despite the continued positive transformation, key challenges persist around education transport and high-cost out-of-area placements. Furthermore, Adult Social Care is experiencing rising demand for long-term support placements, as well as short-stay and support at home care packages. Both services have improved their outturn positions since the third quarter forecast but these remain key financial challenges within the medium term financial plan and require ongoing management action.
- 1.15 The Council has continued to face financial pressures in relation to reclaiming full housing benefit subsidies from accommodation providers that do not meet DWP criteria for full cost recovery, primarily driven by a rise in unregistered providers. Ongoing collaboration between the Local Taxation and Housing teams to identify and implement mitigating actions has resulted in a reduction in this financial pressure during the fourth quarter.
- 1.16 Offsetting these adverse forecasts is the favourable movement in respect of the Border Target Operating Model (BTOM) within Environmental Regulation, with work continuing to develop and optimise this service.
- 1.17 The socio-economic environment remains challenging, with additional demand for Council services and more general pay and inflationary pressures impacting on financial performance. Service areas continue to proactively monitor budgets to ensure both effective service delivery and financial sustainability. The overall underspend has allowed an additional contribution to reserves, which will be utilised in supporting Council priorities.
- 1.18 The Council continued to take a more commercial approach through its capital programme and investments, supporting the Council's strategic objective of enabling the growth of a strong and sustainable economy. Major investments

continue to progress and will support the growth of the Borough.

- 1.19 The capital programme remains under ongoing review, to ensure it reflects current priorities and projects remain viable. This approach helps to ensure any borrowing the Council undertakes remains affordable, sustainable and prudent. The outturn position reflects the impact of these reviews and reprofiling requirements through the reduction of in year borrowing costs.
- 1.20 Moreover, the Council continues to operate within its approved Treasury Management Strategy, with all treasury management decisions being taken with reference to agreed prudential indicators. Taking into account current interest rates, we continued to utilise short-term borrowing where possible during 2025/26 to meet our borrowing requirement until longer term rates stabilise.
- 1.21 The Council does not operate in isolation from the communities and businesses it serves, and we are continuing to carefully monitor the collection of local taxation given the challenges and wider impacts across the area. In Q4 2025/26 92.0% of Council Tax had been collected, this is in line with the collection rate of for the same period in 2024/25 (91.9%). For Non Domestic Rates, the % collection for Q4 2025/26 (96.1%) is marginally improved compared with the same quarter last year (95.3%).
- 1.22 Maintaining long-term financial sustainability remains a key priority, with continued focus on delivering transformation, managing demand, and ensuring services remain affordable, within the context of the reform of the Local Government Funding model in 2026/27

2. RISKS, OPPORTUNITIES AND EQUALITY ISSUES

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

3. OTHER OPTIONS CONSIDERED

Not applicable to monitoring report.

4. REPUTATION AND COMMUNICATIONS CONSIDERATIONS

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

5. FINANCIAL CONSIDERATIONS

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

6. CHILDREN AND YOUNG PEOPLE IMPLICATIONS

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

7. CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

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

8. PUBLIC HEALTH, HEALTH INEQUALITIES AND MARMOT IMPLICATIONS

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

9. CONSULTATION WITH SCRUTINY

The report is to be forwarded to all scrutiny panels.

10. FINANCIAL IMPLICATIONS

As set out in the report.

11. LEGAL IMPLICATIONS

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

12. HUMAN RESOURCES IMPLICATIONS

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

13. WARD IMPLICATIONS

All wards

14. BACKGROUND PAPERS

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

15. CONTACT OFFICER(S)

Guy Lonsdale, Section 151 Officer

Joanne Robinson, Assistant Director Policy Strategy & Resources

COUNCILLOR SIMON TAYLOR
FINANCE, RESOURCES AND ASSETS

Appendix 1

North East Lincolnshire Council - Council Plan Resources & Finance Report

Provisional
Outturn 2025/26



Introduction

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

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

For each area of the business the report includes:

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

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

Contents

Section	Page
Performance & Delivery Summary	
Financial Overview	
Key Pillars of the Medium-Term Financial Plan	
Finance and Performance Review against Council Plan Priorities	
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Environment & Regulatory Services (Greener Future)	
Economy & Growth, Leisure & Tourism (Stronger Economy and Stronger Communities)	Regeneration
	Infrastructure
	Safer & Stronger Place
Children and Family Services (Stronger Communities - Nurturing our Children and Building their Future)	
Adult Services and Housing (Stronger Communities - Supporting our Adults)	
Public Health (Stronger Communities - Living a Healthy Life)	
Corporate Budget Information	
Capital Programme	

Performance & Delivery Summary

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

This report highlights the progress we are making in delivering the priorities that are outlined in the plan. Alongside our performance dashboard, it is designed to inform elected members and the public about how each part of the organisation is contributing to our shared goals.

You'll find updates on:

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

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

We are on a continual journey to improve the dashboard based on feedback from Elected Members through Scrutiny, ensuring it meets needs and expectations. You can explore the latest performance data and dive deeper into the details by visiting our [Council Plan – Performance and Progress](#) web page.

Financial performance is a key part of this report, helping to provide a clear picture of how each service area is delivering on the [2025–26 Business Plans](#), which were agreed at Budget Council. The financial context is essential to understanding how we are performing against the plan.

The council is a large and multi-faceted organisation, and the challenge of balancing the demands of major regeneration projects, high-profile service transformation programmes, undertaking preparatory work in readiness for the government's decision about the proposals made across Greater Lincolnshire for Local Government Reorganisation, and increasing demands on our day-to-day services cannot be underestimated. We continually assess the available resource we have to support the delivery of all priorities.

Underpinning our plans are the cross-cutting pillars of the Medium-Term Financial Plan: Commercial Council, Productivity & Cost Effectiveness, Housing, Transport, Strategic Asset Management and Digital & Technology; this report also progress updates on these pillars.

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

Joanne Robinson - Assistant Director Policy, Strategy & Resources.

Performance & Delivery Overview

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

Financial Overview

The Council continued to improve its overall financial position during the final quarter of 2025/26 and is able to report a balanced position for the 2025/26 financial year. This represents a £0.7M improvement to the outturn position forecast at the end of the third quarter.

Social care cost pressures remain and significantly impact on the overall financial position. In Children's Services, despite the continued positive transformation, key challenges persist around education transport and high-cost out-of-area placements. Furthermore, Adult Social Care is experiencing rising demand for long-term support placements, as well as short-stay and support at home care packages. Both services have improved their outturn positions since the third quarter forecast but these remain key financial challenges within the medium term financial plan and require ongoing management action.

The Council has continued to face financial pressures in relation to reclaiming full housing benefit subsidies from accommodation providers that do not meet DWP criteria for full cost recovery, primarily driven by a rise in unregistered providers. Ongoing collaboration between the Local Taxation and Housing teams to identify and implement mitigating actions has resulted in a reduction in this financial pressure during the fourth quarter.

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

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

The Council continued to take a more commercial approach through its capital programme and investments, supporting the Council's strategic objective of enabling the growth of a strong and sustainable economy. Major investments continue to progress and will support the growth of the Borough. The capital programme remains under ongoing review, to ensure it reflects current priorities and projects remain viable. This approach helps to ensure any borrowing the Council undertakes remains affordable, sustainable and prudent. The outturn position reflects the impact of these reviews and reprofiling requirements through the reduction of in year borrowing costs.

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

The Council does not operate in isolation from the communities and businesses it serves, and we are continuing to carefully monitor the collection of local taxation given the challenges and wider impacts across the area. In Q4 2025/26 92.0% of Council Tax had been collected, this is in line with the collection rate of for the same period in 2024/25 (91.9%). For Non Domestic Rates, the % collection for Q4 2025/26 (96.1%) is marginally improved compared with the same quarter last year (95.3%).

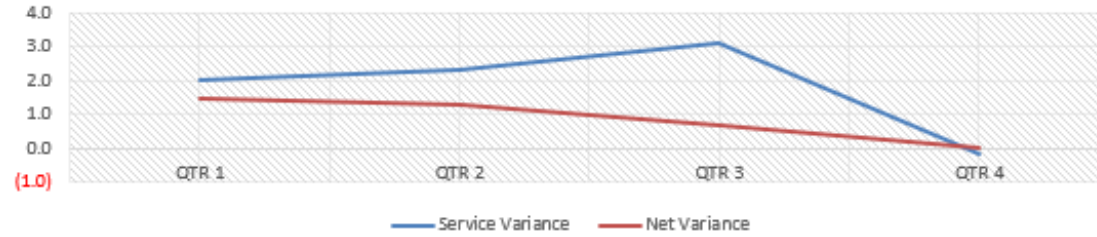
Maintaining long-term financial sustainability remains a key priority, with continued focus on delivering transformation, managing demand, and ensuring services remain affordable, within the context of the reform of the Local Government Funding model in 2026/27

Guy Lonsdale – Section 151 Officer

Financial Overview (1)

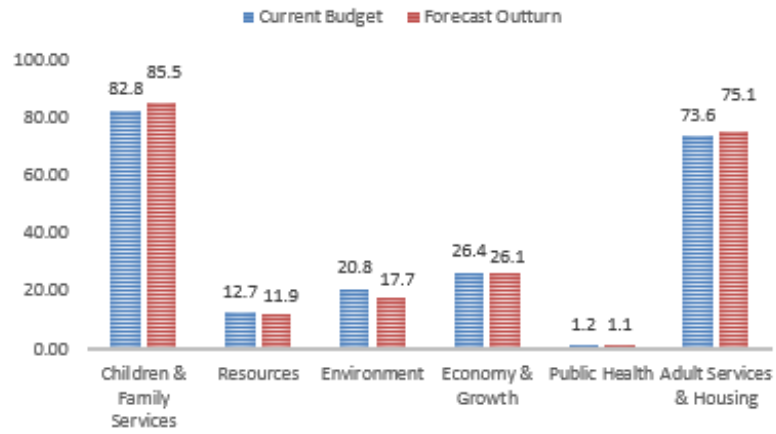
FINANCIAL OVERVIEW - PROVISIONAL OUTTURN

Quarterly Revenue Spend Forecast Position £'M



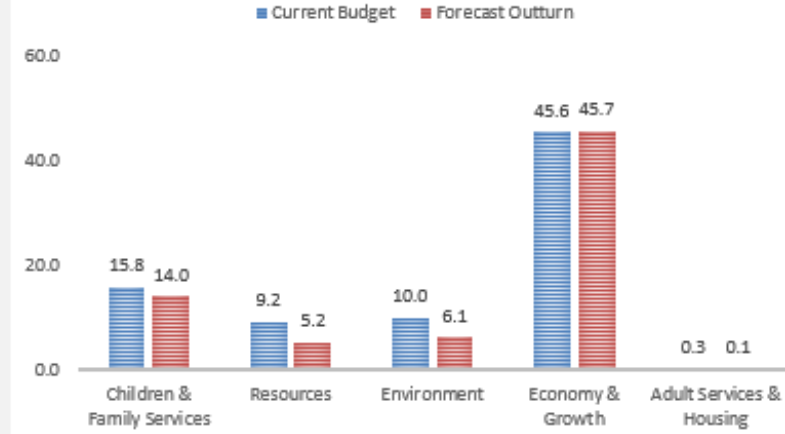
Service Revenue Position

Variance -0.1%

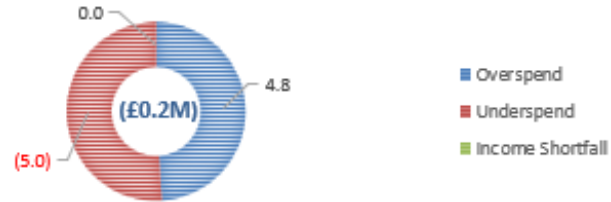


Service Capital Position

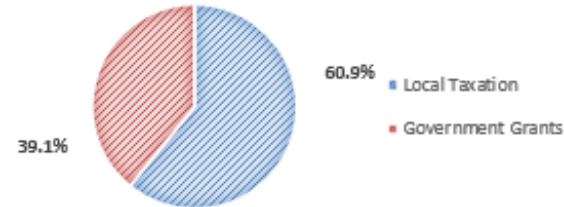
Variance -12.2%



Service Over Spend Analysis £'M



Funding



Revenue Budget Overview

£0.0M

Total Revenue
Provisional Outturn
(Under)/Overspend

(£0.2M)

Service Budgets
Provisional Outturn
Variance

(0.1%)

% Representation of Service Budget
Underspend to Net Budget

Revenue Overview Comments:

The provisional service underspend represents a combination of favourable variances driven by the optimisation of the Border Target Operating Model with Environment and ongoing mitigation actions in respect of Housing Subsidy recovery within Resources.

Offsetting these favourable positions are the continuing cost pressures in respect of social care demands for both Children's Services and Adult Social Care. Actions to help mitigate the financial impact of these demands is continuing.

The underspend within Corporate Budgets reflects the impact of lower borrowing costs and increased interest income due to rates remaining at a higher level than budgeted.

The improved Funding outturn position reflects additional extended producer responsibility funding, to support the recycling of waste and the alignment of prior year Council Tax collection.

REVENUE	Original Approved Budget £'M	Revised Budget £'M	Provisional Outturn £'M	Variance £'M
Resources	9.0	12.7	11.9	(0.8)
Environment	18.9	20.8	17.7	(3.1)
Economy & Growth	28.9	26.4	26.1	(0.3)
Children & Family Services	63.9	82.8	85.5	2.7
Public Health	2.1	1.2	1.1	(0.1)
Adult Services & Housing	72.9	73.6	75.1	1.4
	195.8	217.5	217.3	(0.2)
Corporate Budgets	6.6	21.1	18.6	(2.4)
	202.4	238.6	236.0	(2.6)
Earmarked reserves	5.1	5.9	9.1	3.2
School Balances	0.0	0.1	0.1	0.0
Total	207.4	244.6	245.2	0.6
Funding	(207.4)	(244.6)	(245.2)	(0.6)
Net	0.0	(0.0)	(0.0)	0.0

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	Children's & Family Services £'M	Environment £'M	Public Health £'M	Adult Services £'M
Earmarked Reserve (EMR) Adjustment / Utilisations						
Utilisation of Transformation, Public Health Funding, & Children's Health Provision Reserves	0.6	0.0	0.1	0.0	0.4	0.0
Utilisation of Transformation Reserves	0.1	(0.1)	0.5	(0.1)	0.0	0.0
Increase in Child Health Provisions, Health Promotions & Public Health Funding Reserves	0.0	(0.1)	0.0	(0.1)	(1.4)	0.0
Utilisation of Transformation Reserves, increase in IFRS Grants, Education Funding, Virtual School Head & Renolds Day Care Reserves	0.3	(0.5)	(0.7)	0.0	0.0	0.0
Total Service Budget Movement	1.0	(0.7)	(0.1)	(0.2)	(1.0)	0.0

Capital Budget Overview

(£9.9M)

Capital Provisional
Outturn Underspend

(12.2%)

% Representation of Service
Capital Underspend to Approved
Programme

CAPITAL	Original Approved Programme £'M	Approved Programme £'M	Provisional Outturn £'M	Variance £'M
Resources	19.6	9.2	5.2	(4.0)
Environment	6.8	10.0	6.1	(3.9)
Economy & Growth	67.5	45.6	45.7	0.1
Children & Family Services	14.1	15.8	14.0	(1.8)
Public Health	0.0	0.0	0.0	0.0
Adult Services & Housing	0.4	0.3	0.1	(0.2)
Total Capital Budgets	108.4	81.0	71.1	(9.9)
Funding	(108.4)	(81.0)	(71.1)	9.9
Net	0.0	0.0	0.0	(0.0)

Capital Overview Comments:

The underspend reflects the revised timelines in several of the more complex and multi-faceted projects where factors including contractual issues or redesign have been encountered. Full details of the capital reprofiling and programme adjustment requests (including those >£350k requiring approval) are shown on the following page.

All proposed capital reprofiling has been reviewed to ensure that revised forecasts remain realistic, schemes continue to align with strategic priorities, and the resulting borrowing requirement remains affordable, prudent and sustainable.

Capital Movement Overview

SCHEME	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme	2028/29 Revised Capital Programme	Re-Profiling Requested from 2025/26	Changes to the Programme 2026/27	Changes to the Programme 2027/28	Changes to the Programme 2028/29	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme	2028/29 Revised Capital Programme
	£000	£000	£000		£000	£000	£000	£000	£000	£000
ECONOMY AND GROWTH										
Regeneration										
Clee HLF Townscape Heritage	-	-	-	18				18	-	-
Cleethorpes Public Art	-	-	-	19				19	-	-
Heritage Action Zone	400	-	-	55				455	-	-
Playing Pitch Reprovision	529	-	-	8	322	322		215	322	-
Tennis Court Refurbishment	-	-	-	21				21	-	-
Play Zone	297	-	-	15				312	-	-
SHIP Scheme	667	-	-	127				794	-	-
UK Shared Prosperity Fund	-	-	-	157				157	-	-
Freshney Place Leisure Development	23,138	7,656	-	2,303		1,290		20,835	8,946	-
Freshney Place Car Park				100				100	-	-
Freshney Place RAAC	2,090	3,910	-	44	1,134	1,910	3,044	1,000	2,000	3,044
Freshney Place Landlord Works / Cap Cons	438	350	-	26	330	30		134	380	-
House of Fraser	2,600	1,000	-	202	62			2,460	1,000	-
Cleethorpes Masterplan - Market Place LUF Scheme	3,851	350	-	32		10		3,883	360	-
Cleethorpes Masterplan - Sea Road LUF Scheme	3,803	450	-	219				4,022	450	-
Cleethorpes Masterplan - Pier Gardens LUF Scheme	8,515	800	-	336				8,179	800	-
Cleethorpes Masterplan - LUF Wayfinding	-	-	-	13	290			303	-	-
Cleethorpes Masterplan - LUF Logisitics	150	-	-	22				128	-	-
Towns Fund - St James House	-	-	-	78				78	-	-
Towns Fund - Activation Fund	221	-	-	2	112	112		112	112	-
Towns Fund - Riverhead Square	-	-	-	45				45	-	-
Towns Fund - Public Realm Connectivity	-	-	-	1,493	1,493	1,493		-	1,493	-
Grimsby Central Library Asbestos Removal	-	-	-	129	2,929	-		2,800	-	-
Pride in Place (Regeneration)	-	-	-	-	30			30	-	-

Capital Movement Overview (1)

SCHEME	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme	2028/29 Revised Capital Programme	Re-Profiling Requested from 2025/26	Changes to the Programme 2026/27	Changes to the Programme 2027/28	Changes to the Programme 2028/29	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme	2028/29 Revised Capital Programme
	£000	£000	£000		£000	£000	£000	£000	£000	£000
ECONOMY AND GROWTH										
Infrastructure										
Disabled Facilities Grants	-	-	-	-	672	4,000	4,000	4,000	3,328	4,000
Local Transport Plan Schemes	7,195	8,103	8,240	1,238	60			8,493	8,103	8,240
Corporation Rd Bridge Refurbishment*	-	-	-	-				-	-	-
Gy and Imm Flood Innov Funding	-	-	-	-	1,230	4,161		2,931	-	-
A180 Structures	2,825	-	-	-	83			2,908	-	-
Grimsby Surface Water Flood Alleviation	-	-	-	-	3			3	-	-
Bus Service Improvement Plan	3,011	-	-	-	366			3,377	-	-
Towns Fund - Garth Lane	3,500	-	-	-	1,088			4,588	-	-
Toll Bar Drop Off	-	-	-	-	159			159	-	-
Greater Lincs Groundwater Project	2,000	-	-	-	-			2,000	-	-
Car Park Schemes	325	-	-	-	438	1,580		1,467	-	-
Transport Hub	988	-	-	-	104			884	-	-
North Prom Footwash	-	-	-	-	-			-	-	-
Planned and Preventative Maintenance (PPM)	3,472	1,571	-	-	646			4,118	1,571	-
Property Rationalisation Programme	-	-	-	-	28			28	-	-
Business Centre Improvement	100	-	-	-	84			184	-	-
Heritage Assets at Risk	2,800	-	-	-	113			2,913	-	-
Motor Caravan Parking Scheme	-	-	-	-	-			-	-	-
Local Transport Grant	9,880	6,790	7,570	150	-	450		9,580	6,790	7,570
SAFER TOWNS & COMMUNITIES										
HAS & Green Spaces	-	-	-	-	46			46	-	-
Pride in Place (Safer Towns & Communities)						600		600	-	-

* Corporation Road Bridge Refurbishment costs are included (amongst others) in "Capital Investment Capacity"

Capital Movement Overview (2)

SCHEME	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme	2028/29 Revised Capital Programme	Re-Profiling Requested from 2025/26	Changes to the Programme 2026/27	Changes to the Programme 2027/28	Changes to the Programme 2028/29	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme	2028/29 Revised Capital Programme
	£000	£000	£000		£000	£000	£000	£000	£000	£000
RESOURCES										
Deputy S151										
Capital Receipt Flexibility	3,350	2,850	2,170	-				3,350	2,850	2,170
Policy, Strategy and Resources										
ICT Refresh	965	639	1,406	- 8	43			1,000	639	1,406
M365 Transformation Programme	258	199	-	- 78				180	199	-
Childrens Services Platform	1,000	804	-	- 75				925	804	-
Digital Platform	300	-	-	36				336	-	-
LT&B System Replacement	-	-	-	-	154			154	-	-
ENVIRONMENT										
Fleet Replacement Programme	7,315	1,693	6,278	377				7,692	1,693	6,278
Depot Rationalisation	-	-	-	414				414	-	-
Salix - Public Sector Decarbonisation Scheme	-	-	-	2,293	556	2,637		2,849	2,637	-
Housing Assistance Grants and Loans	461	-	-	132				593	-	-
Warm Home Grants	380	375	-	-				380	375	-
Capital Office Recycling Project	-	-	-	23				23	-	-
DUNE 2					640			640	-	-
Pride In Place (Environment)					150			150	-	-
ADULTS & HOUSING										
Rough Sleeper Accom Grant	-	-	-	37				37	-	-
Local Authority Housing Fund 3 (LAHF3)	90	-	-	181				271	-	-

Capital Movement Overview (3)

SCHEME	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme	2028/29 Revised Capital Programme	Re-Profiling Requested from 2025/26	Changes to the Programme 2026/27	Changes to the Programme 2027/28	Changes to the Programme 2028/29	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme	2028/29 Revised Capital Programme
	£000	£000	£000		£000	£000	£000	£000	£000	£000
CHILDRENS SERVICES										
AD Regulated										
Childrens Residential Transformation	70	-	-	683				753	-	-
Pride in Place (Playable Spaces)					200			200	-	-
Education and Inclusion										
Schools - Devolved Formula Cap Grant	150	150	-	43	- 115			78	150	-
Schools - Backlog Maintenance	250	250	-	29				279	250	-
Schools - Basic Need Sufficiency of Places	7,300	3,000	-	466				7,766	3,000	-
SEND Special Prov Fund	1,118	-	-	565		2,770		1,683	2,770	-
SEMH Free School	10	-	-	3				13	-	-
Wraparound Childcare Programme	-	-	-	15				15	-	-
CAPITAL CAPACITY										
Capital Investment Capacity	6,966	12,928	13,164	3,695	- 4,725	- 4,918	- 6,000	5,936	8,010	7,164
Grimsby Central Library Provision (Earmarked Funding)					1,000	5,000	4,000	1,000	5,000	4,000
Dedicated Heritage Asset Funding (Earmarked Funding)						1,000	3,000	-	1,000	3,000
Cleethorpes Public Toilet Provision (Earmarked Funding)					450			450	-	-
TOTAL CAPITAL PROGRAMME	112,778	53,868	38,828	9,871	8,225	11,836	8,044	130,874	65,704	46,872

Funding										
External Grants	58,742	18,268	15,410	1,542	8,474	8,385	4,000	68,758	26,653	19,410
Corporate Borrowing	50,642	32,750	21,248	8,313	- 249	2,451	3,044	58,706	35,201	24,292
Capital Receipts	3,350	2,850	2,170			1,000	1,000	3,350	3,850	3,170
Revenue Contributions	-	-						-	-	-
Other Private inc S106	44	-		16				60	-	-
TOTAL FUNDING	112,778	53,868	38,828	9,871	8,225	11,836	8,044	130,874	65,704	46,872

Denotes a Major Project

Denotes a Major Education Project

Key Pillars of the Medium- Term Financial Plan



Key Pillars of the Medium-Term Financial Plan

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

People & Place

Commercial Council

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

Housing

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

Digital & Technology

Provision of the latest technology to drive efficiency and improve delivery

Strategic Asset Management

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

Transport

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

Productivity & Cost Effectiveness

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

Tackling the wider determinants of health

Commercial Council

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

Port Health Transformation (Border Target Operating Model - BTOM)

The implementation of the BTOM for EU and non-EU imports has contributed to a net positive position within the Environment area. This investment supports regulatory compliance and operational readiness at the border, with a focus on streamlining inspection processes and enhancing digital infrastructure. However, this area is subject to further government streamlining which may impact future forecasts. This income should be considered as a volatile / policy-sensitive budget benefit, not as a secure recurring base improvement.

Fishing Heritage Centre Income Uplift

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

Commercial Estate Rent and Service Charge Reviews

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

Productivity

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

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

Adult Social Care

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

Key commissioning activity across shared lives, support at home, extra care, and bed-based services has contributed to the reshaping of the local care market, improving value for money, and ensuring sufficiency of provision in line with demographic trends (£0.97M).

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

Optimisation of Borrowing Costs Aligned with Capital Programme

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

Housing

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

Ongoing Delivery

- Work with partners to develop a Homelessness Prevention and Rough Sleeping Strategy (August 2026)
- Ongoing work to reduce the numbers of rough sleepers locally, working closely with partners on a joined up, borough-wide approach.
- Continued focus on improving case management and decision making in homelessness applications.
- Re-procurement of Housing Related Support to improve the offer for residents with the objective of reducing homelessness.
- Review of Social Housing Allocations Policy in conjunction with North Lincolnshire Council to ensure social housing is allocated fairly and transparently to those most in need.
- Review of Housing Subsidy pressures, encouraging local providers to become Registered Providers (RPs), or partner with existing RPs, to reduce cost pressures.
- Development of longer-term strategic partnerships for the delivery of social and affordable housing is underway. This will form part of a new Affordable Housing Strategy informed by a review undertaken with the Council House Building Fund grant.
- Selective Licensing scheme in parts of East Marsh started on 8 April 2026 with support from Homesafe. Awareness raising and communication to landlords continues.
- Preparing for implementation of first phase of Renters Rights Act 2025 in May 2026.

Planned Delivery

- Establish new Registered Providers forum to support ongoing work to increase social and affordable house building in the borough.
- Develop a new prevention function – initially focussed on strengthening relationships with private sector landlords – to support reduction in temporary accommodation numbers.
- Continue to build a fit for purpose front door – housing team to be based in more community settings in the second half of the year.
- Extra Care Housing procurement (May 26 onwards)
- Children's residential social care – increasing capacity and support within North East Lincolnshire

Transport

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

Ongoing Delivery

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

Planned Delivery

- Alignment of application of organisational transport related policies - In place for June 2026
- Review of transport related benefits as part of the job evaluation long term project
- Day service – implementation of new delivery models – June 2026 - older people. August 2026 – working aged adults
- Review of community transport

Strategic Asset Management

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

Ongoing Delivery

- Land & Property Strategic Asset Management Plan 2025 to 2028 approved by Cabinet in June 2025, and delivery action plan subsequently approved & implemented.
- For the operational portfolio, we are moving into the analysis stage having completed a programme of suitability and sufficiency surveys across the operational estate.
- Additional Estates resource prioritised to provide focused support to project team to enable progress.
- Strategic Asset Management update report presented to TISH scrutiny on 3 March 2026.
- Report presented to Commercial & Productivity Oversight Board covering opportunities from outstanding lease renewals and rent reviews.
- Disposal Programme –At the end of Q4 the total amount raised from disposals was £6.3m against a minimum target of £2.15million. Target for 2026/27 financial year is £3.4 million and there is already £3.332 million in contract.

Planned Delivery

- Bring forward the revised business case for the development of Holme Hill former school as part of the operational estate.
- Develop the business case for the refurbishment of Grimsby library on receipt of all structural survey information.
- Suitability & sufficiency surveys for all operational properties complete to provide up to date property performance data. New performance review matrixes in place for operational and non-operational properties. Non-operational properties – 223 assets in scope for review.

Digital & Technology

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

Artificial Intelligence and Automation: The Council is continuing to introduce Artificial Intelligence (AI) and automation in a careful and practical way, testing real uses, learning what works and making sure there are strong rules in place to keep data safe. Testing and evaluation has taken place with a number of AI products. Around 20% of the workforce are using **Microsoft 365 copilot licences** which is a tool providing assistance to users and focusing on improving productivity (e.g. document creation, meeting productivity, data analysis). Evaluations took place during quarter 4 to identify benefits and return on investment which are now being further explored. Trials have also been taking place with **AI transcription products** in Children's Social Care, two products have been trialled and evaluated resulting in time savings on reducing the creation of paperwork and improving the quality and detail of meeting notes freeing up social work time to focus on engaging with children, young people and families. This has the potential to reduce time spent on individual drafting and write of up of case notes by up to approximately 60%. **Conversational agents** are also in development for trial in services to assess the opportunities to support self service for internal Council Services with a view to improving productivity. The Council has been involved in a multi-Council pilot led by North Yorkshire Council to support housing and care teams in trialling a **proof of concept (HaNC)** focussed on specialist knowledge, for example the Housing Act. This trial sought to understand how AI could enhance access to complex legislative information and improve service delivery. As a result of the evaluation, further investment has been made across the region to further develop the product.

Council Website: The Council's website has been redesigned and relaunched improving access to Council services and information for members of the public and businesses. Rationalisation of websites continues to take place with engagement with services to reshape site structure and content.

Information Management and Resilience: The Information Management and Resilience Project (IMaR) Phase 1 is complete and 100% of the Council's on-premise data has now been moved to provide better protection of data and preparing our data for newer technology being introduced. This project has enabled cost avoidance of £50K cloud back up costs.

Customer portal: We have started to review our online forms to make them easier to understand and use so that members of the public find it easier to report issues to the Council.

Data Warehouse Developments: Work has been taking place to test tools and technology to improve our use of data and develop insights across the Council. This has been tested in Children's Services to help us better understand what people need, enabling quicker and better decisions and improved outcomes for children and families. We are now taking this further forward with our next phase of the project to build a joined-up data platform that connects systems, supports insight and AI, reduces duplication and improves decision making across services. This will be tested on existing Microsoft technology.

Local Taxation and Benefits: The Council has jointly undertaken the procurement for the Local Taxation and Benefits System with North Lincolnshire Council following the contract expiry. This ensures that the system the Council is using is modern and reduces reliance on outdated technology bringing opportunities for innovation and change.

Finance and Performance Review against Council Plan Priorities and Service Areas



STRONGER ECONOMY

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



STRONGER COMMUNITIES

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



GREENER FUTURE

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



ENGAGING AND EFFECTIVE COUNCIL

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

Stronger economy and stronger communities



Resources

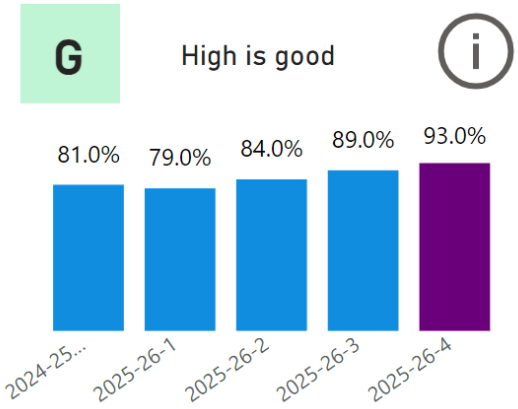
Engaging and Effective Council

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

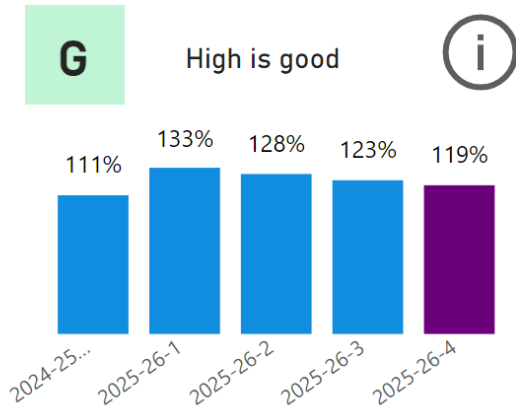




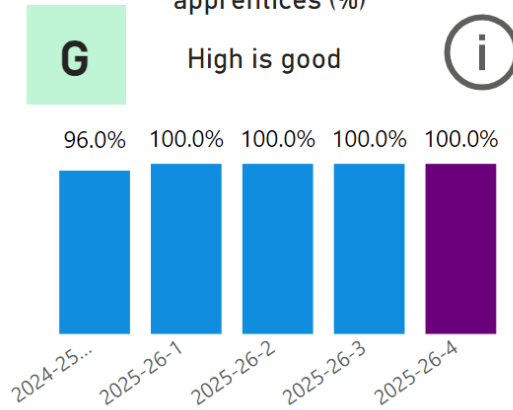
Proportion of permanent social work qualified staff (%)



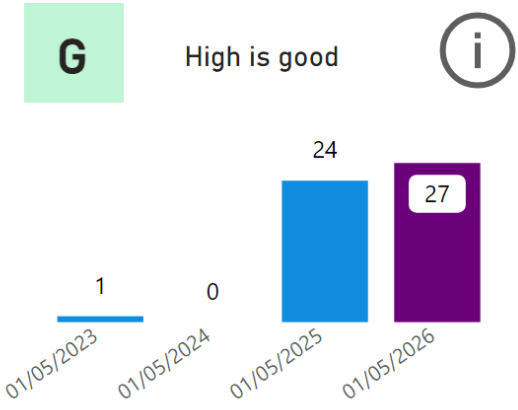
Apprentice Levy Year To Date Spend



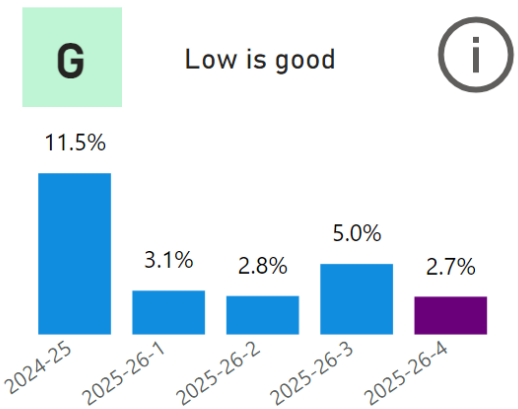
Placement retention and progression to a substantive post - Graduate and apprentices (%)



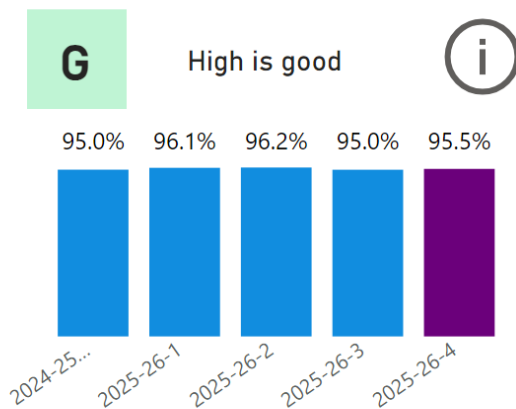
NPS Score (Employee Voice and Pulse Survey)



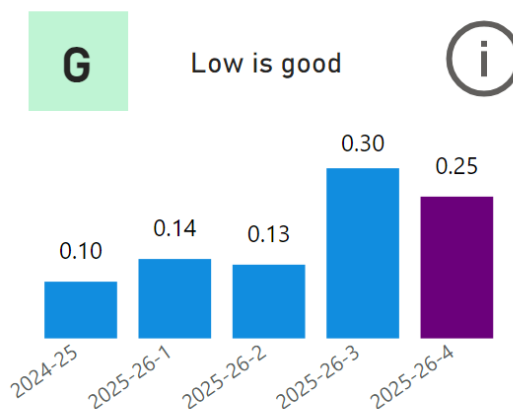
Employee Turnover Rate



The average attendance per full time employee (%)



Total RIDDOR incident rate



Performance Overview

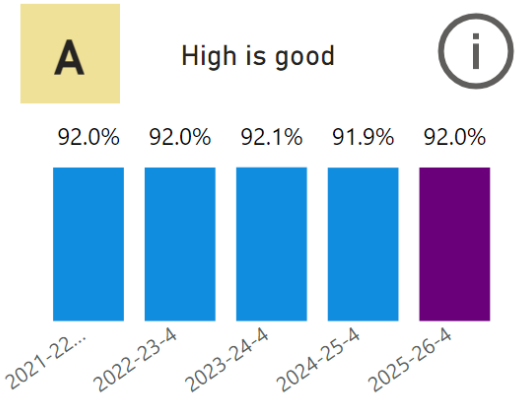
Resources (1)

Council Plan Priority	Commentary
Engaging and Effective Council - A Great Place to Work and Develop	<p>In Q4, the Council has continued to build momentum toward becoming an engaging and effective organisation where people feel supported, valued and able to perform at their best. As shown in the slide 24 workforce dashboard graphs, performance across key workforce measures has remained strong and broadly stable, with the latest quarter maintaining the positive direction seen earlier in the year.</p> <p>Engagement has strengthened further: the 2026 Voice survey Net Promoter Score (NPS) has increased to 27, reinforcing that colleagues are more likely to recommend the Council as a great place to work. Graduate retention remains at 100% in Q4, demonstrating that our early-career offer and development pathways are translating into sustained commitment and organisational capability.</p> <p>The data continues to evidence operational stability. Permanent staffing levels in key roles are being sustained, turnover remains low, and attendance is stable, supporting service continuity, wellbeing and retention of organisational knowledge. Apprenticeship Levy indicators remain positive, reinforcing our commitment to developing internal talent pipelines and supporting hard-to-recruit areas.</p> <p>Overall, these Q4 results show that the foundations of a positive workforce culture are strengthening, with improving engagement signals alongside sustained retention and stability. The Resources service area remains green for performance, with financial pressures continuing to be actively managed.</p>

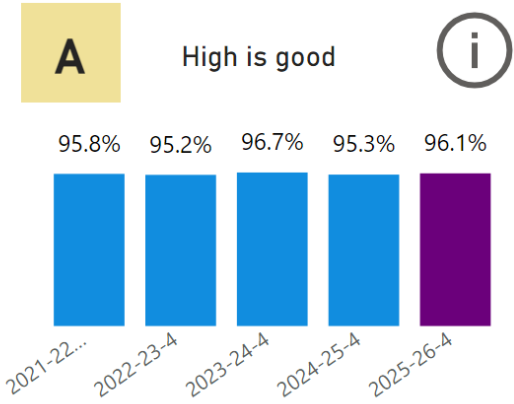
Engaging and Effective Council Financially Stable



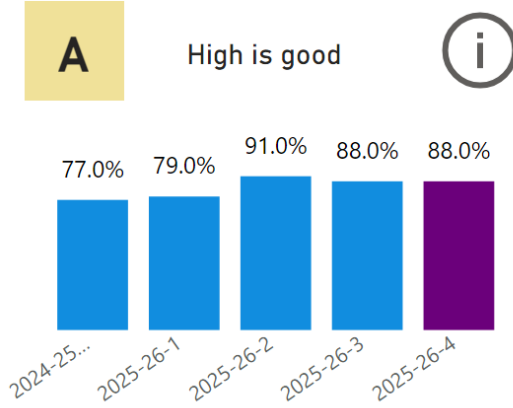
Council tax collection achieved (%)



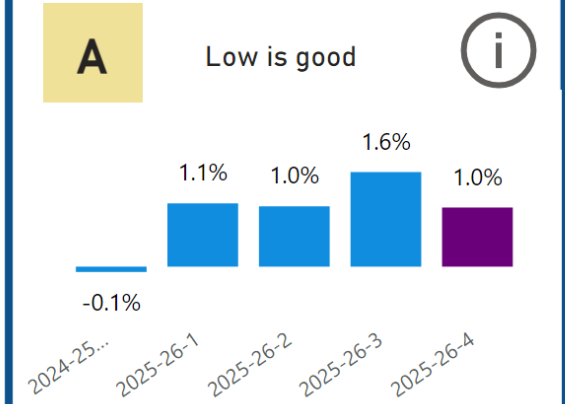
National non-domestic rates collection achieved (%)



Capital programmes forecast to be delivered (%)



Variance against revenue service budget - Revised (%)



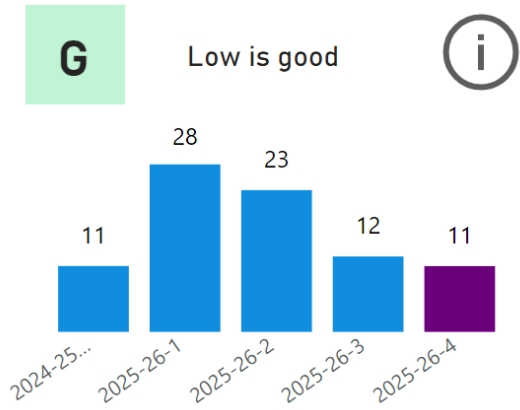
Performance Overview

Resources (2)

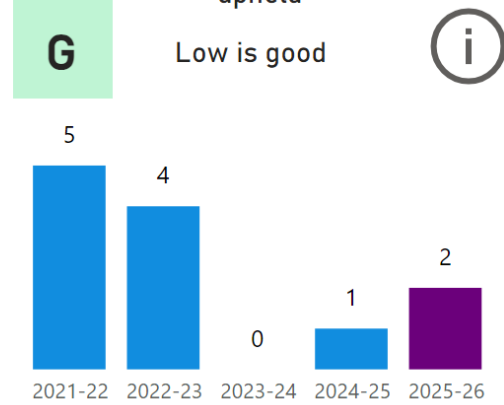
Council Plan Priority	Commentary
Engaging and Effective Council - Financially Stable	<p>Council Tax Council Tax collection performance is shown in comparison to the same point in each year since 2021/22, against a backdrop of increasing overall liability. Collection levels at the end of Q4 2025/26 in financial terms are broadly in line with the prior year, although full-year collection in percentage terms has reduced slightly. This reflects ongoing cost of living pressures, particularly impacting residents in receipt of Council Tax Support. The Council continues to utilise the Council Tax Hardship Fund where appropriate and proactively signpost residents to wider financial support and advice.</p> <p>National Non-Domestic Rates (NNDR) NNDR liability has increased to £64.3m in 2025/26, up from £61.7m in 2024/25. Collection performance during 2025/26 was slightly above the previous last year. Given the higher level of debt and wider economic pressures evident at present this represents strong performance. Regular monitoring and analysis will continue to be undertaken to identify any specific factors impacting on collection performance.</p> <p>The Financial Overview provides further detail on the Council's overall financial position, including key capital and revenue pressures and the actions being taken to mitigate these.</p>



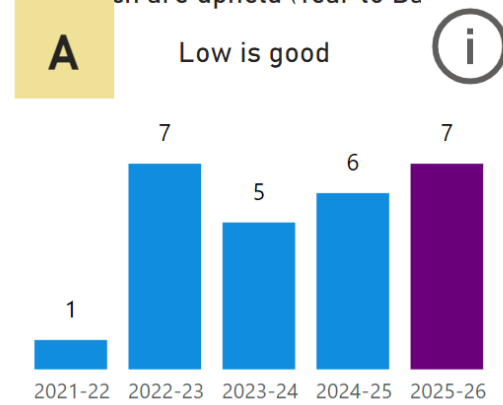
Housing Benefits average days to process



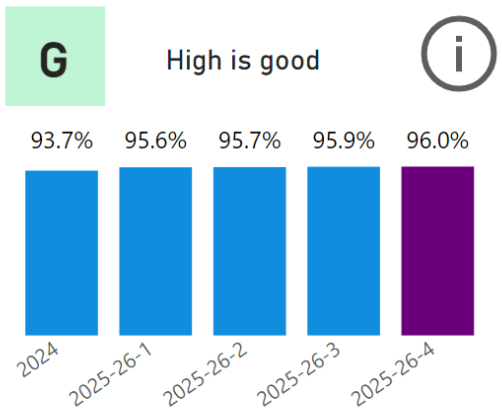
Freedom of Information cases referred to the Information Commissioner which are upheld



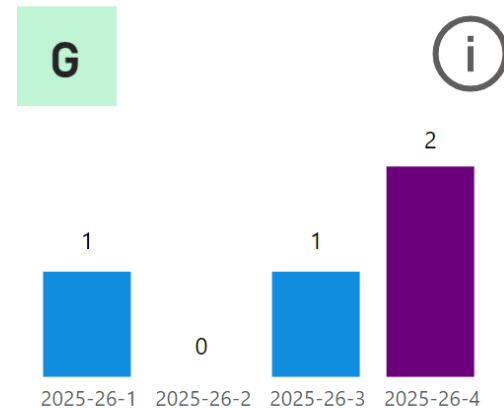
Complaints referred to the Local Government and Social Care Ombudsman which are upheld (Year to Date)



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



New technologies delivered from our ICT Roadmap in 25/26



Performance Overview

Resources (3)

Council Plan Priority	Commentary
Engaging and Effective Council - Accessible and Engaging	<p>Over 2025/26, there have been two Freedom Of Information(FOI) complaints against North East Lincolnshire Council upheld by the Information Commissioner's Office (ICO). These complaints related to Council-wide information published on the internet and to Children's Services.</p> <p>Although a slight increase, this continues the strong performance seen in 2024–25, when only one case was upheld across the entire year. This trend comes despite a significant rise in the number of FOI requests responded to — a total of 1563 in the year, compared to 1303 during 2024/25, an increase of 20% — highlighting the Council's ongoing commitment to openness and transparency. By responding effectively to a growing volume of requests, the Council is helping to reduce the likelihood of complaints being escalated and upheld by the ICO.</p> <p>This performance has met our annual target and compares favourably with other local authorities. During 2025/26 there has been an increasing complexity in the requests received as well as an increase in overall volumes. This has been challenging to manage whilst ensuring a consistent response time and effective handling of the requests. The Council is committed to ensuring that as much information as possible is published to ensure that it is accessible without the need to make a formal request. This pro-active approach will support our commitment to transparency as well as helping to reduce the number of overall requests that need to be processed.</p> <p>Housing Benefits end of year performance shows improvement in comparison to previous years. Performance exceeds internal targets and external expectations placed by the Department for Work and Pensions (DWP). Caseloads continue to reduce in line with Universal Credit (UC) implementation, as an increasing number of people receive support for housing costs via UC rather than a separate Housing Benefit claim.</p>
Engaging and Effective Council - Digitally Smart	<p>The revised ICT and Digital Strategy has been refreshed and was launched in quarter 4, it can be found here: IT service and infrastructure NELC</p> <p>During Q4 the new EHCP (Education, Health & Care Plan) Module went fully live, including a case management module and a new online EHCP Portal for all new plan requests.</p> <p>The Early Years module also moved into full use, with a final scheduled system update in April to incorporate new DfE census requirements. This new Early Years system replaced the legacy platform, consolidating Early Years data and processes into one place.</p> <p>The gigabit broadband programme (which is a Greater Lincolnshire programme)continues to progress. There are 163 premises within the NEL boundary that will benefit from the programme, that are forecast to be completed by the end of July.</p>

Revenue

Resources Budget

5.83%

Of Total Revenue
Service Budgets

(£0.8M)

Provisional Outturn
Revenue Underspend

(6.26)%

Variance as % Of Total
Budget Envelope

REVENUE (£'M)	Revenue Budget	Revenue Provisional Outturn	Variance
Deputy s151	3.6	4.5	0.8
Law and Governance	3.6	2.6	(1.0)
Policy, Strategy and Resources	2.1	1.8	(0.3)
Assistant Director People & Orga	3.3	3.0	(0.3)
	12.7	11.9	(0.8)

Service Comments:-

A pressure remains within the Deputy s151 service area (£0.8m), owing to the council's limited ability to recover full housing benefit subsidies. This is driven by payments made for accommodation that doesn't meet DWP criteria for full cost recovery —particularly non-registered providers and temporary housing. Since this is a demand-led service, costs can vary throughout the year. However, following a review of the housing provision and its impact on subsidy recovery, actions are being taken that have reduced the pressure, with an aim to minimise the ongoing financial impact.

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

Capital

11.38%

Of Total Capital
Programme

(£4.0M)

Capital Provisional
Outturn Underspend

CAPITAL (£'M)	Original Programme	Approved Programme	Capital Provisional Outturn	Variance
Deputy S151	15.3	7.1	2.9	(4.1)
Policy Strategy and Resources	4.3	2.2	2.3	0.1
Law Governance and Assets	0.0	0.0	0.0	0.0
	19.6	9.2	5.2	(4.0)

Service Comments:-

Deputy S151 (£4.1M) – Underspend reflects reduced utilisation of the Investment Capacity, which will be reprofiled to future years.

Policy, Strategy & Resources £0.1M – Actual costs were in line with approved programme

Resources

Achievements, Challenges & Risks

Performance RAG	Green	Finance RAG	Green
Achievements:	<p>AcademyNEL continues to build a resilient internal talent pipeline and support long-term workforce sustainability. Cohort 2 of the Achieve programme began, with a further cohort planned to follow in a few months. Work to commercialise the Academy is progressing well, with 5 training programmes approved for CPD accreditation and now being offered to external participants.</p> <p>Recruitment to our graduate and intern programmes began in Q4, with significant interest and strong candidates, further confirming that our work across the place with colleges, schools and universities is being successful in highlighting NELC as an employer of choice, but also local authorities as a career destination.</p>		
Key challenges:	<p>The key financial challenges for Resources relate to Housing Benefit Subsidy recovery. Whilst the budget impact is shown in Resources, the root cause relates to placements made by the housing team for people who require temporary and supported accommodation, as detailed on page 29, a Housing Transformation plan has been developed, and a Housing board is in place to monitor delivery.</p> <p>Capacity to support multiple projects and programmes is always a challenge however, this is regularly monitored and additional capacity brought in for specific projects as required.</p>		
Risk to non-delivery:	<p>None identified at present.</p>		

Environment & Regulatory Services

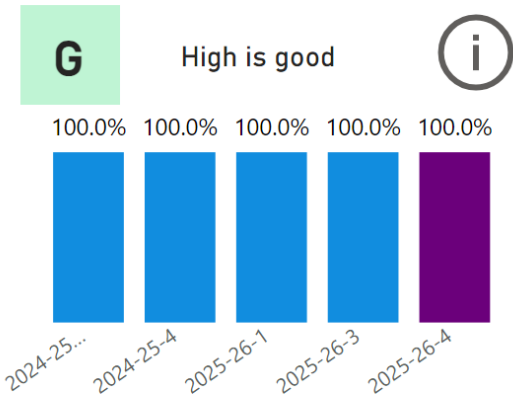
Greener Future

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

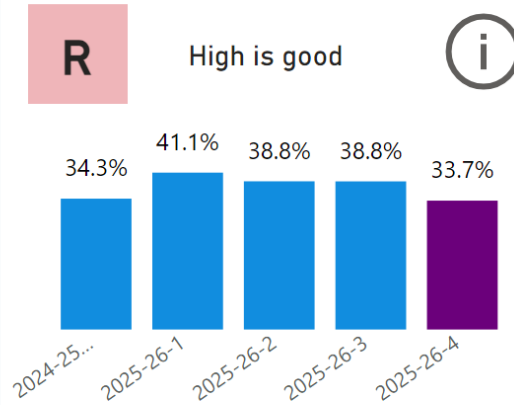




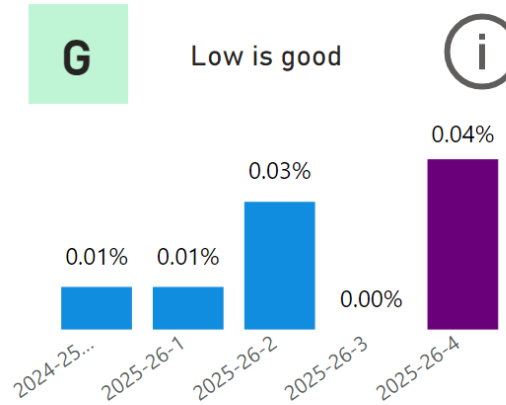
Fly tipping reports collected within 5 working days (%)



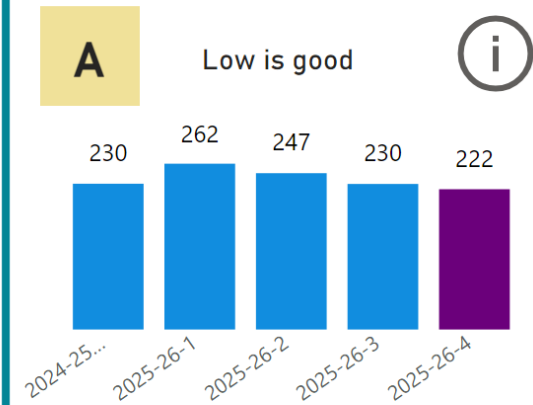
Household Waste sent for Reuse, Recycling and Composting (%)



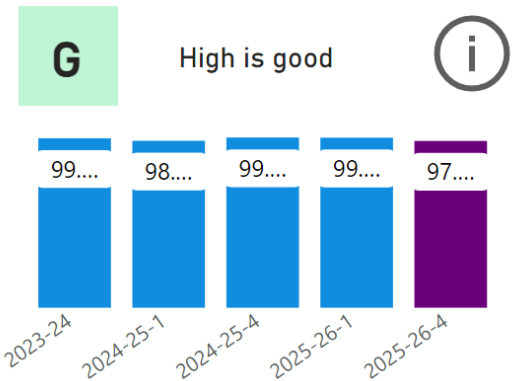
Municipal waste landfilled (%)



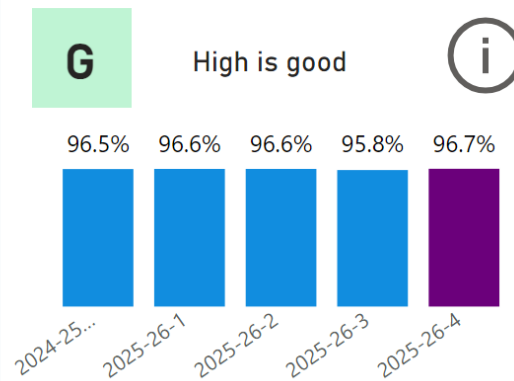
Total Household Waste per 1000 Households (tonnes)



Waste collections completed on time (%)



Bulky Waste Collections Completed on the specified day (%)



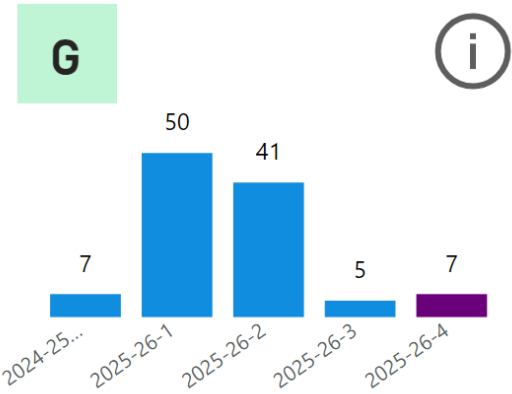
Performance Overview

Environment and Regulatory Services (1)

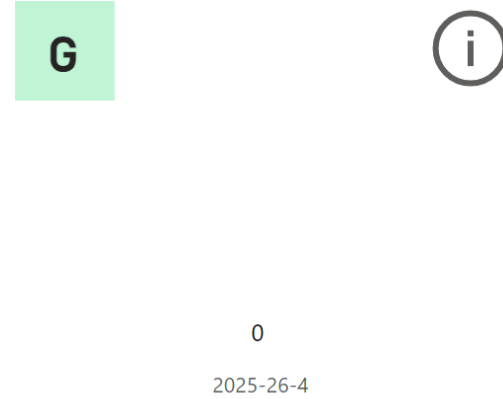
Council Plan Priority	Commentary
<p>Greener Future - Our Waste and Recycling</p>	<p>The Q4 recycling rate (33.7%) a decrease from last quarters recycling rate (38.7%) which is consistent for this time of year and with the previous Q4 data of (34.3%). The decrease in Q4 is due to a combination of pausing collections / reduction in garden waste over winter, and a lower than usual uptake in recycling. Our annual recycling rate has decreased slightly (37.3%) likely due to a lower performance in Q4 than normal. However, NELC still remains broadly consistent with the national picture. For comparison in 23/24 the yearly mean for NEL Cipfa family group was 38.94% and NELC ranked 8th out of 16 councils (NELC 37.7%). Waste strategy nationally is changing significantly to increase recycling rates and reduce avoidable waste. The Council is planning to start food waste collections following a Cabinet decision on the preferred option.</p> <p>We are high performing sending 0.04% of waste to landfill during Q4, a slight increase on last quarter due to a plant shutdown at the energy from waste site. For comparison in 23/24 the mean for NEL Cipfa family group was 5.35% and NELC ranked 6th out of 16 at 0.34%.</p> <p>Q4 Missed Collections. 97.9% against 90% target. Data extrapolated from the new Council Alloy system and analysed across all 3 services (Refuse, Recycling & Garden Waste). Overall performance reduced in Q4 due to staff availability in March affecting mainly Garden Waste.</p> <p>The total amount of waste per 1,000 households is 222 tonnes in Q4, which is slightly less than the previous year. For comparison in 23/24 the annual mean for NEL Cipfa family group was 954 tonnes and NELC ranked 11th out of 16 at producing 989 (lower is better). Assuming an even spread of waste for each quarter the Q4 target is 238.5 tonnes. The reduction is likely to reflect the seasonal variation in garden waste collected.</p> <p>The Q4 data for performance on collecting fly tipping within 5 working days shows that we have performed well achieving all collections within the target.</p> <p>In Q4 we achieved a bulky waste collection completion rate of 96.7%, exceeding the target of 95%. This reflects our continued commitment to delivering reliable and responsive waste services that support cleaner neighbourhoods and resident satisfaction. There were a total of 1,116 planned collections, 1,153 were completed on the booked day. This result places us above the national average, with benchmarking data from Waste DataFlow indicating that many councils report completion rates between 92% and 95%. Our performance demonstrates effective operational planning and a proactive approach to service recovery when issues arise.</p> <p>Depot Rationalisation work completed in March 2026 and services now operate in a single modern operational depot.</p>



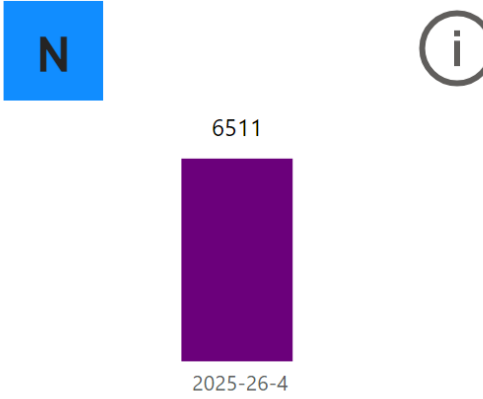
Fixed Penalty Notices Issued for Public Space Protection Orders [Manual RAG]



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



Total CO2 emissions across Council Assets (tonnes)



Performance Overview

Environment and Regulatory Services (2)

Council Plan Priority	Commentary
Greener Future - Looking After and Protecting our Parks and Open Spaces	<p>We continue to strive to ensure our parks and open spaces are looked after and protected. There are eight main destination parks across the borough, which receive regular visitors, various events and community groups who use the space.</p> <p>Play areas are inspected on a regular basis, to ensure the spaces and equipment are safe for children and families to enjoy and learn.</p> <p>Work aligns to the approved tree strategy which supports the maintenance of the borough's trees. A number of trees have been planted within parks and open spaces, watering and maintenance regimes take place so that they can thrive, a few have failed due to vandalism. This has all been possible through external funding. We continue to engage with wider partners on tree planting initiatives across the borough.</p> <p>A task force was established in 2025 to focus on our resort safety, maintenance and cleanliness. This continues into 2026 with the additional funding received for extra people to be permanently located in the resort area. Work is also continuing in bringing landmark features back to life, e.g. painting the games on Lower Kingsway and the Leaking Boot.</p> <p>Fixed penalty notices for Public Space Protection Orders are reported as a proxy measure for pride in the community. Targets are not set for enforcement work as this is unlawful. In Q4 7 Fixed Penalty Notices were issued under the PSPO which is an increase from 5 in Q3. Issuance will increase in Q1 26/27 due to the commencement of the dog control restrictions on the beach at the resort.</p>

Performance Overview

Environment and Regulatory Services (3)

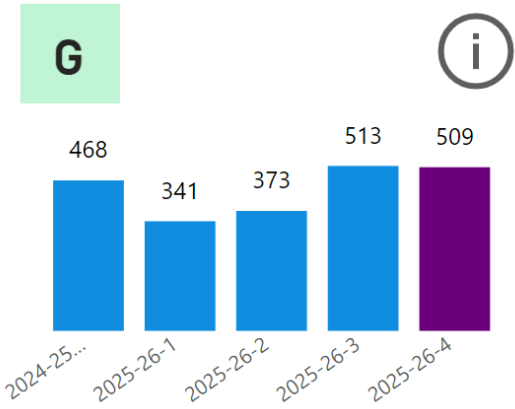
Council Plan Priority	Commentary
Greener Future - Our Coastline	<p>The research and Engagement Officer and Coastal Ranger continue to work on the coastline, this includes walks and talks along the coastline raising the profile of the unique heritage asset. More than 1000 people have been engaged face to face so far and we have engaged over 1700 people across the project at events. We have also visited 5 schools to speak to children about the importance of our coastline, with more trips planned.</p> <p>The team are working with the Insights team to develop a dashboard to collect and report on data and a full engagement plan has been created.</p> <p>In addition, and as part of the DUNE Project, the group have held 3 engagement sessions with environmental professionals across the region partnering the DUNE Project, with quarterly meetings now established. This group is feeding into the project alongside the public engagement to help drive future phases of the project. We are working on Phase 2 of the DUNE Project, with an application to National Lottery Heritage Fund for further funding to deliver capital projects and further engagement activities such as school visits to the coast.</p> <p>Successful delivery of the Council's award-winning mitigation sites continues with more than 110 species of bird having been recorded using Cress Marsh and Novartis since they've been created. Work is continuing to secure planning permission to deliver a second pumping station on the site which will ensure long term water provision for our internationally important wading birds.</p>
Greener Future - Our Green Ambition	<p>Successful funding previously obtained through two separate applications to the Public Sector Decarbonisation Scheme enables the replacement of old heating systems and improvements in energy efficiency in some of our buildings. RIBA stage 4 assessments are mostly complete with the crematorium assessment still ongoing, and these projects are continuing and will contribute to improved energy efficiency and long-term financial sustainability. Work continues to review the Council's emissions and explore ways to reduce emissions and increase energy security for the Council. Council Carbon emissions have increased due to the acquisition of Equans assets and vehicles following the end of the partnership the last year, work is ongoing to review how we can successfully decarbonise the council with the new baseline position.</p> <p>Due to limitations of the grant and timescales for the MCCA renewables funding, this project could not progress. Work will continue to explore future funding and options to decarbonise council assets while ensure long term financial benefits.</p>

Stronger Communities

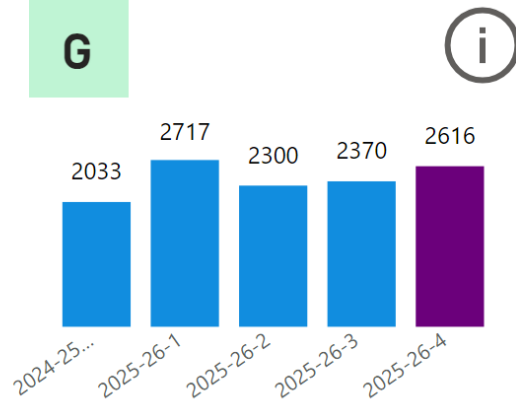
Clean and Safe Streets and Open Spaces



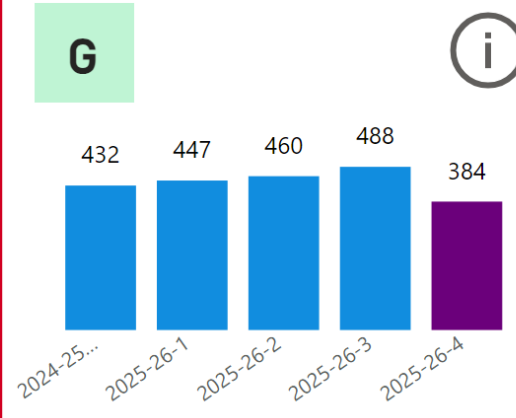
Penalty Charge Notices Issued (Camera Enforcement at Schools) [Manual RAG]



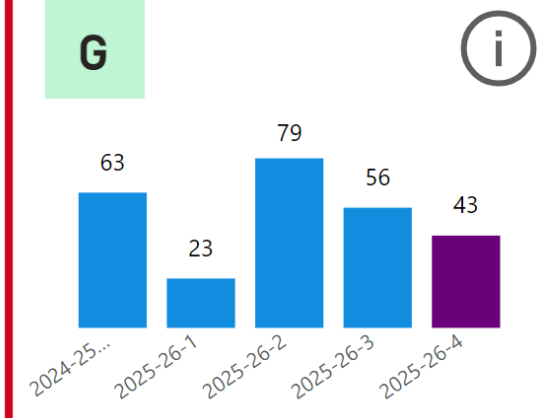
Penalty Charge Notices Issued (Total) [Manual RAG]



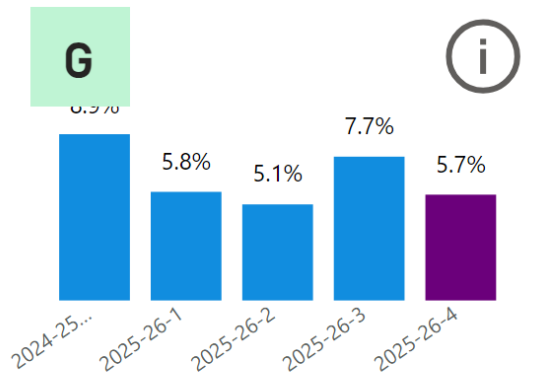
Fixed Penalty Notices Issued for littering [Manual RAG]



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



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



Performance Overview

Environment and Regulatory Services (4)

Council Plan Priority	Commentary
Stronger Communities - Clean and Safe Streets and Open Spaces (Clean element)	<p>The number of Penalty Charge Notices (PCN) arising from approved devices (cameras) in Q4 was 509 a slight reduction from the 513 in Q3. The number of PCNs issued does fluctuate during the year due to school holiday periods when cameras do not operate and changes in compliance. In addition, in Q3, two new sites were introduced.</p> <p>The total number of PCNs (2616) issued in Q4 has increased by 10% on Q3 (2370). 5.6% (148) of PCNs issued were subject to challenge at the date of analysis. The percentage of PCN appeals upheld is an indication of the fairness of the initial notice.</p> <p>There are no targets set for the number of PCNs issued as civil parking enforcement authorities are not legally permitted to set targets for issuing Penalty Charge Notices (PCNs). The purpose of parking enforcement is to ensure traffic management, road safety and compliance with regulations.</p> <p>The Green and Clean project saw six wards receive additional street cleaning resources including four barrow operatives and two operatives working across the six wards for 28 days at a time doing intensive cleaning. There was a reduction of 19.7% in litter reports across all 6 wards in the project and 30% less litter reports in the 4 wards when the new Barrow Operatives were employed. We also delivered a programme of education in schools on littering and environmental awareness and continued support for Community Champions and community litter picks. The enhanced operational resources and education work will continue into future years.</p>

Revenue

Environment Budget

9.59%

Of Total Revenue
Service Budgets

(£3.1M)

Provisional Outturn
Revenue Underspend

(15.1%)

Variance as % Of Total
Budget Envelope

REVENUE (£'M)	Revenue Budget	Revenue Provisional Outturn	Variance
Environment	20.8	17.7	(3.1)

Service Comments:-

There is a range of pressures and opportunities across the service, including favourability within the Commercial Regulatory Team from the port following EU exit. There is uncertainty about when the Government will review the current port arrangements, and this is likely to impact on future budget sustainability. The waste disposal contractor confirmed no change to the threshold banding rate for 2025/26, which has resulted in an opportunity, however there was increased costs associated with comingled waste both in year and thereafter due to instability in recycling commodity prices. Work continues to understand the key drivers behind parking and Civil Enforcement Officer (CEO) budgets to support effective optimisation.

Capital

12.38%

Of Total Capital
Programme

(£3.9M)

Capital Provisional
Outturn Underspend

CAPITAL (£'M)	Original Programme	Approved Programme	Capital Provisional Outturn	Variance
Environment	6.8	10.0	6.1	(3.9)

Service Comments:-

Capital underspend is driven the Salix Decarbonisation project, whilst the project delivery remains on track, costs associated with long lead items will be recognised in future financial years.

Environment & Regulatory services

Achievements, Challenges & Risks

Performance RAG

Green

Finance RAG

Green

<p>Achievements:</p>	<p>2025/26 delivered significant change across the service with the integration of parking, civil enforcement and housing enforcement into regulatory teams .We have since received an independent service review for Parking and Enforcement Services. We have invested in the Environmental Health and Housing Team with 5 officers joining in Dec/Jan with further new starters offered roles. This will increase resilience and support service delivery as we start to deliver selective licensing from April and Renters Rights Act in May. Implementation of the Action Plan agreed with the Food Standards Agency to address the challenges on food interventions. Two officers appointed through Agency with further recruitment underway. Caught on Camera enforcement continues to raise the profile of waste offenders and provide intelligence on those responsible.</p>
<p>Key challenges:</p>	<p>Managing expectations about delivery of existing priority services alongside the desire for new and enhanced services including a range of new operational and regulatory initiatives confirmed through the budget process. Challenges include finite resources, availability of competent workforce, recruitment and retention, and managing demand. Preparations for the delivery of the Renters Rights Act 2005, selective licensing and the need to upskill additional staff to have required competency in short timescale. Delivery of grant funded projects for decarbonisation plans through Salix funding. Delivering inland food interventions in a changing port environment and oversight by the Food Standards Agency as a consequence of managing increased port work. Further challenges due to recent government announcement to revise current arrangements again.</p>
<p>Risk to non-delivery:</p>	<p>Qualified officer capacity available to deliver inland food interventions affected by demands of port health function resulting in less inspections taking place. Alternative approach to advertisement and recruitment being explored. Management capacity to lead multiple change workstreams alongside day-to-day work. Delays to LNRS may impact on Planning decisions.</p>

Economy & Growth, Leisure & Tourism



Regeneration

Stronger Economy

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

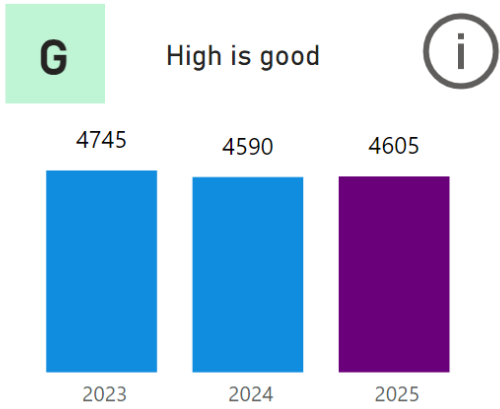


Stronger Economy

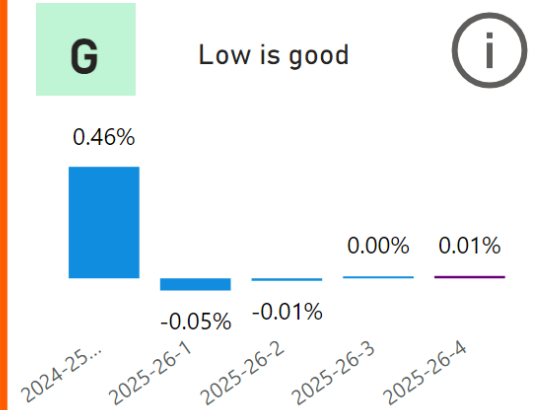
Supporting Industry & Business



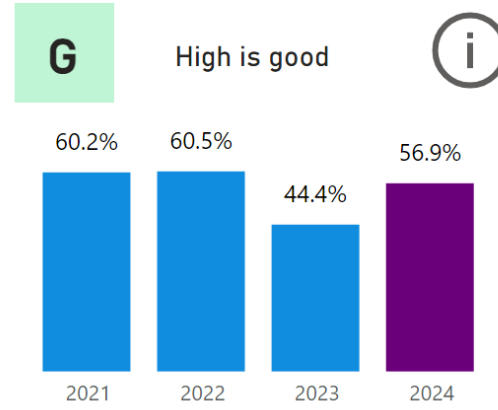
Net change of registered enterprises in North East Lincolnshire [Manual RAG]



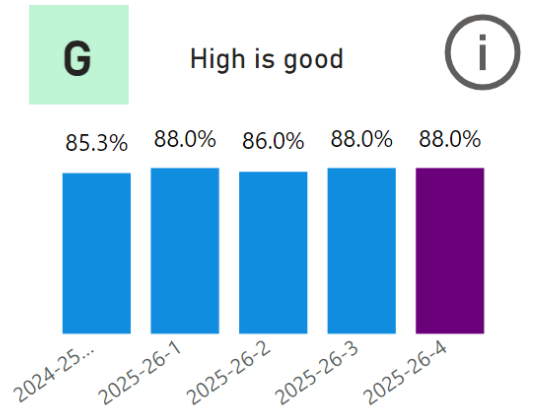
Change of the total number of registered businesses operating from rated premises (%) [Manual RAG]



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



Rated business premises occupied (%) [Manual RAG]



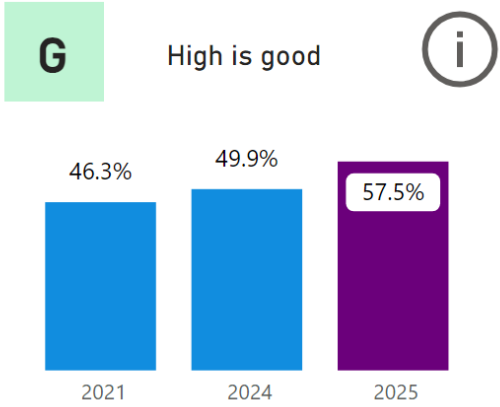
Performance Overview

Regeneration (1)

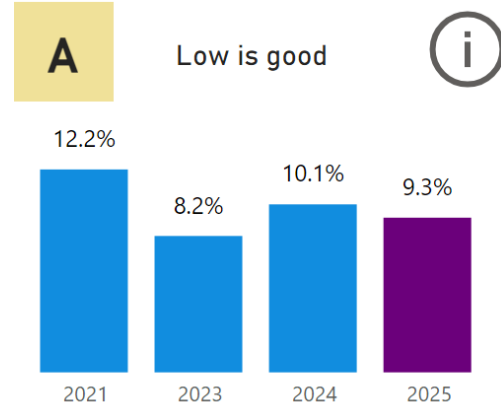
Council Plan Priority	Commentary
Stronger Economy - Supporting Industry, Business and Housing (Industry and Business focus)	<ul style="list-style-type: none">• Interest in the region for large scale investment projects are facing particular challenges due to uncertainty around policy, together with water availability and grid connection timeframes.• UK Shared Prosperity Fund continues to support a range of business support measures for organisations in NEL, including small revenue grants to assist growth plans, specialist advisor programmes and dedicated business support.• CATCH completed all milestones to draw down the Freeport Seed Capital.• ABP completed all milestones for the Freeport Seed capital supported project to deliver 100,000 sq ft of quality industrial floorspace at The Helm. The development is due to complete later in 2026 and is currently being marketed.• The number of business premises occupied has returned to quarter 1 levels of 88%, after a slight but not significant dip in Q2.• Business survival numbers (three years from start-up) have been released for the period 2021-2024, showing a considerable increase versus the 2020-2023 period, returning NEL to pre-pandemic levels, and at 56.9%, higher than Yorkshire and Humber (53.7%) and UK (53.4%) comparisons.• Much of the data is annual in nature but those which are collected quarterly show a relatively stable position.



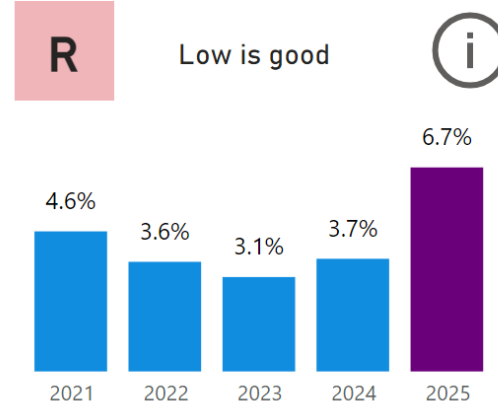
Adults qualified to level 3 and above (%) [Manual RAG]



Adults with no qualifications (%) [Manual RAG]



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



Performance Overview

Regeneration (2)

Council Plan Priority	Commentary
Stronger Economy - Growing Skills	<ul style="list-style-type: none">• Continued engagement with the MCCA and colleagues across Greater Lincolnshire to ensure regional and national initiatives support people in North East Lincolnshire. This includes work on the Get Lincolnshire Working Plan, Local Skills Improvement Plan and the Connect to Work programme.• 11 UK Shared Prosperity People & Skills Projects are completed. These have supported 885 individuals towards training and employment since April 2025.• The Careers Café, run by the NELC Adult Careers Service and TargetNEL have welcomed 1,200 people through their doors since opening in October 2025 up to March 2026.• The Adult Careers Service delivered their contracted National Careers Service 1:1 appointments leading to excellent Matrix (quality mark) feedback and up to £15,000 additional funding for additional outcomes.• UKSPF and Regional Skills Pilot Funding have supported a Parents Careers Evening, DWP Jobs Fairs at YMCA and promotion days at Freshney Place.• New Graduate Guide produced and launched at Industrial Connections event in March. <p>Data & Impact: Improved qualification levels, but an increased unemployment rate.</p> <ul style="list-style-type: none">• Data shows that we have less adults with no qualifications than in 2021. Jan 2025 - Dec 2025 data shows a rate of 9.3% of adults with no qualifications. This is a 3% gap with the national average, which is an improvement from a 5.6% gap in 2021.• The number of adults in North East Lincolnshire with level 3 and 4 qualifications has increased year on year and the gap has started to narrow with national averages. At level 3 the gap is now 11.5% and at level 4 the gap is 18.1%. This is a significant improvement from 2024 data.• However, the data for Jan 2025 – Dec 2025 shows that there has been an increase in unemployment from 3.7% to 6.7%. This is 2.1% higher than the national average of 4.6%. This is an increase from previous quarters and equates to approximately 700 to 900 people. The reason for the increase is being investigated and will be monitored closely, in partnership with DWP. Reasons include benefits migration, local redundancies and increased rates of youth unemployment.

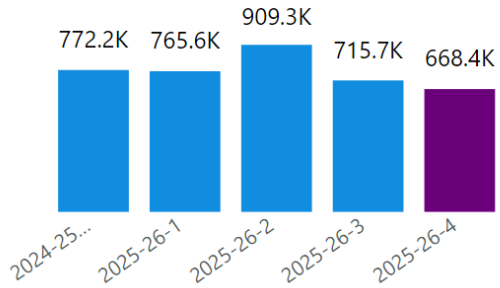
Stronger Economy

Attractive and Vibrant Town Centres



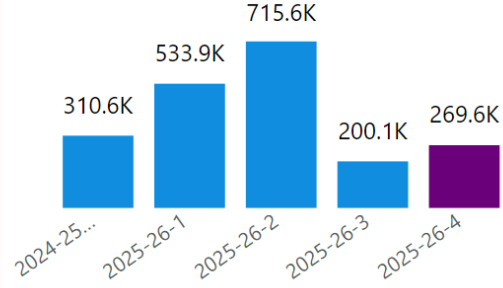
Footfall on Victoria Street, Grimsby [Manual RAG]

A High is good



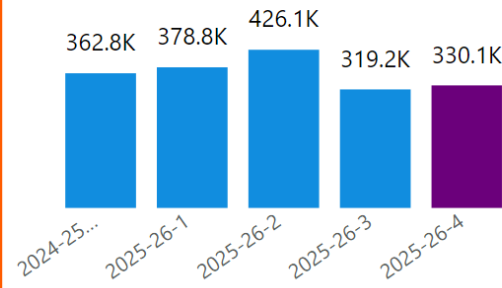
Footfall on the Promenade, Cleethorpes [Manual RAG]

A High is good



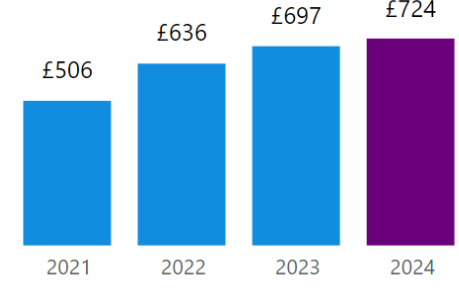
Footfall on St Peter's Avenue, Cleethorpes [Manual RAG]

A High is good



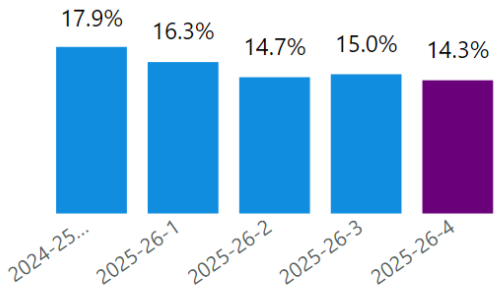
Visitor Economic Impact in North East Lincolnshire (Annual from the Steam Report) - millions [Manual RAG]

G



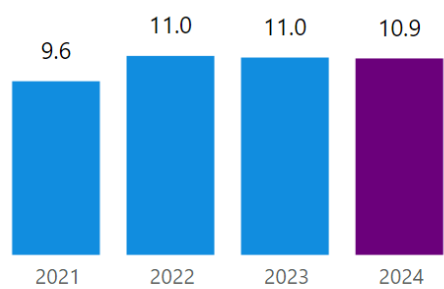
Town centre units vacant for 6 months or longer for Grimsby, Cleethorpes and Immingham Town Centres (%) [Manual RAG]

A Low is good



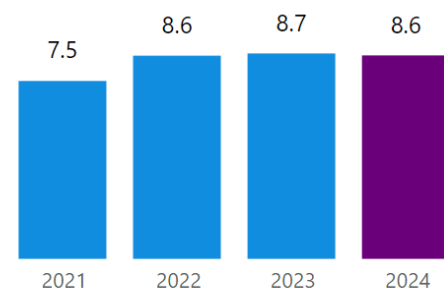
Number of visitor days and nights in North East Lincolnshire (Annual from the Steam Report) - millions [Manual RAG]

A High is good



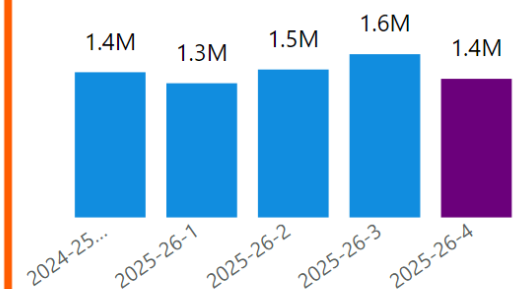
Number of visitors to North East Lincolnshire (annual from the STEAM report) - millions [Manual RAG]

A High is good



Number of visits to Freshney Place [Manual RAG]

A High is good



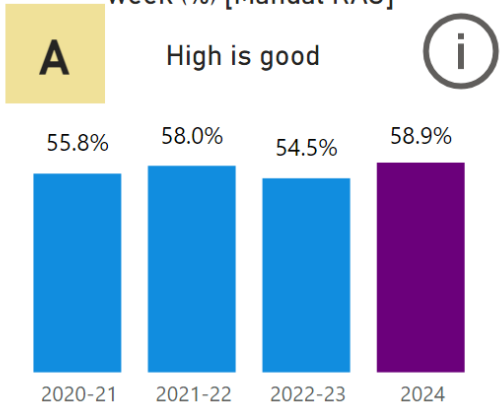
Performance Overview

Regeneration (3)

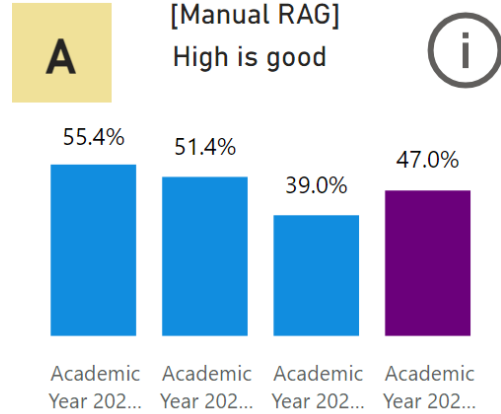
Council Plan Priority	Commentary
Stronger Economy - Attractive and Vibrant Town Centres	<p>Footfall data is important as it allows an assessment of any underlying causal challenges or opportunities such as weather, large events or other matters.</p> <p>Grimsby</p> <ul style="list-style-type: none">• Freshney Place Leisure Scheme works progressing well, with the steel frame now erected.• House of Fraser strip out works largely complete and preparing key documents required for the delivery phase application to The National Lottery Heritage Fund to support the project.• The refresh of the Grimsby Masterplan and Movement Strategy is progressing with online and in person public engagement sessions running.• Freshney Place footfall has declined as expected due to the major leisure scheme development works, however, the scheme is anticipated to attract more diverse footfall in the longer term. Despite this, March 26 recorded an 8% year on year increase in footfall, significantly outperforming the national shopping centre average of 1.4%. Easter Saturday performed strongly, with footfall up 11.27% compared with last year.• Q4 2026 footfall on Victoria St has declined by 13% compared to the same period in 2025. The 12-month rolling footfall data has declined by 5%. National footfall statistics for Jan were down, with total UK retail footfall decreasing by 4% compared with Jan 2025 and Feb 2026 was also down, with total UK footfall decreasing by 4.7% compared to Feb 2025. Wet weather and the cost of living crisis are stated as contributing factors to this decline. <p>Cleethorpes</p> <ul style="list-style-type: none">• Pier Gardens contractor appointed and works commenced in Q4.• Sea Road contractor in place and mobilised on site in Q4.• Market place contractor appointed in Q4 and works will commence in Q1 2026.• Q4 2026 footfall on Central Prom declined by 13% compared to the same quarter in 2025. National footfall statistics for Jan were down, with total UK retail footfall decreasing by 4% compared with Jan 2025 and Feb 2026 was also down, with total UK footfall decreasing by 4.7% compared to Feb 2025. Wet weather and the cost of living crisis are stated as contributing factors to this decline.• Q4 2026 footfall on St Peter's Ave declined by 9% compared to the same quarter in 2025 with wet weather affecting footfall.• However, when comparing footfall for both Central Prom and St Peter's Ave for the annual period, data shows a similar level for both 2024/25 and 2025/26.



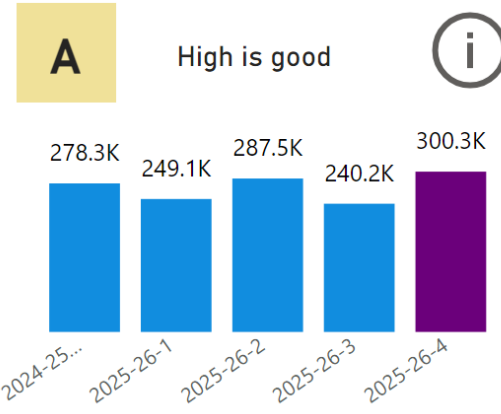
Adults that are identified as physically active - active at least 150 minutes per week (%) [Manual RAG]



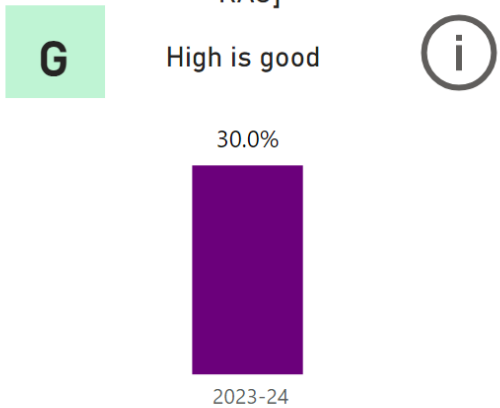
Children and young people that are identified as physically active - active at an average of 60+ minutes a day (%) [Manual RAG]



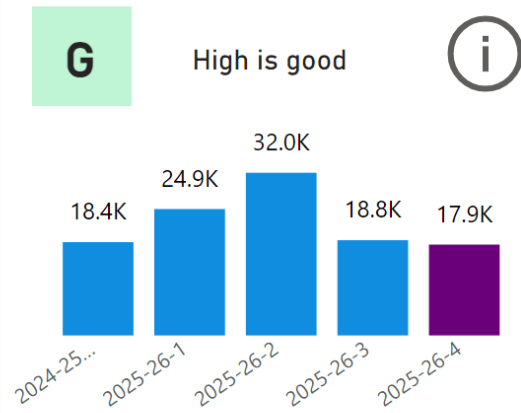
Number of usages at Council leisure facilities



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



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



Performance Overview

Regeneration (4)

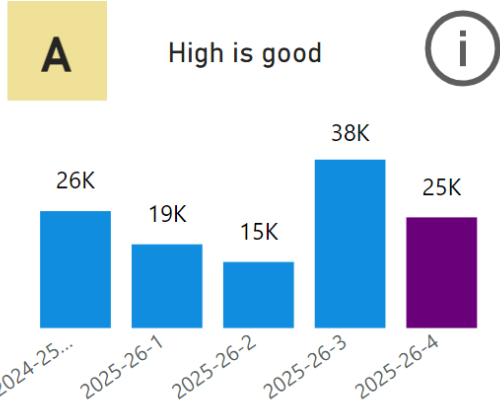
Council Plan Priority	Commentary
Stronger Economy - Happy Visitors and Great Leisure	<ul style="list-style-type: none">• Horizon Youth Zone officially opened in February 2026.• Planning application approved for the Roval Drive PlayZone in Immingham supported by funding from the Football Foundation.• Development of new Playing Pitch Strategy continues with Winter sports assessment stage complete.• Development of the new Indoor Sport Facilities Strategy underway with initial stages progressed.• Created seasonal content for DiscoverNEL website / social media channels and targeted out of area visitors through a UKSPF Spring campaign.• UKSPF Love Your Town events for Immingham, Grimsby and Cleethorpes delivered. Also delivered a local tourism business event and participated in a Greater Lincolnshire tourism event.• Meridian Showground received planning approval to raise the capacity of the venue from 5,000 up to 15,000.
Stronger Economy - Preserving Our Heritage	<ul style="list-style-type: none">• Visitor numbers up year on year at Fishing Heritage Centre, with an increase of 17%. GFHC has benefited from concentrated work, supported by the Humber Museum Partnership, including expanding its schools offer, education programme and community activities.• Cleethorpes Townscape completed having improved balconies on Alexandra Road, enhancing the RAFA building façade, reinstating heritage features on Sea View Street, restoring the Mermaid café and The Dolphin Hotel.• Creative Heritage Showcase (led by Our Big Picture, Unseen Arts and The Culture House) celebration event was held at Grimsby Minster culminating in 8-month long programme of children and young people's activity.• Launch of Heritage Toolkit programme with 5 workshops planned between March and July 2026 being delivered by Heritage Lincolnshire and the national Heritage Network .• Work continues to redevelop the Unseen Arts building on Grimsby Docks.

Stronger Communities

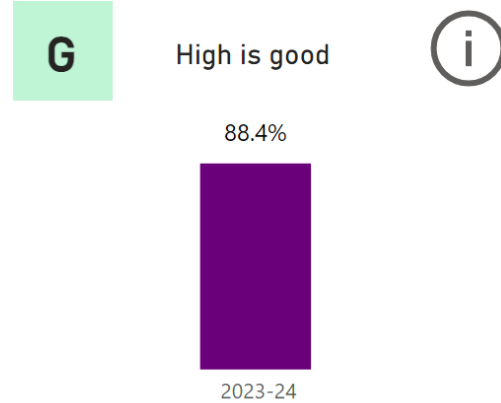
Telling our Story of Culture and Heritage



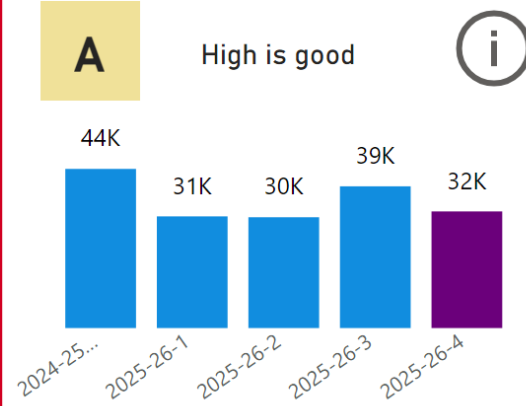
Attendance at performances at the Grimsby Auditorium



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



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



Performance Overview

Regeneration (5)

Council Plan Priority	Commentary
Stronger Communities - Telling our Story of Culture and Heritage	<p>Create NEL: Through Create NEL supported programmes, several projects have been delivered to increase engagement and participation in the arts. This includes:</p> <ul style="list-style-type: none">• Following £2.7m of investment from Heritage Fund, alongside other funders, Horizon Onside Youth Zone opened• Our Big Picture reopened following a comprehensive refurbishment programme.• LM & Bluebell Would Galleries opened in Cleethorpes.• Launch of Heritage Toolkit programme with 5 workshops planned between March and July 2026 being delivered by Heritage Lincolnshire and the national Heritage Network• Local artists Chris McClean & Lucy Mager developed digital pieces (audio and light-based works) that premiered at Frequency Festival in Lincoln.• Grimsby Town Heritage film launched as part of the Grimsby Town Heritage project and delivered by the Heritage Channel.• GY28 Town of Culture bid developed and submitted. <p>Library and Archives Service:</p> <ul style="list-style-type: none">• With the ongoing temporary closure of Grimsby Central Library, visits remain materially lower than the previous year with a drop of approx. 27% for the quarter. However, book issues for the quarter have observed a smaller reduction reporting 4% lower than the previous year. Mitigation for the closure remains in place with the temporary library operating in Freshney Place and a range of services operating from Cleethorpes, Immingham and Waltham, as well as the online and home delivery service.• The Library Services Select Committee completed its work and made a set of recommendations that were supported via Scrutiny and will now go forward to Cabinet for consideration in June 26.• Initial asbestos removal works within Grimsby Central Library to enable safe roof access for inspection was completed during the period. Approval to progress the next stage of the project approved in March for full asbestos removal works throughout the building and roof repair works.

Revenue

Economy (Regeneration) Budget

4.12%

Of Total Revenue
Service Budgets

(£0.4M)

Provisional Outturn
Revenue Underspend

(4.6%)

Variance as % Of Total
Budget Envelope

REVENUE (£'M)	Revenue Budget	Revenue Provisional Outturn	Variance
Regeneration	9.0	8.6	(0.4)
	9.0	8.6	(0.4)

Service Comments:-

Whilst there are several small budget variances within the service, the key driver for the outturn underspend is planning income, which is largely outside of the authority's control but reviewed on a regular basis.

Capital

23.61%

Of Total Capital
Programme

£0.5M

Capital Provisional
Outturn Overspend

CAPITAL (£'M)	Original Programme	Approved Programme	Capital Provisional Outturn	Variance
Regeneration	44.3	19.1	19.6	0.5
	44.3	19.1	19.6	0.5

Service Comments:-

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

The provisional outturn overspend reflects realignment of actual costs with project delivery, this represents reprofiling of budgets between financial years and not additional spend.

Regeneration

Achievements, Challenges & Risks

Performance RAG

Green

Finance RAG

Green

Achievements:

- Careers Café opened with over 1,200 visits between October and March 2026.
- The Adult Careers Team have successfully delivered their NCS contract and UKSPF project.
- Parents Careers Event successfully delivered, with 250 attendees, in March 2026.
- Graduate Guide produced and launched to businesses.
- Visitor numbers up year on year at Fishing Heritage Centre (GFHC), with an increase of 17%.
- Horizon Youth Zone completed and opened in Q4, attracting over 2,000 members in the first few weeks.
- Meridian Showground received planning approval to raise the capacity of the venue from 5,000 up to 15,000.
- Local Plan Regulation 18 consultation completed and responses considered. Work progressing towards Regulation 19 consultation, including gathering of appropriate evidence and working with consultees.

Key challenges:

- Wider inflationary pressures are a cost risk. Greater cost certainty is achieved when tender processes move to contracting stage.
- Maintaining appropriate levels of project management and supporting resource.
- The wider financial climate represents a potential challenge to the overall ambition of projects.
- Engagement and commitment from a wide range of employers in skills projects.
- Water scarcity remains an impediment to industrial development.
- Reliance on external grant funding in several areas, notably Culture, Heritage and Leisure.
- National Policy means that the National Careers Service will be delivered by DWP from October 2026. This will change the focus of the delivery of the team from 1:1 guidance to project employability delivery.

Risk to non-delivery:

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

Infrastructure

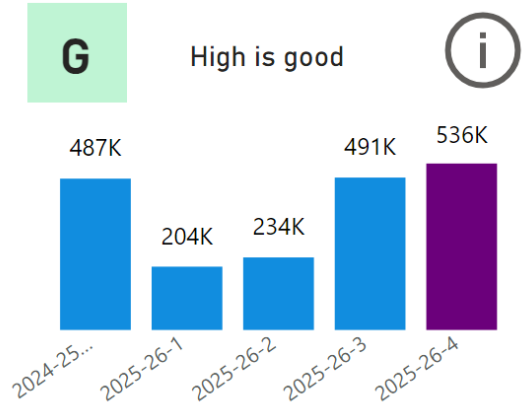
Stronger Economy - Improving Our Journeys

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

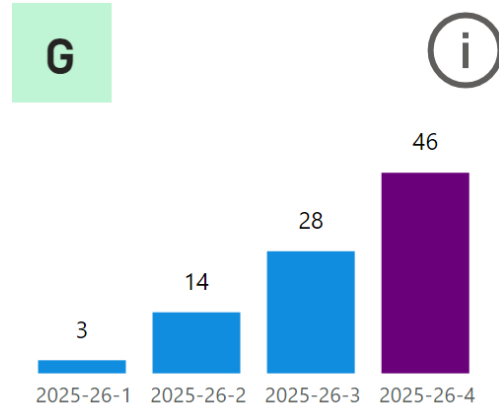




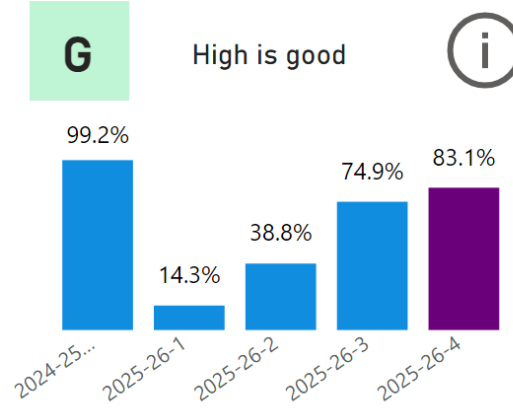
Capital Spend on Road Safety (£)
(Cummulative values) [Manual RAG]



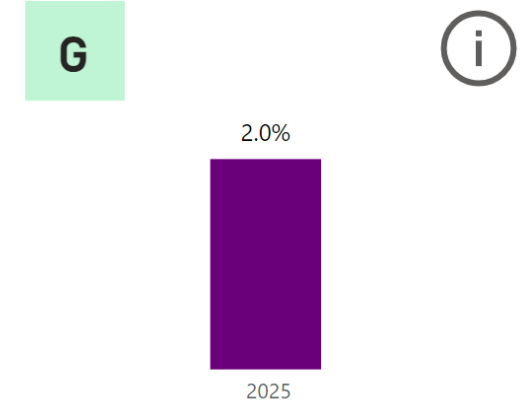
Number of LTP schemes delivered
[Manual RAG]



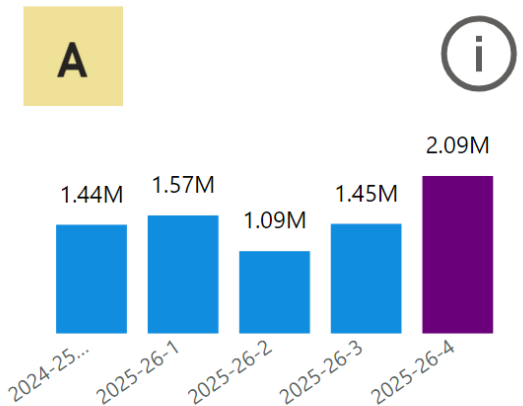
Spend of LTP allocation (%) [Manual RAG]



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



Public Bus Usage [Manual RAG]



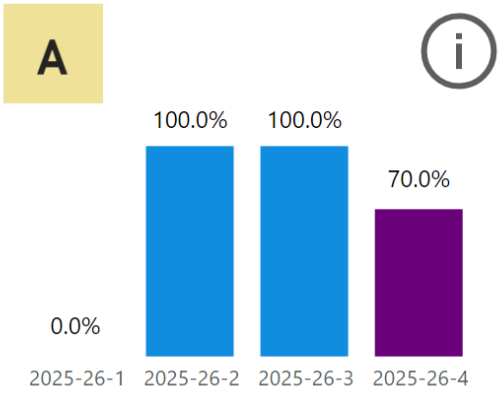
Performance Overview

Infrastructure (1)

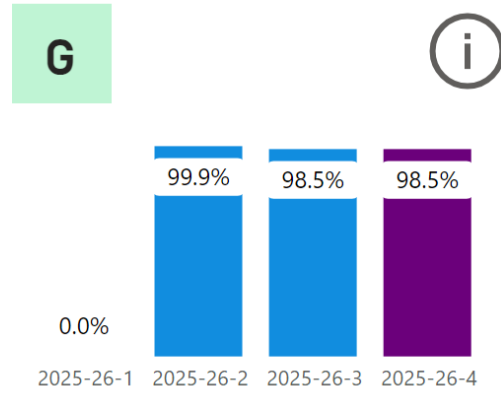
Council Plan Priority	Commentary
Stronger Economy - Improving Our Journeys	<ul style="list-style-type: none">• The Highways and Transportation Service maintains the integrity of our roads and coordinates maintenance and utility activities, ensuring the expeditious movement of traffic throughout the borough to improve journey times and the overall reliability of the highway network. Following the local road maintenance ratings carried out 2025/26 the DfT rates the highway maintenance delivery in NEL as amber overall with areas of green, the highest rate withing the Lincolnshire highway authorities.• The Local Transport Plan (LTP) provides the framework for highways and transportation delivery across the network. 2025-26 will see 47 schemes proposed as of now with an overall value of £5.94M with the successful delivery of 39 improvement or maintenance schemes (or packages of schemes). Good progress has also been made in progressing schemes that will be delivered on site in early 2026/27.• Every year a road conditions survey is carried out to provide the evidence-based approach that sets the services forward plan for highway maintenance and repairs. The latest survey demonstrates our network is improving on condition which means our investment in planned maintenance is having a positive impact.• Public transport usage reduces traffic congestion and lowers carbon emissions all while providing accessible and affordable travel options to connect people to jobs, education and essential services. A series of service enhancements were introduced in June 2025 as part of BSIP delivery, which we continue to monitor progress.• Active travel helps to build stronger, healthier communities by encouraging people to connect with their local area, reduce car dependency and improve physical and mental wellbeing (such as cycling, walking and wheeling. For 2025-26 there are four current active travel projects with a total value of £1.2M – New Cartergate, Rutland Street, Park Drive/Park Avenue and Macauley Street.• Road safety is a key priority within the Highways and Transportation service, working with colleagues in Public Health we aim to target the root causes, addressing road safety education to our schools and colleges, managing risk and implementing mitigation measures across the network. We are now working with Public Health and the wider Humber Safety Partnership to enhance the safety of our network for all users.• Through our Bus Service Improvement Plan (BSIP) the team aims to improve reliability, rural transport, accessibility and community usage providing all residents of North East Lincolnshire with options in regard to travel. In 2025-26 we have 24 schemes within our BSIP to the value £7M (capital and revenue), currently the service has delivered 16 which equates to 67% of this year's programme, where a further five are underway and three are yet to be started.



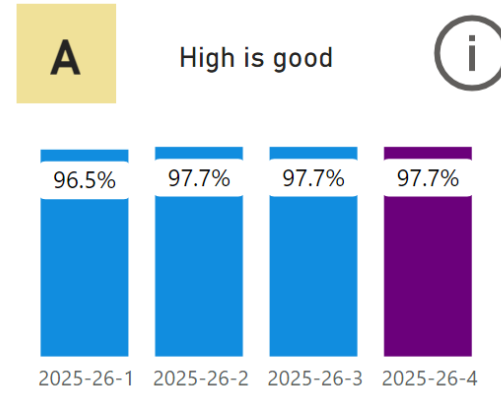
Capital backlog maintenance projects delivered on time (%) [Manual RAG]



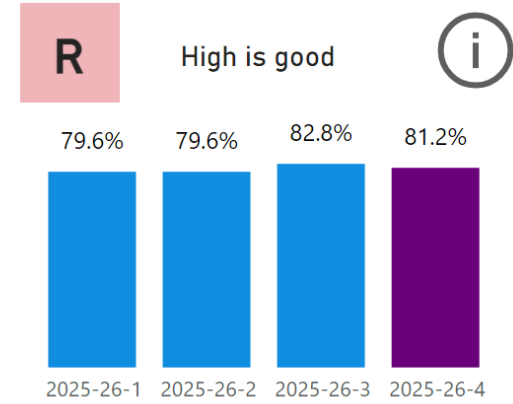
Capital backlog maintenance projects delivered within budget (%) [Manual RAG]



Occupation of the total commercial estate (%)



Occupation of Business Centres and managed workspaces (%)



Performance Overview

Infrastructure (2)

Council Plan Priority	Commentary
Engaging and Effective Council - Effective Management of Assets	<p>The Council's Corporate Backlog Maintenance Programme includes all operational properties within the Council's corporate property portfolio, namely buildings that are used directly for service delivery. The programme does not include infrastructure assets such as roads and bridges.</p> <p>At the year-end, the programme consists of 147 projects recorded on the tracker. During the 2025/26 financial year, 70 projects were completed, with 69 delivered within budget, resulting in a 98.5% on-budget delivery rate for completed schemes. The remaining projects have commenced and are fully committed, with completion scheduled in the 2026/27 financial year. Funding for these schemes will be carried forward accordingly.</p> <p>The programme is designed to remain flexible, allowing for emerging priorities and projects to be brought forward from future years where necessary. This flexibility can result in variations in delivery timescales and expenditure, particularly where schemes are complex or subject to external or site-specific constraints. In such circumstances, completion and associated expenditure may be carried forward into the next financial year.</p>

7.30%

Of Total Revenue
Service Budgets

(£0.1M)

Provisional Outturn
Revenue Underspend

(0.68%)

Variance as % Of Total
Budget Envelope

REVENUE (£'M)	Revenue Budget	Revenue Provisional Outturn	Variance
Infrastructure	15.9	15.8	(0.1)
	15.9	15.8	(0.1)

Service Comments:-

Pressures within the areas of Facilities Management and Commercial Estate are offset with an overachievement of income within Highways including increased Section 38 & 278 fees for adoption of new roads from housing developments.

Capital

32.17%

Of Total Capital
Programme

(£0.4M)

Capital Provisional
Outturn Underspend

CAPITAL (£'M)	Original Programme	Approved Programme	Capital Provisional Outturn	Variance
Infrastructure	23.0	26.1	25.7	(0.4)
	23.0	26.1	25.7	(0.4)

Service Comments:-

Overall, the provisional outturn for Infrastructure projects is largely in line with the approved programme, the variance is driven by reprofiling of grant funded projects between financial years including Local Transport Plan schemes; Environmental Infrastructure projects; Towns Fund –Garth Lane and Disabled Facilities Grant.

Infrastructure

Achievements, Challenges & Risks

Performance RAG

Amber

Finance RAG

Amber

Achievements:

Sustainable drainage schemes funded via the EA's Innovation fund are completed with some snagging work around the Immingham scheme programmed in. Maintenance on both the Broadway and Immingham sites will be carried out on a cyclic bases.

EQUANS staff have now transitioned through to NELC operating under the Infrastructure area within Facilities Management, Highways and Transportation and Professional Services.

Project Management: Completion of the demolition of Osborne St building in preparation for the Transport Hub with demolition in progress on the Abbey Walk multistorey car park conserving 4 frescos from the demolished building for use in future regeneration schemes..

Professional Services: Handed over two new schools and a large extension to form Cambridge Park SEND facility, 26/27 schools programme is underway.

Estates and Asset Strategy: For the Corporate Backlog Maintenance Programme for 2026/27, 70 projects were complete (69 delivered within budget) resulting in a 98.5% on-budget delivery rate.

Facilities Management: The team facilitated and supported 1,562 help calls in the Summer.

Highways and Transportation: £6.1m in additional LTG funding has been passported o NELC via the GLMCCA with transportation themed schemes being designed and programmed in for delivery this financial year.

Key challenges:

Cultural changes between EQUANS way of working and NELC staff being fully supported and encouraged to focus on innovation, ongoing task delivered through support and training packages. Staffing resources and structures will require review in the coming months following the successful transfer of staff from EQUANS.

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

Risk to non-delivery:

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

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

Safer Towns & Communities

Stronger Communities - Clean and Safe Streets and Open Spaces

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

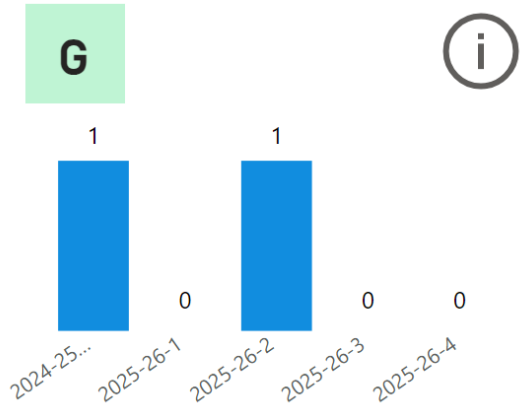


Stronger Communities

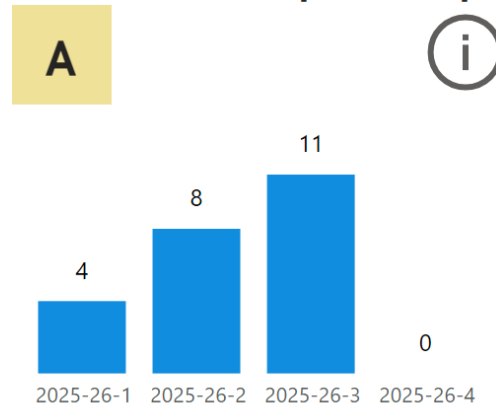
Clean and Safe Streets and Open Spaces



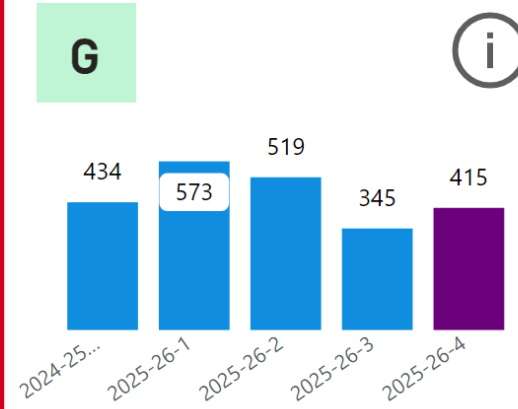
ASB Case reviews received and acted upon [Manual RAG]



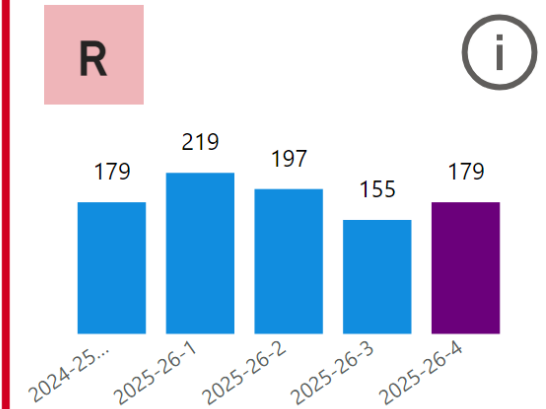
Number of environmental crime FPNs issued or prosecutions supported by CCTV RDC evidence [Manual RAG]



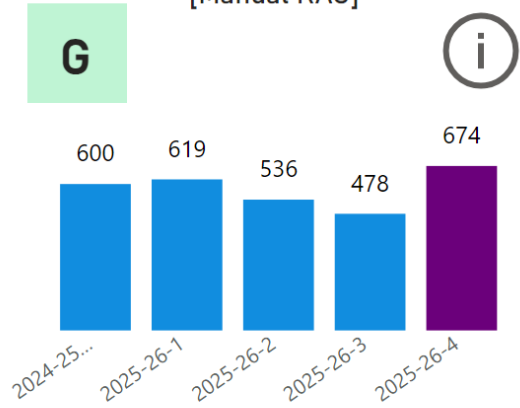
Number of reported anti-social behaviour incidents [Manual RAG]



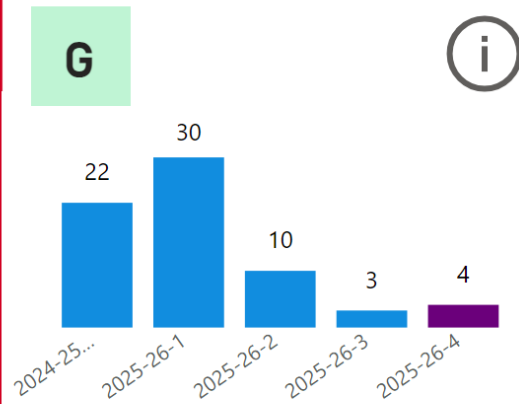
Number of reported youth related anti-social behaviour incidents [Manual ...]



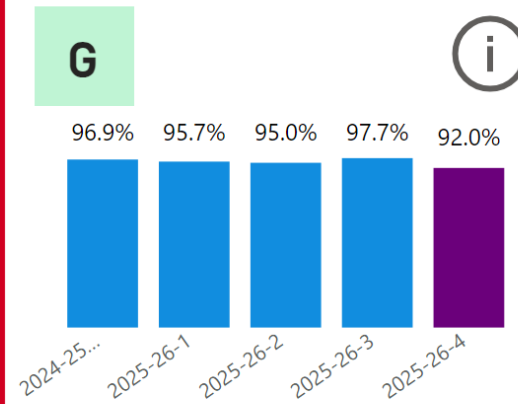
Number of times CCTV has supported an incident attended by Emergency Services [Manual RAG]



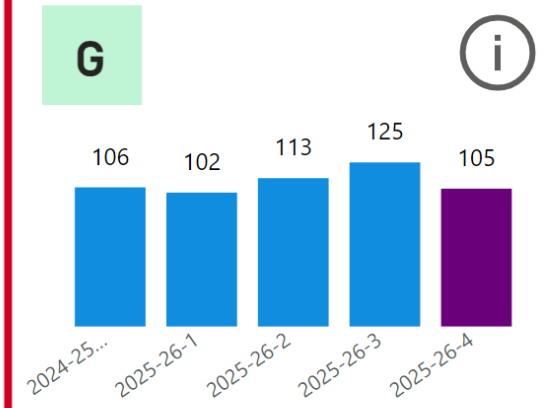
Number of FPNs issued for cycling in GY Town Centre [Manual RAG]



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



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

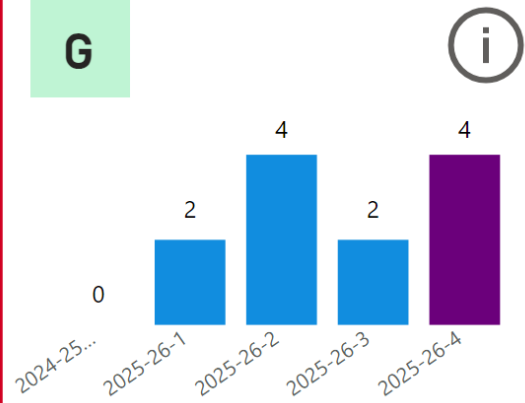


Stronger Communities

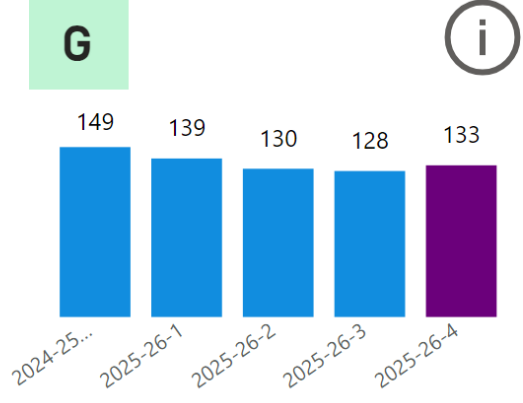
Clean and Safe Streets and Open Spaces



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



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



Performance Overview

Safer Towns & Communities

Council Plan Priority	Commentary
Stronger Communities - Clean and Safe Streets and Open Spaces (Safe focus)	<p>Anti-Social Behaviour (ASB) When Q4 is compared to the same period in previous years there has been a small reduction in all ASB by 4.45% (-19), comparing against full year there was a reduction of 14% (-305 incidents). There was a small rise in youth related ASB of 2.8% (+5) comparing Q4 and yearly increase of 5.15% (+37). The number of nuisance motorbike incidents in Q4 increased by 20.7% (+24) when compared to the same quarter the year before. Yearly comparisons showed an increase of 29.1% and increase of 161 incidents. To support the reduction of Youth ASB in Grimsby Town Centre the PSPO dispersal Order has been used by Humberside Police on 30 occasions with 100% compliance.</p> <p>ASB Case reviews -. There have been no requests for an ASB case review in Q4 25-26.</p> <p>Fixed Penalty Notices - There has been a slight increase in fixed penalty tickets issued for cycling in the town centre contravening the Public Space Protection Order which is in place to deter cycling, from 30 in Q1 to 10 in Q2, 3 in Q3 and 4 in Q4 It is evident that whilst there are still those who decide to cycle in PSPO areas, that number is reducing and there are now large numbers of people walking with their bikes through the town centre. WISE Enforcement officers continue to provide patrols and the Tannoy system continues to remind people that Victoria Street is a no cycling area.</p> <p>CCTV – North East Lincolnshire Council has a range of Fixed Public Facing Cameras and Rapid Deployment Cameras (RDC) as part of its capability. At the last reporting point 92.4 % of all Fixed Public Facing Cameras were operational and 91% of all ASB Rapid Deployment Cameras were operational. The Fixed Public Facing Cameras have supported 674 incidents attended by emergency services. Of these incidents (133) have been archived and 79% (105/ 133) of these have been collected and used in the development of an investigation by Humberside Police.</p> <p>Prosecutions at Court - This quarter has seen 2 successful prosecutions at court supported by CCTV evidence. Both were given custodial sentences, the first receiving 16 months and second 42 months. Positive outcomes at court utilising CCTV will often be protracted due to the length of time investigations take to get to Court. Longitudinal analysis will enable a better understanding of outcomes over time and will continue to be tracked.</p>

Revenue

Safer Towns & Communities

0.72% Of Total Revenue Service Budgets

£0.2M Provisional Outturn Revenue Overspend

11.0% Variance as % Of Total Budget Envelope

REVENUE (£'M)	Revenue Budget	Revenue Provisional Outturn	Variance
Safer Towns & Communities	1.6	1.7	0.2
	1.6	1.7	0.2

Service Comments:-

The overall overspend position is driven by the ongoing impact of unachieved corporate savings targets, alongside wider grant income shortfalls within the service.

Capital

0.51% Of Total Capital Programme

(£0.0M) Capital Provisional Outturn Underspend

CAPITAL (£'M)	Original Programme	Approved Programme	Capital Provisional Outturn	Variance
Safer Towns & Communities	0.2	0.4	0.4	(0.0)
	0.2	0.4	0.4	(0.0)

Service Comments:

HSA (High Street Accelerator) and Green Spaces capital spending has occurred this financial year with the grant provider agreeing that spend can continue occurring after June 2025 provided plans are in place to fully spend the grant. The service are currently estimating that they will have an underspend on this project of £50k in this fiscal year.

Safer & Stronger Towns

Achievements, Challenges & Risks

Performance RAG

Green

Finance RAG

Green

Achievements:

Public Space Protection Orders (PSPOs) - Existing PSPOs have been renewed for a three more years to help tackle ASB in key parks and open spaces. A new PSPO for Immingham has been established and a borough wide PSPO for nuisance motor vehicles is currently going through due process ahead of decision. The PSPO in Cleethorpes Sea Front, supported by Rapid Deployment Cameras and an Automatic Number Plate Recognition is being used to reduce vehicle crime. NELC have issued 20 Fixed Penalty Tickets in the last Quarter.

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

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

Pride in Place Grimsby: - Work continues to implement the programme in Grimsby with the first year of funding to be allocated during 2026/27 utilising community decision processes signed off by the Greater Grimsby Board.
Pride in Place Immingham & Habrough - following the announcement that Immingham and Habrough will also receive £20m work has been taking place to establish the required Board arrangements which are now complete and will see an Inaugural Board meeting take place in early June.

Pride in Place Impact Fund - Following announcement of £1.5m in capital funding to improve public realm across the borough. Work was undertaken to identify capital projects which will be delivered during 2026/27. These include, increased CCTV, Hostile Vehicle Mitigation measures, Cleethorpes Wayfinding, additional benches, new outdoor play equipment, outdoor exercise equipment, additional toilet provision, additional cabin/stall provision for events, Promenade Foot washes, mobile changing facilities and capital monies for improvements to GY Town Centre and Cleethorpes resort as part of a Task Force pot.

Key challenges:

Safer and Stronger Place Review: The service continues to undertake a comprehensive review to define its future scope and capabilities, ensuring the Council can meet current and emerging demands with the right resources. The review has covered CCTV and security, resort operations, community safety, anti-social behaviour and place-based management of town centres and public spaces. The first two phases are complete and costs associated approved as part of the Council's budget-setting process. The remaining phases will be completed by Autumn 2026. The service continues to lead on community safety and wider place-based priorities.

Risk to non-delivery:

It is recognised that resourcing within Safer & Stronger needs review to ensure the service can deliver effectively across key areas for the Council and the public which will be addressed as part of the review. The first phase of the review has established additional resources as part of the Resort and Beach Safety function which will be in place by Summer of 2026.

Children and Family Services

Stronger Communities - Nurturing our Children and Building their Future

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

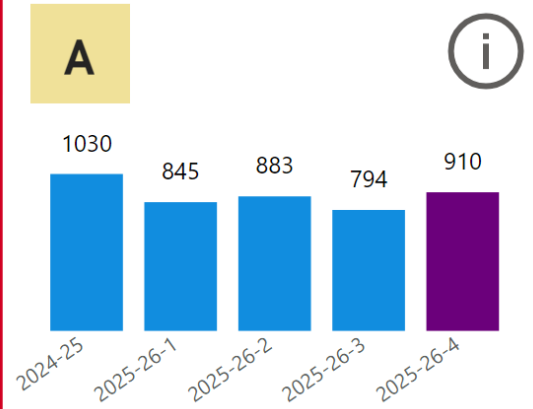


Stronger Communities

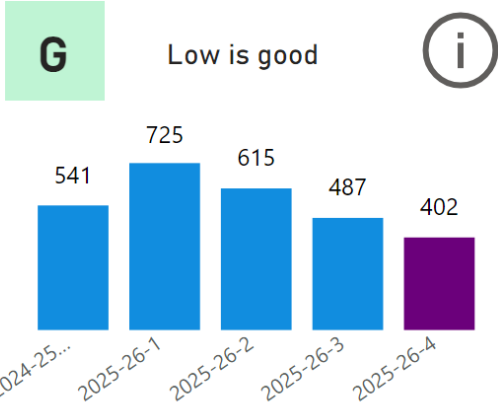
Nurturing our Children and Building their Future



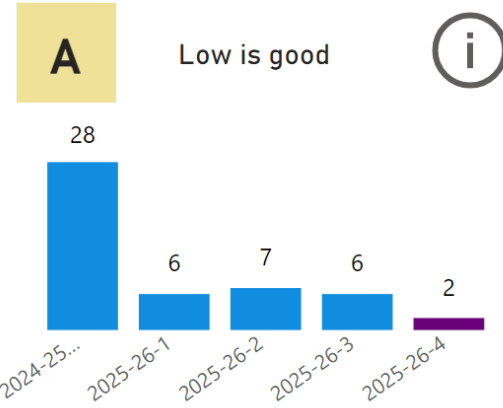
Number of Family Help cases across the partnership



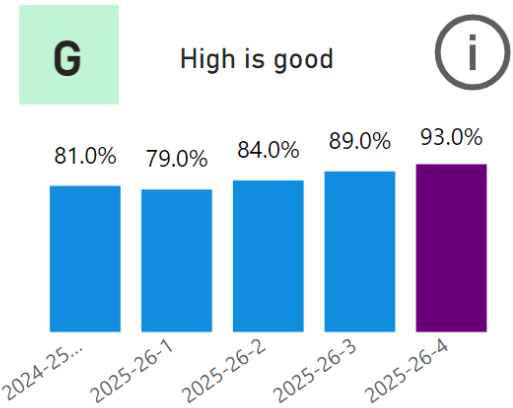
Number of referrals at the front door



Number of first time entrants to youth justice



Proportion of permanent social work qualified staff (%)



Performance Overview

Children and Family Services (Safeguarding and Early Help)

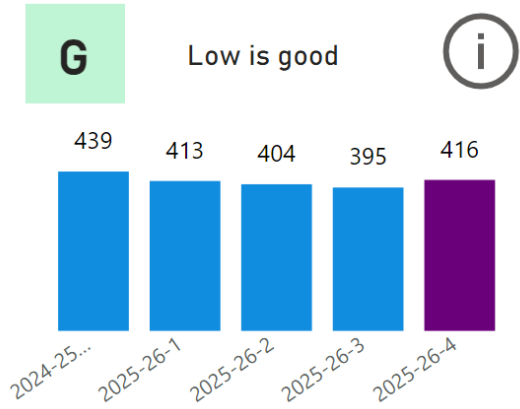
Council Plan Priority	Commentary
Stronger Communities - Nurturing our Children and Building their Future	<p>Family help:</p> <p>The partnership approach to family help at the earliest point means more families receive the help and support they need by the person who knows them best. This has been further strengthened to enable intervention to take place at the times that families most need this. We are continuing to build on this as we develop in line with the social care reforms.</p> <p>Referrals:</p> <p>The number of referrals to the Integrated Front Door has seen an overall decrease. There has been an increase in referrals aligned to the strengthened work across the partnership and launch of key strategies (neglect, sexual harm and harm outside the home) and over the festive period an increase in domestic abuse and substance use was seen. Referral numbers continue to move closer to the National Average and assurance work highlights that referrals are appropriate and proportionate to need. We continue to work with partners to strengthen the preventative approach so need and risk do not escalate.</p> <p>Re-referrals remain low and continue to be lower than Statistical Neighbours and the National Average demonstrating that children and families are now more likely to receive appropriate support and intervention to meet need and prevent escalation and reducing the need for repeat referrals to children's social care</p> <p>First time entrants to Youth Justice:</p> <p>Children benefit from a Child First approach which has enabled first time entrants to youth justice to reduce significantly through robust prevention and diversion work across the partnership work.</p> <p>Recruitment:</p> <p>Staff recruitment continues to be a priority and there has been further significant progress in recruitment activity, which has resulted in 74 qualified social workers being recruited. We now only have 6 social worker vacancies. The turnover rate is 5.74%, which is very low compared with 13.8% from a national perspective.</p>

Stronger Communities

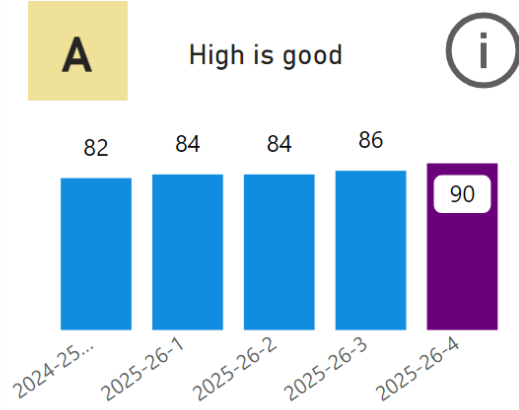
Nurturing our Children and Building their Future



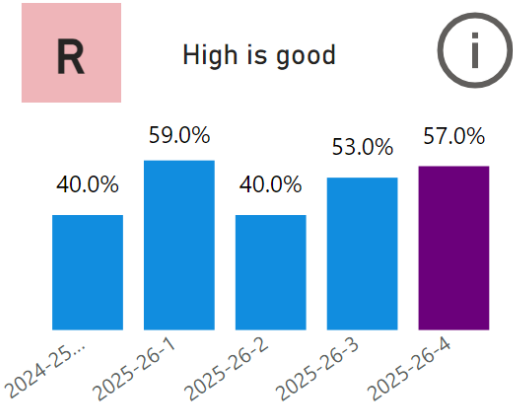
Number of children in our care



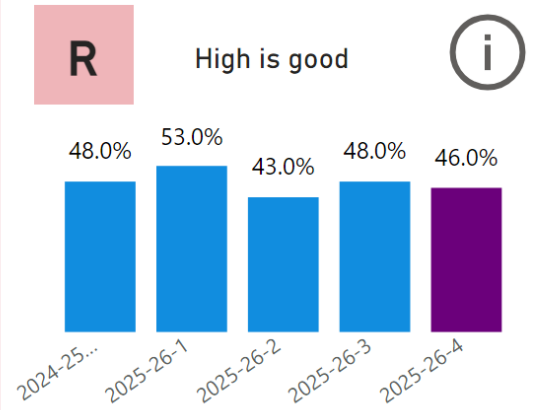
Number of mainstream foster carers



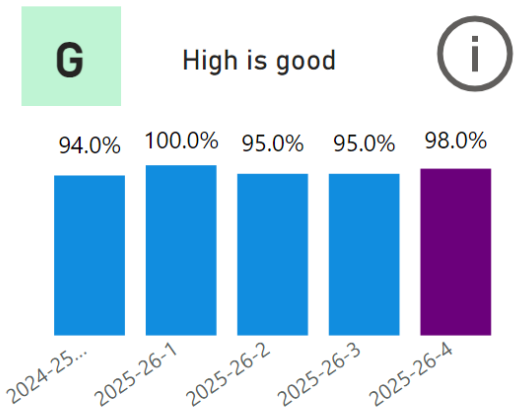
Care Leavers aged 17-18 accessing Education, Training and Employment (%)



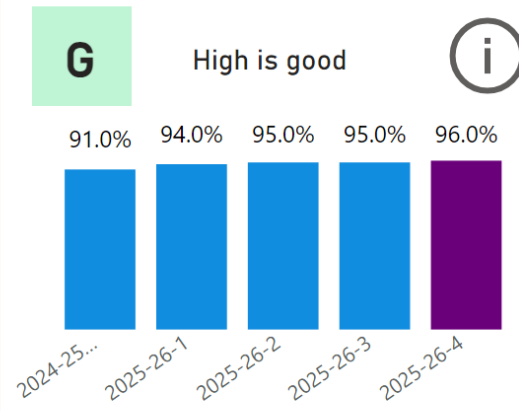
Care Leavers aged 19-21 accessing Education, Training and Employment (%)



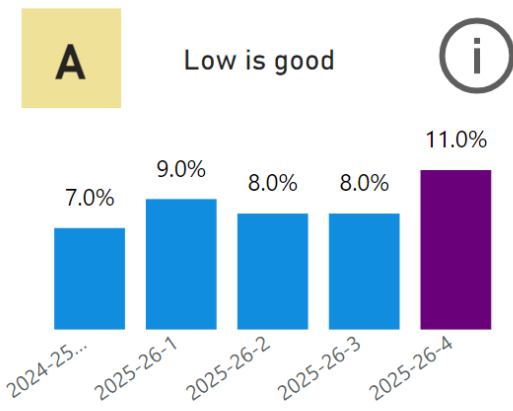
Care Leavers aged 17-18 in suitable accommodation (%)



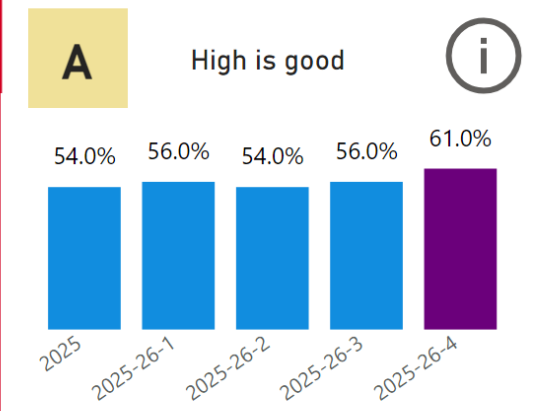
Care Leavers aged 19-21 in suitable accommodation (%)



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



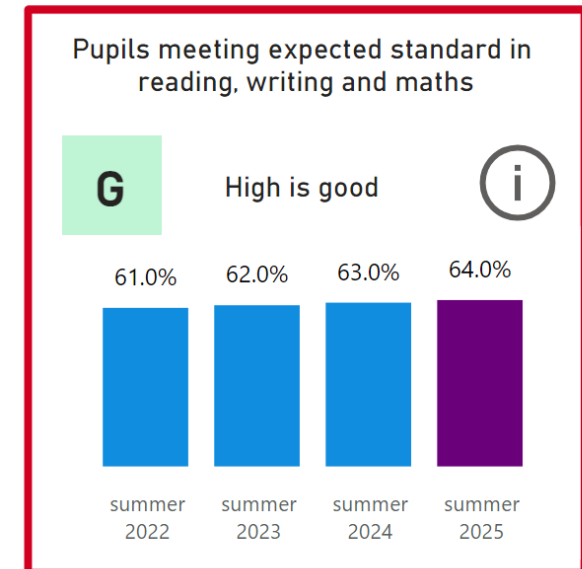
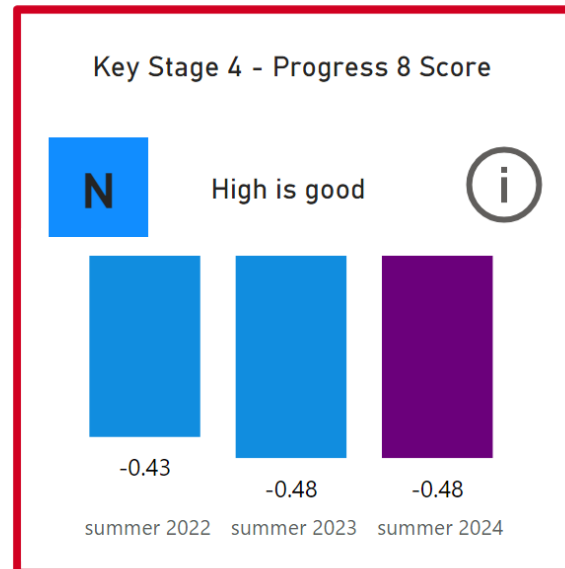
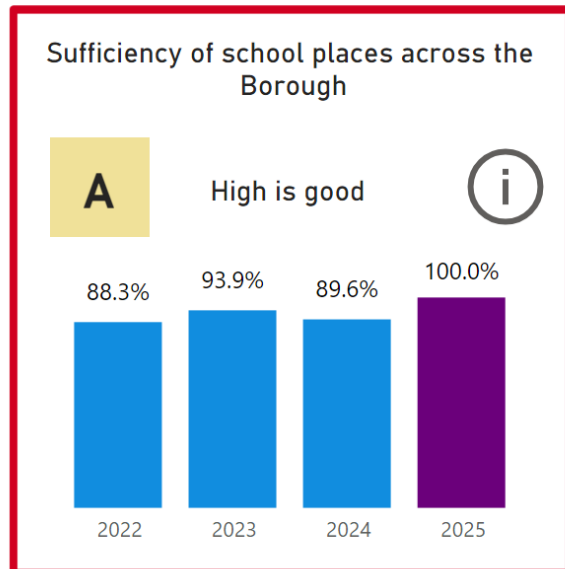
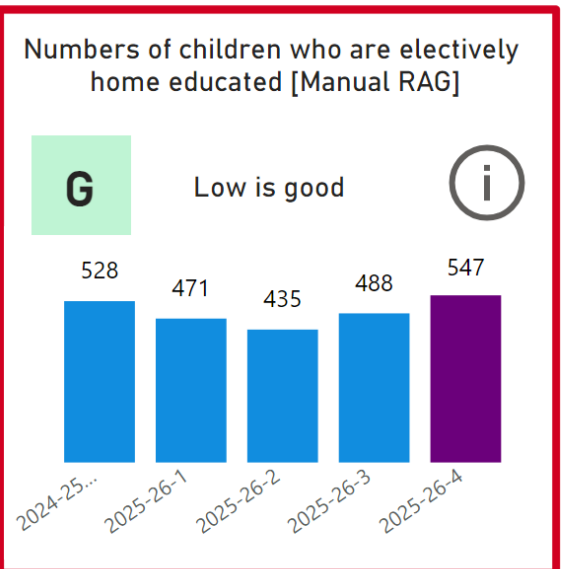
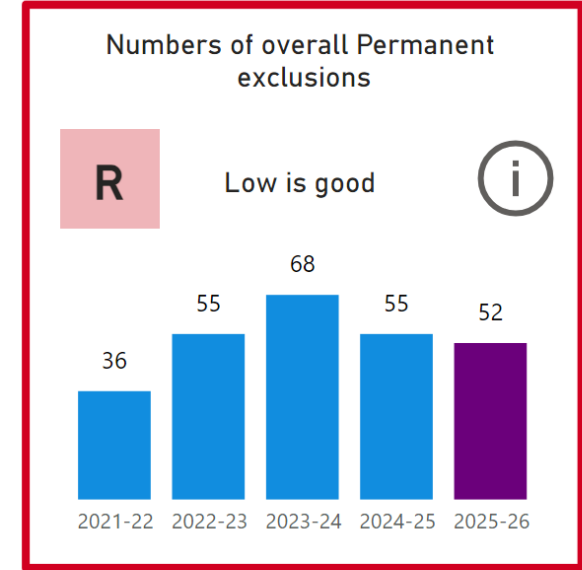
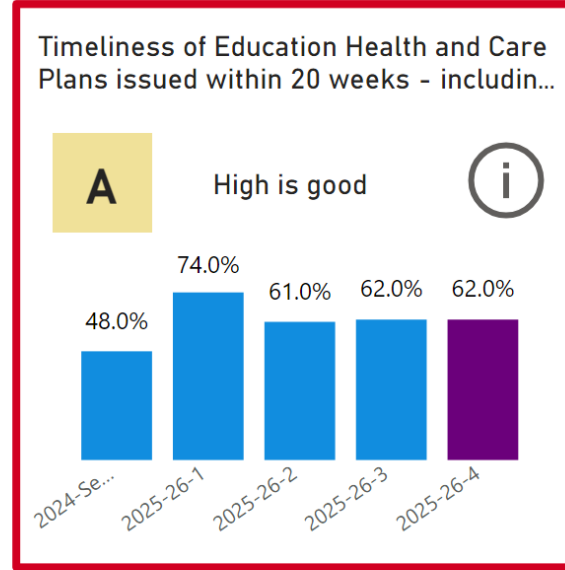
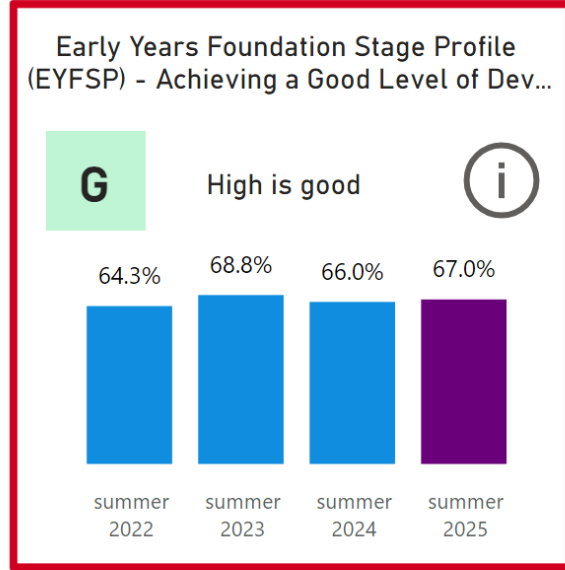
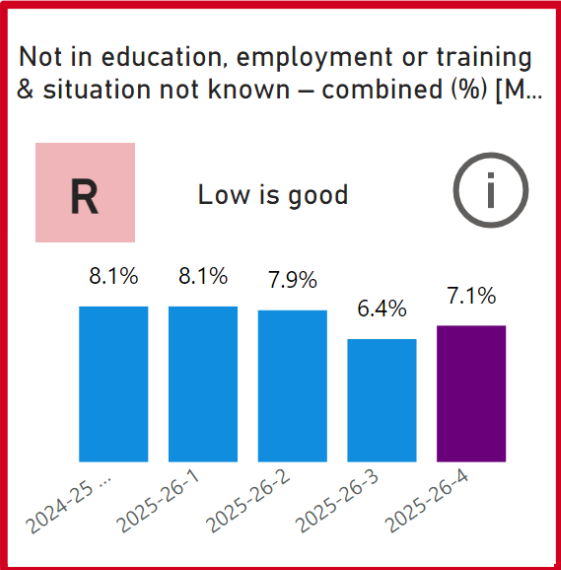
Children in our care placed in own provision (%)



Performance Overview

Children and Family Services (Regulated Provision)

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



Performance Overview

Children and Family Services (Education and Inclusion)

Council Plan Priority	Commentary
Stronger Communities - Nurturing our Children and Building their Future	<p>NEET: Whilst our NEET % is higher than national comparators, the combined NEET and Not Known % brings us in line with our neighbouring LAs.</p> <p>EHCP timeliness: EHCP completion within 20 weeks has remained stable due to increased capacity within the workforce, both with the SENART team and Educational Psychology.</p> <p>Permanent Exclusions: Numbers of permanent exclusions are reported cumulatively for academic year-to-date. The number of permanent exclusions this academic year is higher than the same time in the 2024/25 academic year, however is broadly in line with the 2023/24 academic year. The new Ofsted framework and Schools White Paper have a heavy focus on Inclusion as a lever to drive policy change at a national and academy trust level.</p> <p>Electively Home Educated: Numbers of children Electively Home Educated naturally increase throughout an academic year from September onwards, however EHE numbers have consistently been lower each month compared to the same time in the previous academic year, indicating that the sustained impact of transformation work and resource capacity is in line with local need.</p> <p>Reducing the attainment gap: Pupil Premium Policy has been updated to reflect the need for schools to successfully evidence the impact of interventions of children in our care, linked to PEP outcomes and academic progress. Whilst the children in our care's outcomes are in line with national average, we need to ensure their attainment and progress is in line with their peers.</p>

38.05% Of Total Revenue Service Budgets

£2.7M Provisional Outturn Revenue Overspend

3.3% Variance as % Of Total Budget Envelope

REVENUE (£'M)	Revenue Budget	Revenue Provisional Outturn	Variance
Education and Inclusion	29.8	30.1	0.3
Safeguarding, Youth Justice and Family Help	18.5	19.0	0.5
Director Childrens Services	(0.8)	0.2	1.0
Women, Childrens and Families	0.2	0.2	0.0
AD Regulated Provision	35.0	36.0	1.0
Total Children's & Family Services	82.8	85.5	2.7

Service Comments:-

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

- Education : The overspend (£513k) relates to Transport costs reflecting the ongoing trajectory for the demand for SEN transport, this is not only an NELC pressure, but a national issue.
- Women : Outturn variance nil. The costs are funded by the Children's Trust Agreement & PAV1 (health funding for the service).
- Safeguarding: There was an overspend (£205k) in Youth Justice Service due to a remand placement. Reliance on Agency staff has reduced significantly in the last year and recruitment has been successful, however, there was pressure due to the continued use of agency staff in the Emergency Duty Team (£292k).
- Regulatory: There was a significant overspend on (£1.4m) External Placements due to increased demand of these high cost, complex care placements and annual market increases. The overspend has been partially mitigated by utilisation of external funding received in year.
- Director of Children Services: There remained a pressure (£988k) due to savings targets identified at budget setting not being met.

Service Comments:-

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

The SEND reforms require a Local Area Plan to address the pressures across the system and plans to ensure children stay within local mainstream education. The DfE need to approve the plan to ensure that 90% of the current DSG deficit is cleared

19.57%

Of Total Capital Programme

(£1.8M)

Capital Provisional Outturn Underspend

CAPITAL (£'M)	Original Programme	Approved Programme	Capital Provisional Outturn	Variance
Childrens & Family Services	14.1	15.8	14.0	(1.8)

Service Comments:-

The provisional outturn underspend is driven by reprofiling of capital spend in relation to both the Residential Homes for Children in Care project and Education Capital Programmes (Sufficiency of School Places and SEND Fund)

Achievements:

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

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

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

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

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

Safeguarding & Early Help (1)

Achievements, Challenges & Risks

Safeguarding & Early Help (2)

Achievements, Challenges & Risks

Key challenges:	<p>Delivering the national reforms: Building on our improvement and transformation activity to date, we are continuing to make progress in our response to the National reforms to transform the children's system, with a particular focus on multi disciplinary family help, family group decision making and multi agency child protection teams. We moving from a co-design phase to delivery, and are further exploring and working up our local partnership approach, ultimately with a view to meeting need, and helping, supporting and protecting children, young people and families at the earliest point. There is a significant focus on stakeholder and workforce engagement, across the children's system to ensure a collaborative approach, as well as a focus on ensuring underpinning systems and processes are developed to support the development, implementation and review. In the spirit of our commitment to listening, learning, reviewing and adapting, we have strong links into communities of practice, and actively and timely respond to continual updates to the national policy direction. We are also cognisant of changes in the health landscape which we continue to take account of in developing the partnership approach.</p> <p>The number of children sentenced to custody remains low and below national and regional comparator groups. There has been an increase in children being remanded (3 this year) and there is a strengthened focus on this in line with the youth justice reforms. There are a small number of children on the edge of custody, and we have developed a strategic partnership meeting to proactively respond to this. There are additional budgetary pressures associated with remand placements.</p>
Risk to non-delivery:	Continued engagement by the Council and partners to build on and deliver the support to children, young people and families including in their housing, health, communities, schools and setting is essential to enable the ongoing delivery of the support families need

Regulated Provision

Achievements, Challenges & Risks

Performance RAG

Amber

Finance RAG

Red

Achievements:

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

Foster carers: Through our fostering friendly campaign with schools and businesses, and raising awareness, we have significantly increased the numbers of foster carer enquiries leading to assessment, with projections to increase further over 2026/27, this will contribute to enabling children to live in their local families and improve outcomes for children.

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

Key challenges:

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

Risk to non-delivery:

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

Education & Inclusion

Achievements, Challenges & Risks

Performance RAG

Amber

Finance RAG

Red

Achievements:

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

Electively Home Educated: Year-on-year figures each month indicate a reduction in the numbers of children who are EHE in North East Lincolnshire, with improved assurances in line with national guidance on the education those educated at home are receiving.

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

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

Significant improvements in EHCP Statutory Assessment timeliness and commitment to a 'grow your own' EP team, with trainee and Assistant EPs supported with the PhD application process. Two successful applicants on the Doctorate Course for 2026.

Key challenges:

The Education White Paper and SEND Reforms have been launched, with significant actions and systemic partnership change required going forward. This also impacts on existing projects in progress such as Alternative Provision, RSPs, Ordinarily Available Provision. Department for Education guidance is being released gradually as reforms start to take shape.

Risk to non-delivery:

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

Adult Services

Stronger Communities - Supporting Our Adults

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

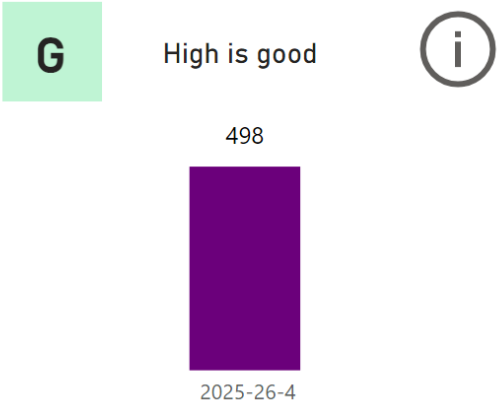


Stronger Communities

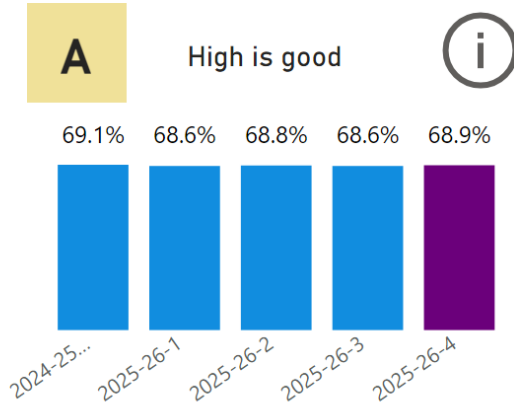
Supporting our Adults



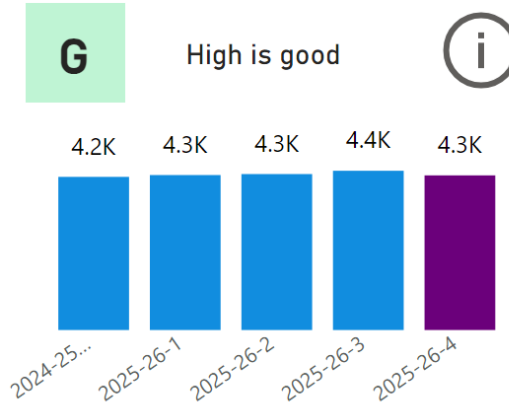
Disabled Facilities Grant(Average days to complete)



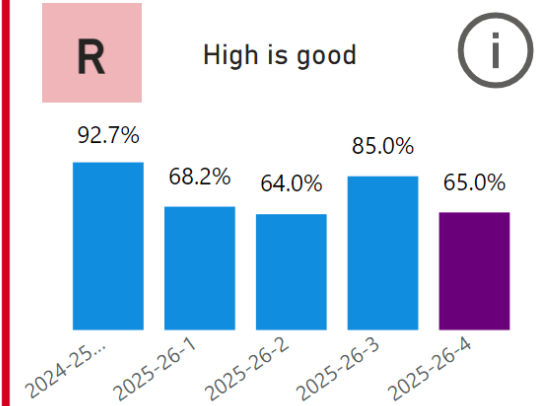
Proportion of people in receipt of long term support who have Support at Home



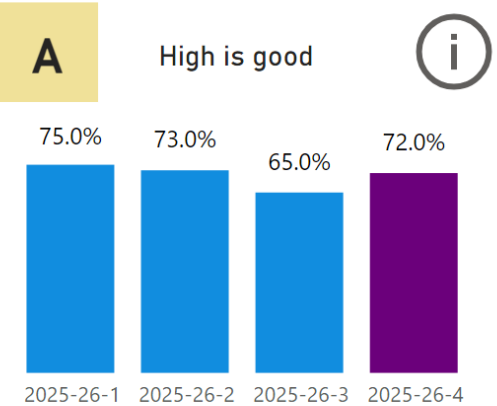
The number of carer prevention interventions per quarter



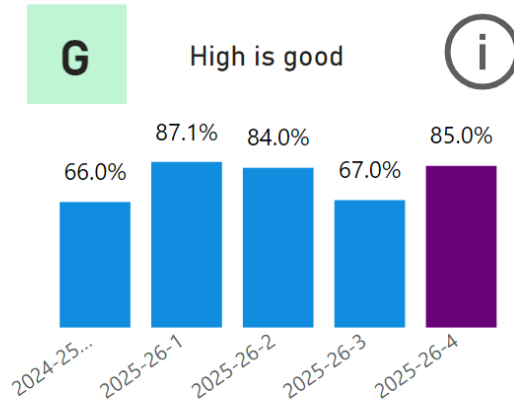
People offered a direct payment that are eligible for care and support (%)



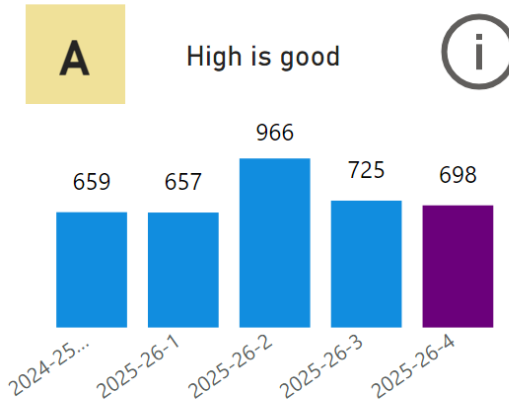
People who have no further support following intermediate care at home (%)



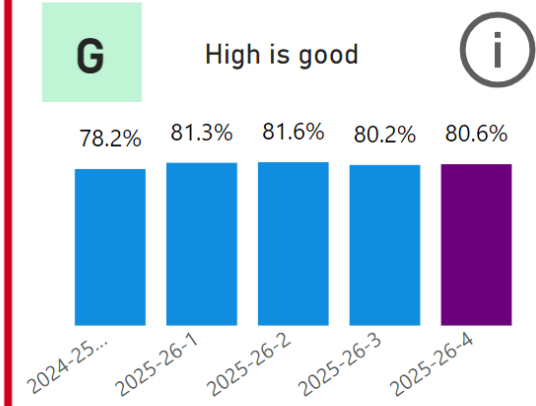
People whose outcomes were met following a safeguarding notification (%)



Annual reviews completed



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



Performance Overview

Adult Services

Council Plan Priority	Commentary
Stronger Communities – Supporting Our Adults	<p>Following the CQC assessment of adult social care services in North-East Lincolnshire an action plan is in operation to address performance in areas identified. The ASC Improvement Board oversees this work.</p> <p>We continue to see high numbers of people being signposted to low level advice and information which has led to an increase in the performance metric. This allows people to make preventative decisions based on information made available to them. This measure has been above target for the past year.</p> <p>The number of people who meet outcomes of their safeguarding intervention has increased significantly this quarter compared with Q3. This is now above target. The figures continue to be monitored by council officers, and it is hoped that the newly appointed Head of Safeguarding at Focus can continue to support the improvement in performance.</p> <p>The number of reviews undertaken has decreased when compared to Q3 and the overall % completed has decreased this month to 68.2% of those due completed. This is disappointing given an increase over the previous quarter. As a result of continued under performance in this area is a key priority on the CQC action plan. External support has been commissioned to ensure that this is embedded with the wider delivery of strengths based practice. The action plan will continue be monitored by council officers at monthly performance meetings.</p> <p>Compared with Q3, there has been a significant decrease in the numbers of eligible people being offered a Direct Payment which now stands at 65% - a significant drop from the 85% achieved in the previous quarter. The Q4 figure mirrors that from Q2. Whilst Focus have an improvement, programme this has lacked focus due to staff sickness. Council officers continue to closely monitor the improvement plan with Focus colleagues.</p> <p>The number of people who require no further assistance after a period of rehabilitation/reablement has increased in Q4 but remains under the target of 80%. Evidence continues to suggests that a more complex cohort is being referred to rehabilitation/reablement and that better outcomes for these people are being achieved.</p> <p>The proportion of people with care who have a support package at home remains stable and has only varied by 1% over the past 8 quarters.</p> <p>The number of carer prevention interventions remains high and has slightly increased since Q3. This number can fluctuate depending on the number of carers and their need for support.</p> <p>Extra Care Commissioning is underway and the new support at home framework is now operational. Shared lives is at the contract award stage.</p> <p>A new DFG measure is being developed post EQUANS and will be in place for 2026/27.</p>

32.18% Of Total Revenue Service Budgets

£1.9M Provisional Outturn Revenue Overspend

2.75% Variance as % Of Total Budget Envelope

REVENUE (£'M)	Revenue Budget	Revenue Provisional Outturn	Variance
Community (ICB)	48.1	48.8	0.8
Long & Short Term Residential (ICB)	25.8	26.9	1.1
ASC Operational Costs (ICB)	1.3	1.3	0.0
Better Care Fund (ICB)	(5.9)	(5.9)	0.0
Adult Services (NELC)	0.8	0.7	(0.1)
	70.0	71.9	1.9

Service Comments:-

The forecast overspend has been driven by an increase in demand throughout the year. ASC is supporting 99 more commissioned packages than was budgeted for and 17 more residential care placements. Demand peaked during quarter three but during quarter 4 there has been a reduction in demand which coincides with the implementation of strengths based practice. Since November 2025 there has been a reduction of 79 care and support packages. 29 of these specifically in residential and nursing care and 37 community care packages. The number of people in short breaks has stabilised and working in ongoing to reduce these.



Housing

Stronger Communities - Good and Sustainable Homes

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



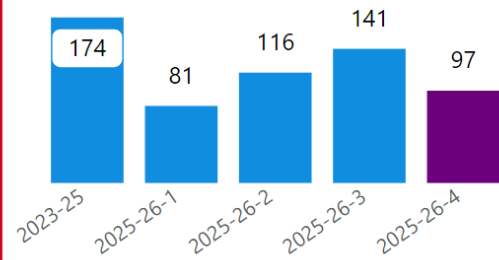
Approving the Local Plan for submission by December 2026 to Secretary of State [Manual RAG]

G On Target

On Target

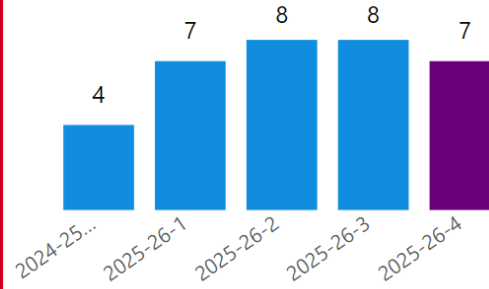
Interventions in homes where hazards have been removed (Cat 1 and 2) [Manual RAG]

G



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

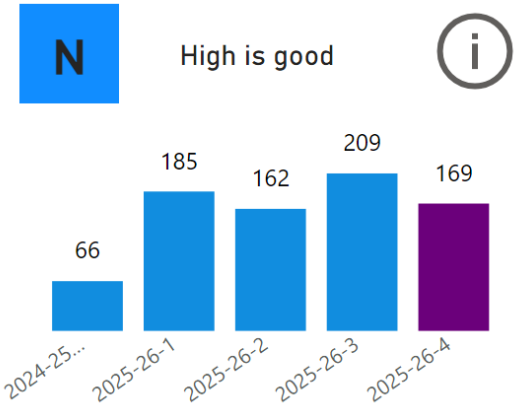
G Low is good



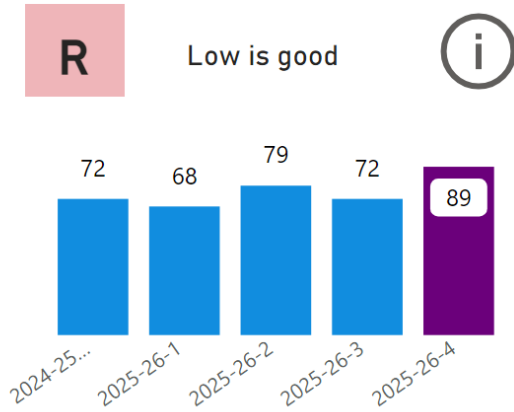
Stronger Economy Housing



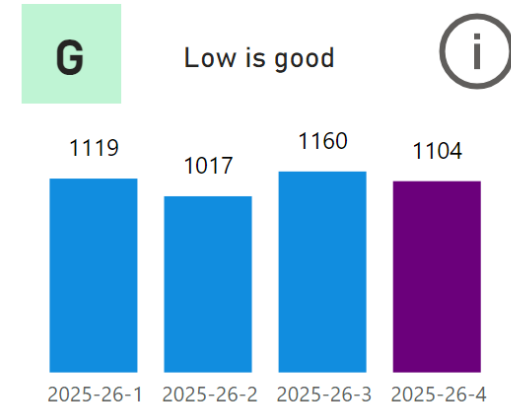
Net new homes in the year



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



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



Performance Overview

Housing

Council Plan Priority	Commentary
Stronger Economy – Supporting Industry, Business and Housing (Housing focus)	<p>Work continues at pace on the old Western school site being undertaken out by Keepmoat. Furthermore, the contract for Garth Lane has been complete and Keepmoat has commenced works on-site. These developments will boost the number of new homes being built in the borough.</p> <p>Government-grant funded work to support with strategic partnerships for building new social and affordable homes is making good progress, with initial recommendations shared with the Housing Board. This will inform the development of a new Affordable Housing Strategy.</p> <p>The number of empty homes across the borough continues to be a challenge. The Housing service supported by other teams across the Council are committed to challenging the owners of these empty properties to bring them back into full use. We will be developing an Empty Homes Strategy, working across housing and environment to further support bringing empty homes back into use.</p>
Stronger Communities - Good and Sustainable Homes	<p>Work with partners to update NELCs Homelessness and Rough Sleeping strategy is progressing, ensuring alignment with new national expectations.</p> <p>Work is continuing to develop a new prevention team that will focus initially on strengthening relationships with private sector landlords. Coupled with work to review and update the Social Housings Allocation Policy, this should have a positive impact on the number of households being placed in temporary accommodation.</p> <p>The Housing Related Support Service specification is being developed. This is being informed by Preliminary-Market Engagement events with the market before going out to tender.</p>

Revenue

Housing

1.68%

Of Total Revenue Service Budgets

(£0.5M)

Provisional Outturn Revenue Underspend

(13.7%)

Variance as % Of Total Budget Envelope

REVENUE (£'M)	Revenue Budget	Revenue Provisional Outturn	Variance
Housing	3.6	3.1	(0.5)
	3.6	3.1	(0.5)

Service Comments:-

Favourable variance driven by Housing Related Support contract costs being lower than budgeted and an underspend on staffing as a result of the new structure not being fully implemented within 2025/26.

Capital

0.38%

Of Total Capital Programme

(£0.2M)

Capital Provisional Outturn Underspend

CAPITAL (£'M)	Original Programme	Approved Programme	Capital Provisional Outturn	Variance
Housing	0.4	0.3	0.1	(0.2)
	0.4	0.3	0.1	(0.2)

Service Comments:

Capital spend remains on track, with costs continuing to be carefully monitored.

Adult Services and Housing

Achievements, Challenges & Risks

Performance RAG

Amber

Finance RAG

Red

Achievements:

Established improvement plan and board.
3 month checkpoint post CQC report publication went well with good progress being made against the plan.
Delivery of strengths- based practice transformation programme continues with a number of practice pilots operational
Continued good performance in hospital discharge.
Former ICB health and social care team have tupe transferred into NELC

Key challenges:

Demand and complexity of people requiring care and support continues to be unpredictable and is creating financial pressure.
Changes to the ICB are still ongoing and this presents challenges to delivery of integrated services
Review numbers remain a concern and the action plan continues to be in place with oversight from NELC.
Direct payment numbers remain lower than expected and Focus continue to implement the action plan to try to improve this position.
Pressure at the adult social care front door (demand).
Pressure at the Housing and Homelessness Prevention Service front door with continued demand for temporary accommodation and long-term, sustained pathways for all groups, including rough sleepers.

Risk to non-delivery:

Changes to the ICB place based teams is likely to result in less resource at place.
CIC's not being in a position to contribute to savings delivery programme.
Demand continues to rise although this is variable month by month
Demand for temporary accommodation remains high.
On-going challenges with accommodation solutions for long-term rough sleepers

Public Health

Stronger Communities - Living a Healthy Life

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

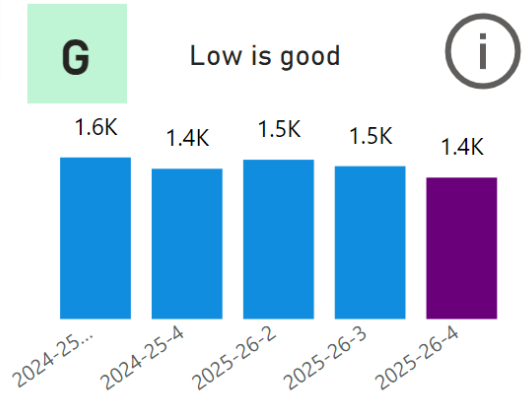


Stronger Communities

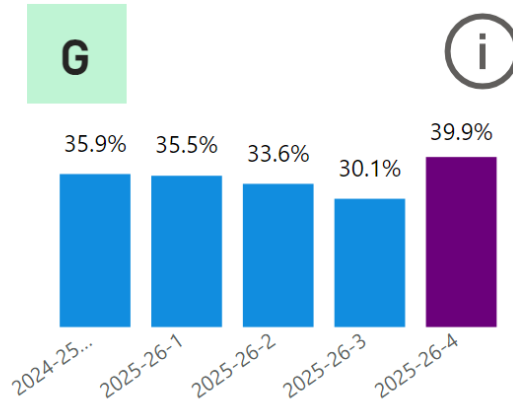
Living a Healthy Life



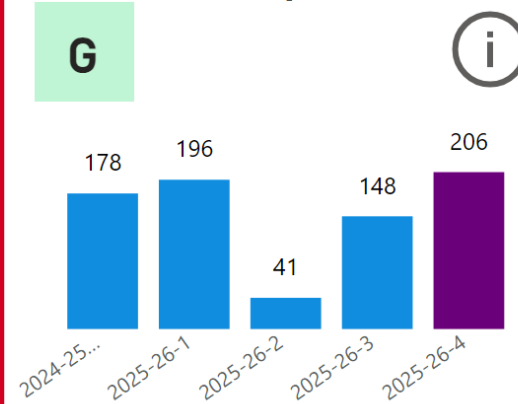
Number of domestic abuse incidents reported to Humberside Police [Manual ...]



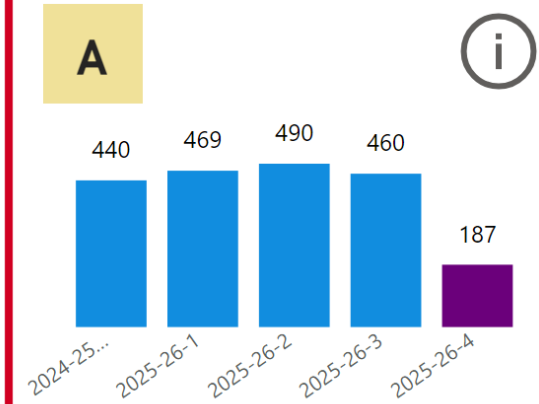
Breast fed babies at 6-8 weeks (%) [Manual RAG]



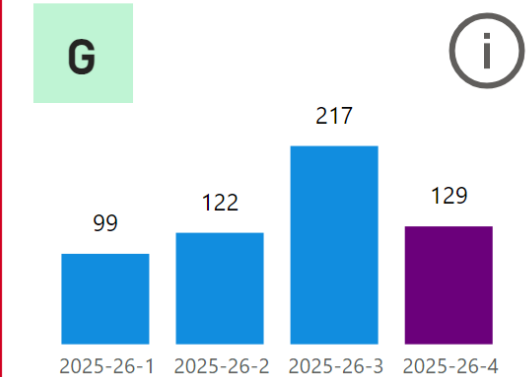
Number of children who have received sexual health support/intervention from a School Nurse [Manual RAG]



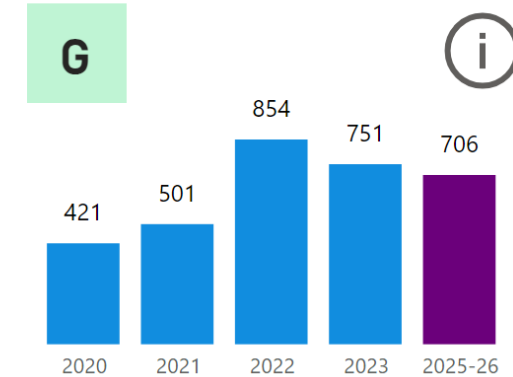
Clients referred to the wellbeing service (rolling 12-month average)



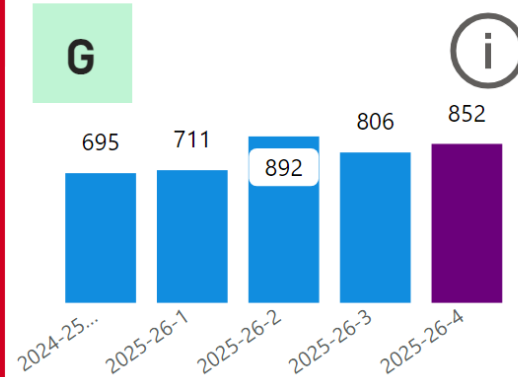
Number of mothers identified as requiring additional Perinatal mental health support [Manual RAG]



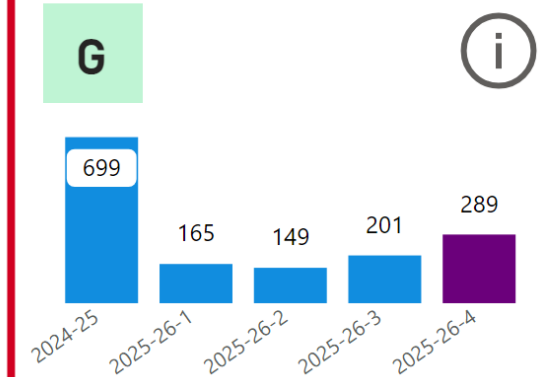
Number of new sexually transmitted infection diagnosis [Manual RAG]

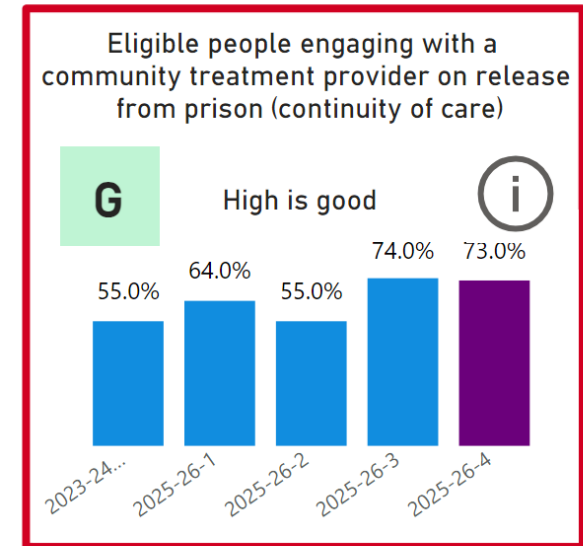
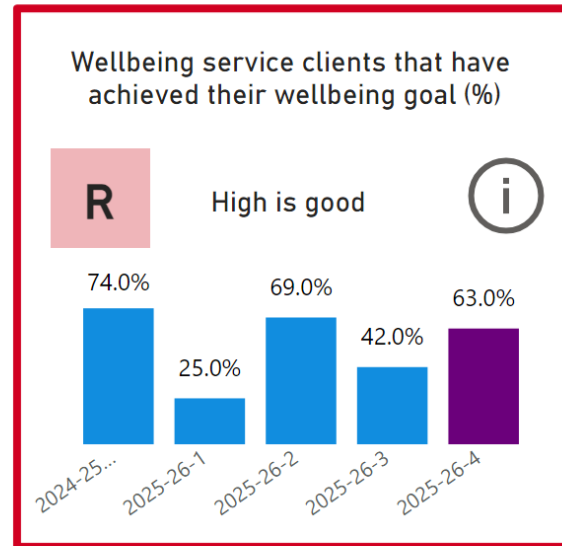
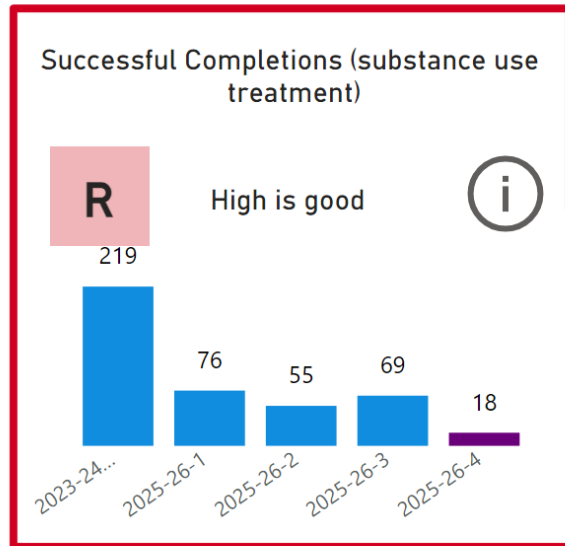
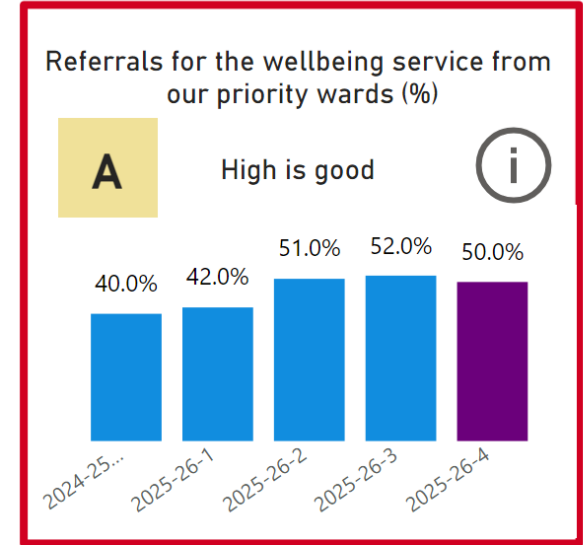
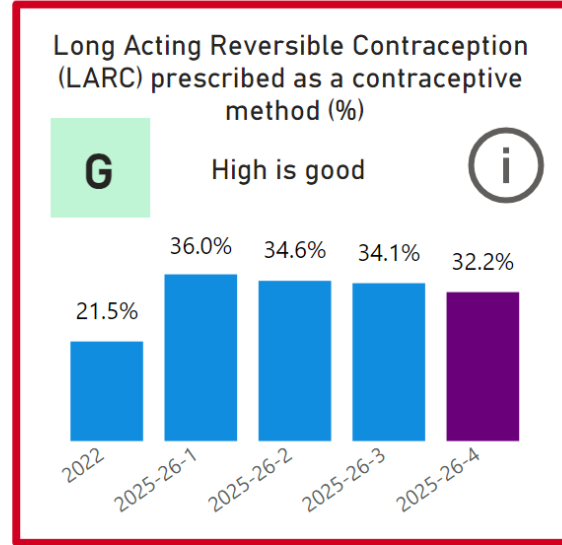
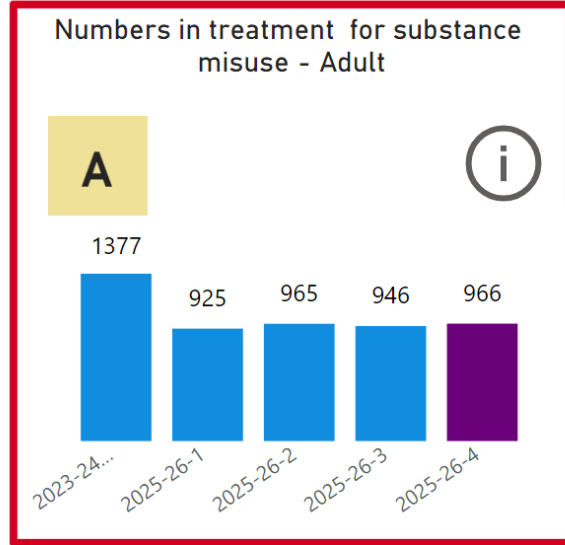
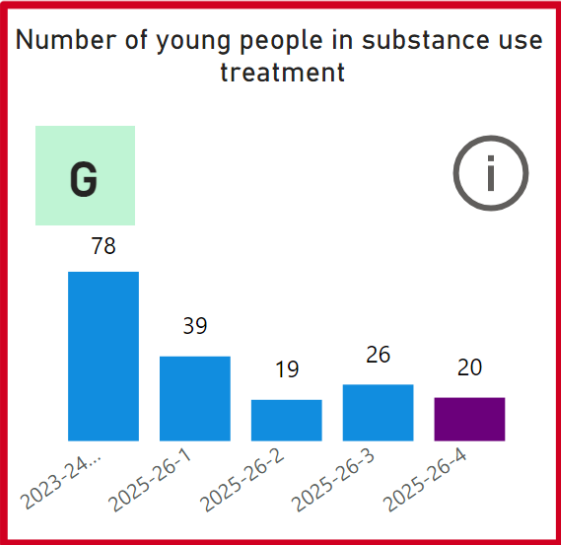


Number of online STI kits and condoms ordered [Manual RAG]



Referrals received into the School Nursing service [Manual RAG]





Performance Overview

Public Health (1)

Council Plan Priority	Commentary
Stronger Communities - Living a Healthy Life	<p>During 2025/26, Public Health continued to make solid progress across prevention, protection and wider wellbeing, supported by clear strategic direction through the Health and Wellbeing Strategy and the Council's commitment to adopt the Marmot Principles and become a "Marmot Place". These approaches recognise that good health is shaped by everyday conditions such as housing, employment, transport, education, community safety and the environment. Public Health has continued to work closely with other council services, partners and the NHS to ensure these factors and a commitment to improving health equity are considered as part of all council delivery including planning, environment, children's services, adult social care and regeneration - helping to support a more joined up and preventative approach to improving health and reducing inequalities.</p> <p>Sexual health services have performed strongly overall. Access to services remained good, with timely assessments, rapid STI test results and prompt treatment maintained across the year. Prevention activity was delivered through a wide range of outreach and education work, including colleges, Pride events, social media, youth engagement and community settings. HIV prevention continued through targeted testing, partnership working and awareness campaigns, although uptake of some prevention measures - such as HIV testing, PrEP and long-acting contraception, varied across the year. Digital access improved through the introduction of online booking, and the <i>Check Me Out</i> youth sexual health website continued to progress, with preparations completed for formal evaluation and work underway to support regional rollout across Yorkshire and Humber. Risks around safeguarding, medicines supply, staff safety and governance were actively monitored and managed.</p> <p>Substance use services remained stable during a major provider change, with continuity of care maintained. A serious overdose incident in Quarter 4 required a rapid multi-agency response, which was managed effectively and generated learning for the system. The launch of the Northern Lincolnshire Drug and Alcohol Strategy and recovery-focused activity further strengthened shared ambition and partnership working.</p> <p>Health Protection activity focused on protecting communities from infectious disease and improving uptake of vaccinations and screening. Routine childhood immunisation rates remained better than the national average. However, additional effort was required to improve adolescent and adult vaccination uptake, particularly in response to national outbreaks of measles and other infections. Local promotion was strengthened through leisure centres, swimming pools and targeted social media campaigns developed with young people. The Health Protection team continued to support outbreak management in schools, care homes and other community settings and worked with neighbouring local authorities to produce a shared Humber Outbreak Plan and progress a Northern Lincolnshire tuberculosis care pathway.</p>

Performance Overview

Public Health (2)

Council Plan Priority	Commentary
Stronger Communities - Living a Healthy Life	<p>The Healthy Weight programme has advanced over the year through the commissioning of a universal online meal planning and cooking platform aimed at improving skills, affordability and family mealtimes, alongside ongoing work to develop a wider Food Plan for North East Lincolnshire. The “Let’s Go Grimsby” project has been extended and is now being delivered in six schools, including two schools working independently. The programme aims to support at least 120 families this next year. Feedback from families has been overwhelmingly positive, with substantial changes reported. Over 90% of families report feeling more motivated to eat healthily, cook from scratch, understand food labels and the harmful effects of sugar, and eat healthily on a budget. In addition to this, the Food Forum continues to meet every two months, with increased engagement from food providers.</p> <p>The Wellbeing Service continued its transformation, with smoking cessation remaining the key priority. New treatments such as varenicline were introduced and taken up quickly, GP partnerships were strengthened through drop-in sessions, and marketing campaigns increased local awareness.</p> <p>Suicide prevention activity continues to progress and has now been brought together within a wider public mental health action plan. This integrated approach strengthens alignment across prevention priorities and will be socialised with partners in the new financial year to support shared ownership and coordinated delivery.</p> <p>Domestic abuse system performance was supported by a focus on governance and leadership. The Domestic Abuse Partnership Board continued to provide oversight, supported by improved data and system insight. During Quarter 4, there was a reduction in the number of high-risk cases, repeat cases and cases involving children, although overall demand remains high and fluctuating. Support for victims, including children and young people, continued, with work progressing to address gaps in perpetrator provision.</p> <p>NHS Health Checks continued to be delivered through GP practices, but overall activity levels remained lower than planned in many areas. Work continued to support quality improvement, training and assurance, alongside development of options for future commissioning and delivery models.</p>

Performance Overview

Public Health (3)

Council Plan Priority	Commentary
Stronger Communities - Living a Healthy Life	<p>Children’s public health continues to experience workforce challenges across Health Visiting and School Nursing. However, recruitment activity is underway and is being complimented by the development of a public health nursing strategy and a revised service specification. Together, these will help address issues of capacity, capability, and continuity, and provide a clearer, more resilient framework for delivery across the 0–19 programme</p> <p>The Maternal Wellbeing Service continues to thrive and has become a core component of the local offer for perinatal mental health and the prevention of premature births. Following 20 months of successful delivery across the borough, a further review of the service has been completed. The findings will inform the next phase of development, as the service transitions under Health Visiting, strengthening integration and alignment with early intervention and Best Start in Life priorities.</p> <p>Significant system changes are underway to support the Best Start in Life agenda, including the development of a new plan and a sharpened focus on the Government’s revised Good Level of Development (GLD) target. These changes aim to improve outcomes through earlier support, stronger partnership working, and clearer accountability across the early years system.</p> <p>Planning for the expansion of the supervised toothbrushing scheme into early years settings has progressed and is being used to inform the recommissioning of the service for 2026/27. The new contract specification will strengthen delivery, support wider rollout across priority settings, and ensure the service remains aligned with early years, inequalities, and prevention priorities.</p> <p>In terms of the Refugee Integration Service, the ‘Stronger Communities’ LGA interviews have now taken place, and the finished recommendations have been received and shared at the second ‘Stronger Communities’ meeting. These recommendations are now being shaped into a formal framework, with an initial draft being prepared for the middle of May 2026. Within the Refugee Service, the research project to identify gaps in services began with initial planning alongside Migration Yorkshire and has received the initial data pack highlighting changes in local nationalities since the last census at the end of March 2026.</p> <p>Overall, performance during 2025/26 shows a system that is delivering well in many areas, maintaining services through change, strengthening prevention and partnership working, and building stronger foundations to address the wider factors that shape health in North East Lincolnshire.</p>

0.53%

Of Total Revenue Service Budgets

(£0.1M)

Provisional Outturn Revenue Underspend

(6.39%)

Variance as % Of Total Budget Envelope

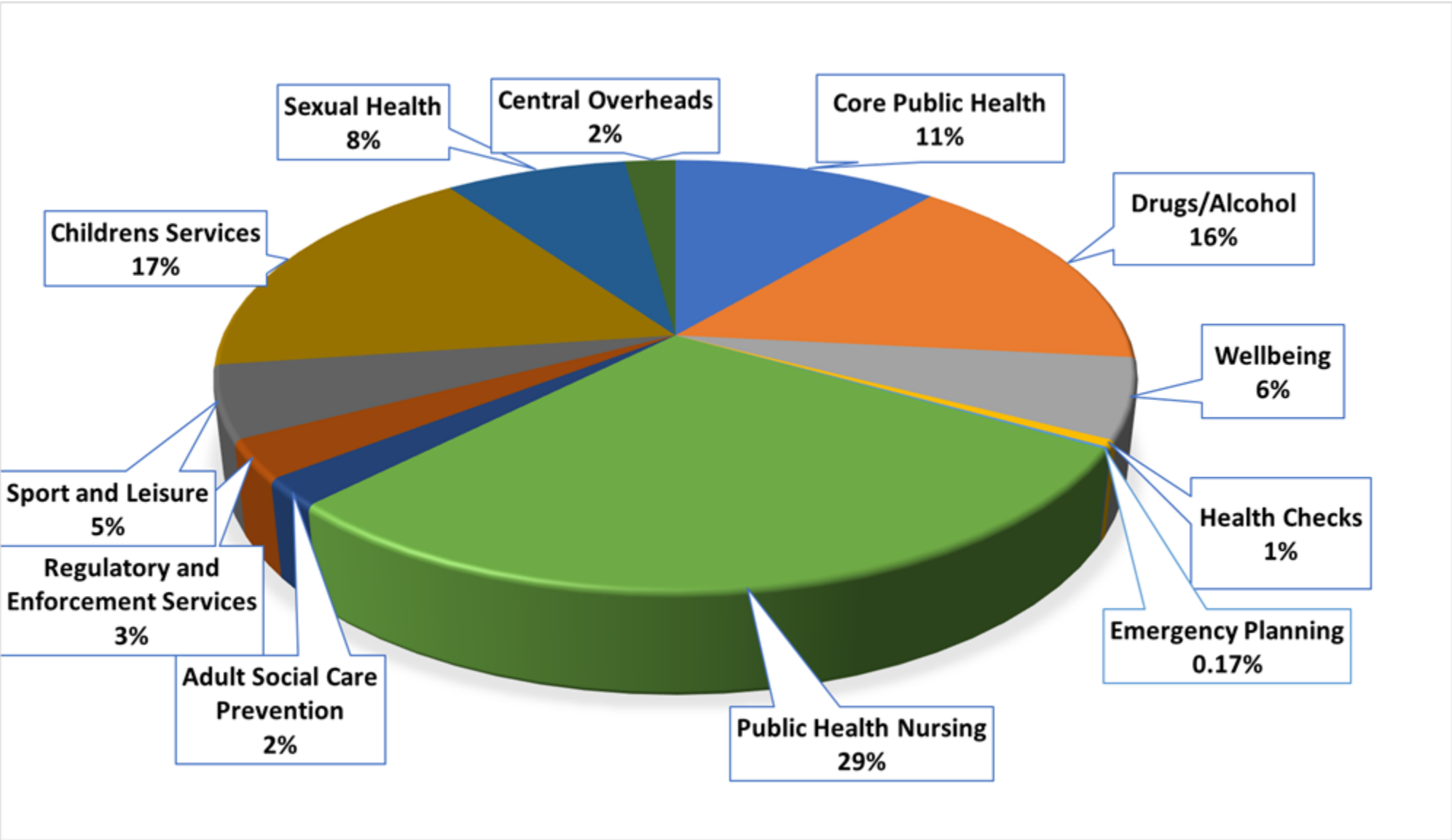
REVENUE (£'M)	Revenue Budget	Revenue Provisional Outturn	Variance
Public Health	1.2	1.1	(0.1)
	1.2	1.1	(0.1)

Service Comments:-

Public Health is not in receipt of any council funding for its core services and meets the costs of salary inflation and any increases in mandatory and demand led services through the public health grant.

The Adult Wellbeing service is classed as core funded and underspend is due to new contracts starting mid way through the year and we had budgeted for full year at new rate. Underspend of £34k which has been reported since P9. New contracts for Healthwatch and Patient Advocacy are in place. Despite the recent announcement about the future of Healthwatch, it has been confirmed that the requirement to commission a Healthwatch will remain in place until future legislation is enacted (end of 2026).

Domestic Abuse is now classed as core funded due to the main DA Grant (formerly DLUHC grant) now forming part of the overall settlement. Funding is also received from OPCC, ICB,PH & DFG. The majority of the commissioning is in now in place with no anticipated issues and plans are in progress to close other gaps around CYP IDVA, perpetrator programme and target hardening. Underspend reported at P11 was due to due to delay in the commencement of new contract , increased underspend by £11k at final outturn as Mobilisation costs for new contract had been committed for but was not required . Final underspend £39k .



Achievements:

Key achievements during the year included: -

- Starting to embed Marmot principles into council policy, planning and regeneration;
- Strong partnership delivery across sexual health, substance use and domestic abuse
- The maintenance of service continuity during periods of significant system change.
- Public Health led and supported health protection responses to outbreaks, strengthened vaccination promotion through place-based approaches, and developed regionally aligned outbreak and TB management pathways.
- In sexual health, achievements included sustained access performance, continued HIV prevention, strengthened Sexual Health Alliance working, translation of campaign resources into multiple languages, extensive outreach activity, and progression of the Check Me Out youth sexual health platform towards regional rollout and formal evaluation.
- Further achievements included the mobilisation of a new drug and alcohol treatment provider and the launch of the Northern Lincolnshire Drug and Alcohol Strategy,
- Expansion of smoking cessation support including varenicline and VBA training,
- strengthened system leadership on domestic abuse through improved governance, a completed needs assessment, mobilisation of the contract for children and young people's independent domestic violence advisor service and development of a maturity matrix.
- Progress on wider determinants included housing, homelessness, healthy ageing, inclusion health and gambling harms, reinforcing Public Health's preventative, place-based and equity-focused role.

Public Health

Achievements, Challenges & Risks (1)

Public Health

Achievements, Challenges & Risks (2)

Key challenges:

The main challenges continue to be the social and economic difficulties in some of our urban communities. Almost all health indicators are worse in more deprived communities and although considerable health improvement has occurred, this is mainly in more affluent communities which widens health inequalities. We are working with colleagues in central Government to highlight these risks.

Smoking and obesity levels in North East Lincolnshire remain higher than the national average. These continue to be key priorities.

For Public Health Nursing, recruitment challenges and high levels of safeguarding activity continue to place significant pressure on services.

Domestic abuse continues to present a sustained level of need, with particular pressure around prevention, early intervention, perpetrator provision and safe accommodation.

For the refugee integration service, we continue to face challenges due to limited infrastructure, particularly the lack of voluntary organisations offering tailored support for asylum seekers. This remains an area of focus.

The Health Protection team maintain their work with partner agencies to address local uptake in key vaccination and screening priorities.

Risk to non-delivery:

The key risks to delivery include delays in translating system improvements into measurable population-level outcomes, continued pressure from health inequalities driven by poverty, housing insecurity and social exclusion, and uncertainty within the commissioning market, particularly for Domestic Abuse perpetrator interventions. These risks are being mitigated through strengthened governance and accountability, ongoing market engagement, development of shared dashboards, co-design with communities and stakeholders, and continued system leadership focused on prevention, equity and place-based change. Together, this positions Public Health to build on current progress and support measurable improvements in health outcomes during 2026/27

Corporate Budget Performance

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



Funding

(£0.6M)

Provisional Outturn
Revenue Underspend

60.9%

Local Taxation
Funding

39.1%

Government Grant
Funding

FUNDING (£'M)	Revenue Budget	Revenue Provisional Outturn	Variance
Collection Fund	(148.9)	(149.3)	(0.4)
Funding	(95.7)	(95.9)	(0.2)
Total	(244.6)	(245.2)	(0.6)

Comments:

Additional Funding reflects alignment of Council Tax received in respect of prior years (£0.4M) and revised funding for the Extended Producer Responsibility (£0.2M). The Collection Fund income includes a drawdown of £0.8M from the Business Rates Reserve, to align the 2024/25 estimated and actual Business Rates received.

Specific Grant Funding accepted in Q4 2025/26:

- No new funding streams received in the quarter

9.68%

Of Total Revenue Service Budgets

(£2.1M)

Provisional Outturn Revenue Underspend

(11.51%)

Variance as % Of Total Budget Envelope

REVENUE (£'M)	Revenue Budget	Revenue Provisional Outturn	Variance
Other Corporate Budgets	21.1	18.6	(2.4)
	21.1	18.6	(2.4)

Service Comments:-

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

Reserves

£8.3M

General Fund

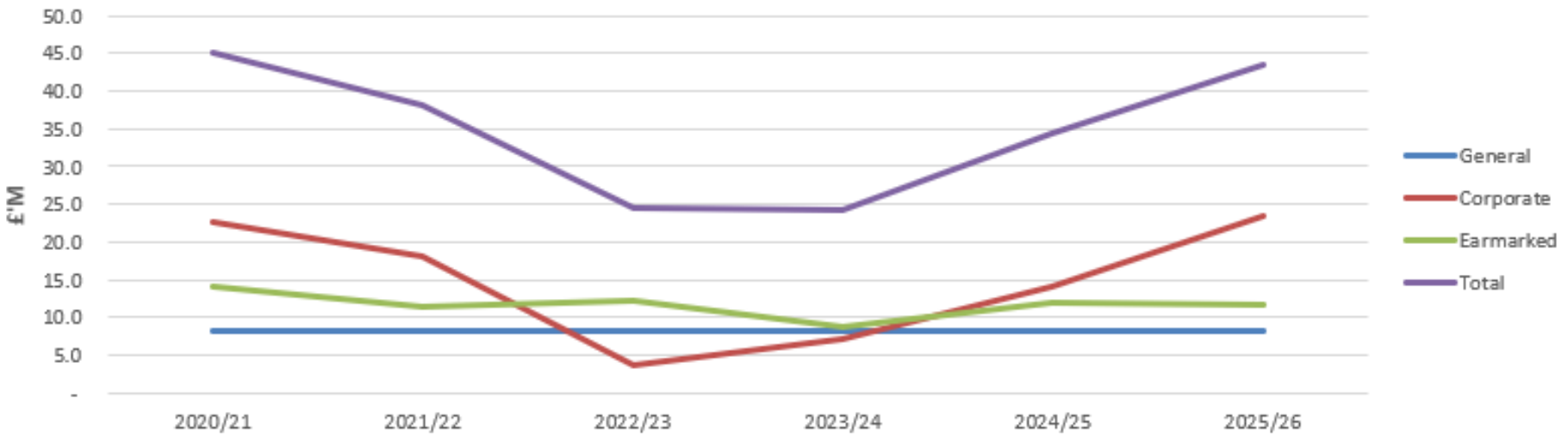
3.84%

General Fund as % Of
Net Service Spend

£35.2M

25/26 Total Reserve
Closing Balance

Council Reserves - Provisional Closing Balances



Comments

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

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

Reserves

£8.3M General Fund

Corporate Reserves	2024/25	2025/26
Transformation	2.0	3.7
Debt Financing	1.5	2.7
Business Rates Equalisation	4.9	5.4
Council Tax Hardship Fund	0.2	0.2
Major Contracts	0.9	1.9
MTFP	2.0	5.6
Social Care Volatility	-	1.4
Management of Change	2.7	2.5
	14.2	23.5

£35.2M 25/26 Total Reserve
Closing Balance

Earmarked Reserves	2024/25	2025/26
Adult Services	2.4	1.5
Childrens Services	1.8	1.1
Economy & Growth	1.4	1.7
Environment	0.6	0.8
Partner Reserves	1.5	1.9
Public Health	3.8	4.2
Resources	0.0	0.0
Technical	0.5	0.6
	12.0	11.8

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.

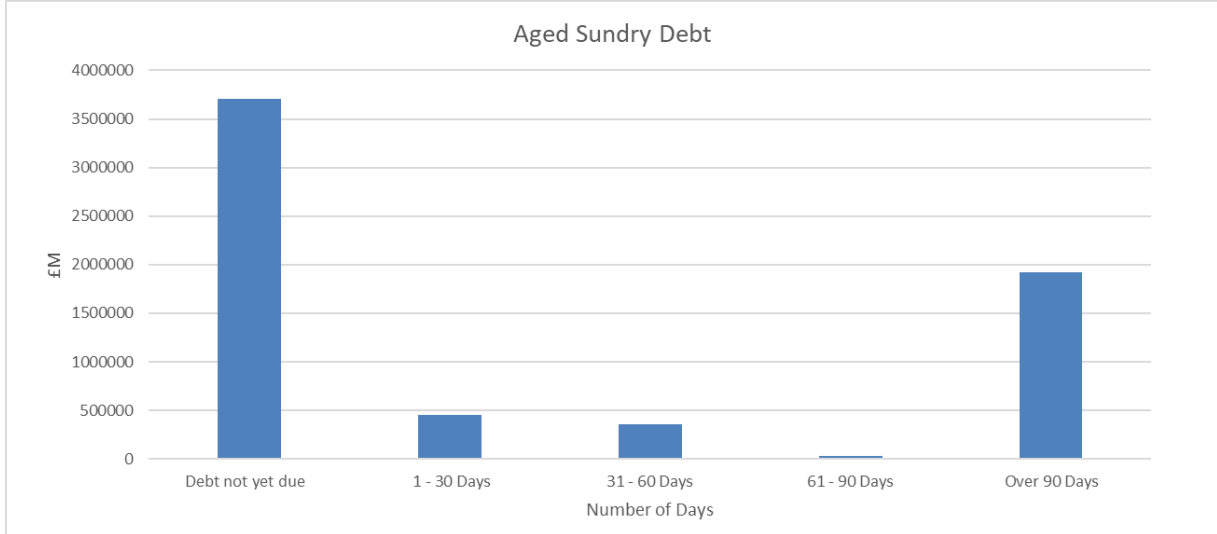
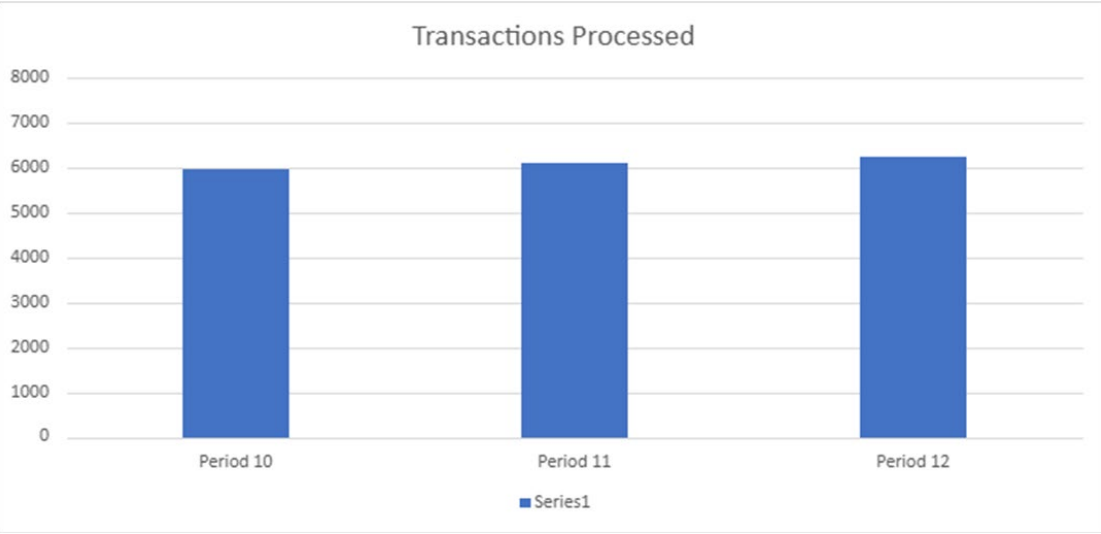
Earmarked reserves are held for the purpose of supporting clearly defined activities and outcomes relating to service delivery, over and above business as usual. Whilst corporate reserves help to smooth the financial impact of strategic change, transformation and economic challenges.

Working Capital Management

92.0% Creditor Invoices Paid within 30 days during Qtr. 4

£1.92M

Value of debt over 90 days at Qtr. 4



The processing of creditor invoices within North East Lincolnshire Council (NELC) terms has remained consistent throughout financial year 2025-26. During Quarter 4, 92% of invoices were paid within agreed terms. This figure is slightly lower than Quarter 3 of the same year, where 93% of invoices were settled within terms. The volume of invoices processed in both quarters was c.18,000, indicating steady activity and workload across these periods. In total, for the year 2025-26, the number of invoices processed was 3,000 higher than in 2024-25. Despite this increase in volume, the overall proportion of invoices processed within the 30-day terms remained at 93% reflecting ongoing activities to further optimise invoice processing.

At the end of Q4 2025/26, total debt increased by £1.6 million compared to Q3, driven in the main by annual invoicing, with most of this debt falling within the “Debt Not Due” category. Overall debt at the end of the 2025/26 financial year is £0.9M less than the previous year. Some older debts are on agreed payment plans. Debt collection is ongoing, with challenges driven by local economic issues, but regular monitoring and management continue as a priority.

Treasury Indicators & Cashflow 2025-26

£12.5M Investments as at 31 Mar 26

£178.1M Borrowing as at 31 Mar 26

3.66% Average return on investments

3.97% Average cost of borrowing

The chart across provides a summary on Treasury performance against its 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 £12m and £65m during the period.

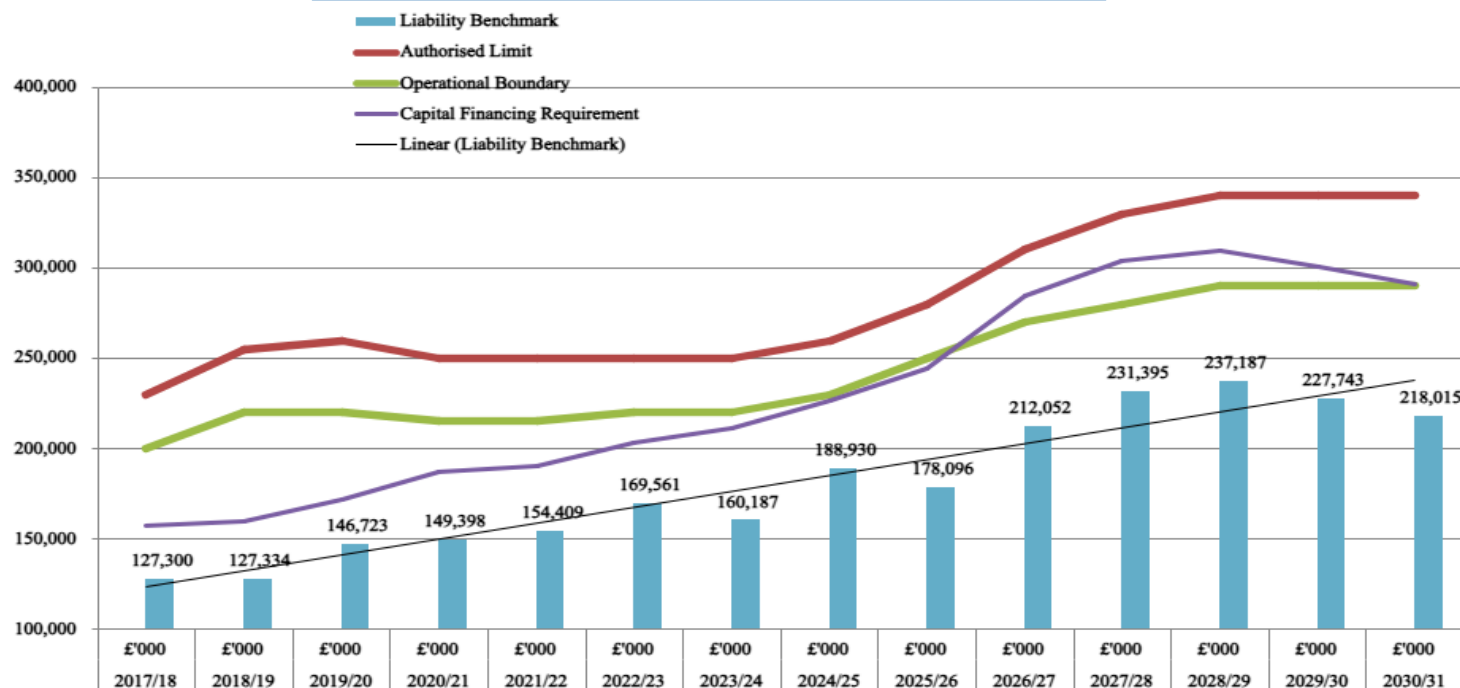
Rates initially eased during H1 but sticky inflation meant that policymakers then paused to take stock before conflict in the Middle East added to those inflation fears and removed expectations of further cuts for the foreseeable future. Fortunately, the Authority secured its borrowing need over year end and into the Summer prior to the conflict and we continue to monitor rates closely to manage the position beyond that.

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

Entering 2025/26, market views were that UK rates would continue to fall towards a 'neutral rate' of 3-3.5%. Progress was indeed seen during H1, but sticky services and wage inflation meant the expectation for cuts receded during the autumn. The Authority moved early to secure its borrowing requirement through year end and beyond during H2, a tactic that proved beneficial once the usual LA lending liquidity tightness in March was greatly exacerbated by the US/Israeli attacks on Iran and the consequent impact on inflation expectations for 2026/27. We also repaid a further £10m of LOBO loans without penalty in October, leaving only £1m left outstanding. Total Borrowing ended the year £9m down on 2024/25

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.

Key Treasury Indicators



Prudential Indicators (The Liability Benchmark)

Key Messages:

A minimum cash balance of £10m was maintained to ensure forecast liquidity needs are met. This level will be reduced to £6m for 2026/27.

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 £130m new loans by the end of 2028/29 – including replacement of maturing debt.

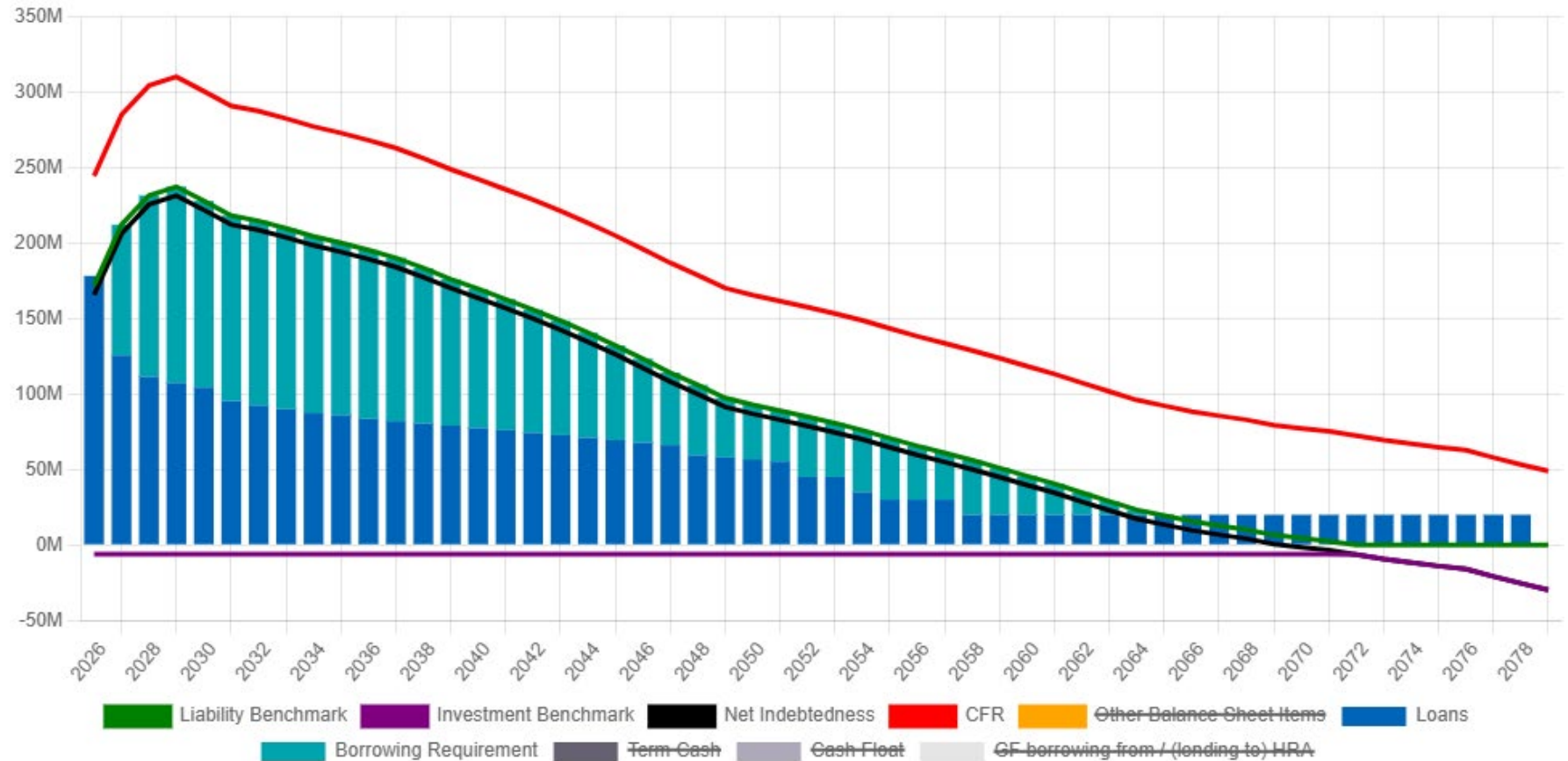
Before new long-term borrowing is entered into the Authority will have regard to the Liability Benchmark (across) and its underlying assumptions will be assessed for their continuing prudence, with revisions made where necessary.

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	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme	2028/29 Revised Capital Programme
	£000	£000	£000
ECONOMY AND GROWTH			
Regeneration			
Clee HLF Townscape Heritage	18	-	-
Cleethorpes Public Art	19	-	-
Heritage Action Zone	455	-	-
Playing Pitch Reprovision	215	322	-
Tennis Court Refurbishment	21	-	-
Play Zone	312	-	-
SHIP Scheme	794	-	-
UK Shared Prosperity Fund	157	-	-
Freshney Place Leisure Development	20,835	8,946	-
Freshney Place Car Park	100	-	-
Freshney Place RAAC	1,000	2,000	3,044
Freshney Place Landlord Works / Cap Cons	134	380	-
House of Fraser	2,460	1,000	-
Cleethorpes Masterplan - Market Place LUF Scheme	3,883	360	-
Cleethorpes Masterplan - Sea Road LUF Scheme	4,022	450	-
Cleethorpes Masterplan - Pier Gardens LUF Scheme	8,179	800	-
Cleethorpes Masterplan - LUF Wayfinding	303	-	-
Cleethorpes Masterplan - LUF Logistics	128	-	-
Towns Fund - St James House	78	-	-
Towns Fund - Activation Fund	112	112	-
Towns Fund - Riverhead Square	45	-	-
Towns Fund - Public Realm Connectivity	-	1,493	-
Grimsby Central Library Asbestos Removal	2,800	-	-
Pride in Place (Regeneration)	30	-	-

Capital Programme

SCHEME	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme	2028/29 Revised Capital Programme
	£000	£000	£000
Infrastructure			
Disabled Facilities Grants	3,328	4,000	4,000
Local Transport Plan Schemes	8,493	8,103	8,240
Corporation Rd Bridge Refurbishment*	-	-	-
Gy and Imm Flood Innov Funding	2,931	-	-
A180 Structures	2,908	-	-
Grimsby Surface Water Flood Alleviation	3	-	-
Bus Service Improvement Plan	3,377	-	-
Towns Fund - Garth Lane	4,588	-	-
Toll Bar Drop Off	159	-	-
Greater Lincs Groundwater Project	2,000	-	-
Car Park Schemes	1,467	-	-
Transport Hub	884	-	-
North Prom Footwash	-	-	-
Planned and Preventative Maintenance (PPM)	4,118	1,571	-
Property Rationalisation Programme	28	-	-
Business Centre Improvement	184	-	-
Heritage Assets at Risk	2,913	-	-
Motor Caravan Parking Scheme	-	-	-
Local Transport Grant	9,580	6,790	7,570
SAFER TOWNS & COMMUNITIES			
HAS & Green Spaces	46	-	-
Pride in Place (Safer Towns & Communities)	600	-	-

*Corporation Bridge Refurbishment costs are included with Capital Investment Capacity

Capital Programme

SCHEME	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme	2028/29 Revised Capital Programme
	£000	£000	£000
RESOURCES			
Deputy S151			
Capital Receipt Flexibility	3,350	2,850	2,170
Policy, Strategy and Resources			
ICT Refresh	1,000	639	1,406
M365 Transformation Programme	180	199	-
Childrens Services Platform	925	804	-
Digital Platform	336	-	-
LT&B System Replacement	154	-	-
ENVIRONMENT			
Fleet Replacement Programme	7,692	1,693	6,278
Depot Rationalisation	414	-	-
Salix - Public Sector Decarbonisation Scheme	2,849	2,637	-
Housing Assistance Grants and Loans	593	-	-
Warm Home Grants	380	375	-
Capital Office Recycling Project	23	-	-
DUNE 2	640	-	-
Pride In Place (Environment)	150	-	-
ADULTS & HOUSING			
Rough Sleeper Accom Grant	37	-	-
Local Authority Housing Fund 3 (LAHF3)	271	-	-

Capital Programme

SCHEME	2026/27 Revised Capital Programme	2027/28 Revised Capital Programme	2028/29 Revised Capital Programme
	£000	£000	£000
CHILDRENS SERVICES			
AD Regulated			
Childrens Residential Transformation	753	-	-
Pride in Place (Playable Spaces)	200	-	-
Education and Inclusion			
Schools - Devolved Formula Cap Grant	78	150	-
Schools - Backlog Maintenance	279	250	-
Schools - Basic Need Sufficiency of Places	7,766	3,000	-
SEND Special Prov Fund	1,683	2,770	-
SEMH Free School	13	-	-
Wraparound Childcare Programme	15	-	-
CAPITAL CAPACITY			
Capital Investment Capacity	5,936	8,010	7,164
Grimsby Central Library Provision (Earmarked Funding)	1,000	5,000	4,000
Dedicated Heritage Asset Funding (Earmarked Funding)	-	1,000	3,000
Cleethorpes Public Toilet Provision (Earmarked Funding)	450	-	-
TOTAL CAPITAL PROGRAMME	130,874	65,704	46,872

Funding			
External Grants	68,758	26,653	19,410
Corporate Borrowing	58,706	35,201	24,292
Capital Receipts	3,350	3,850	3,170
Revenue Contributions	-	-	-
Other Private inc S106	60	-	-
TOTAL FUNDING	130,874	65,704	46,872

Denotes a Major Project

Denotes a Major Education Project