

2022/23

North East Lincolnshire Council

Annual Governance Statement



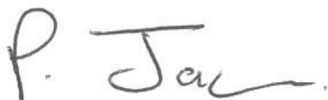
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Executive Summary

North East Lincolnshire Council fully recognises its responsibility for having effective governance and internal control arrangements in place. This is demonstrated by its commitment to the principles of good governance as identified in Delivering Good Governance in Local Government Framework 2016.

The annual review of the Council's arrangements, as described in this Annual Governance Statement, provides assurance that its governance arrangements and system of control are robust and reflect the principles of the Code of Corporate Governance. Over the coming year the Council will take steps to further, strengthen its governance arrangements as highlighted in section 7.

Signed:



Cllr. Philip Jackson
Leader of the Council

Date 9/11/23



Rob Walsh
Head of Paid Service

Date 9/11/23

1. Introduction

North East Lincolnshire Council (the Council) is required by the Accounts and Audit (England) Regulations 2015, regulation 10(1), to prepare and publish an Annual Governance Statement (AGS) in order to report on the extent to which we comply with our Local Code of Corporate Governance. This Statement provides an overview of how the Council's governance arrangements operate, including how they are reviewed annually to ensure they remain effective. A summary of significant issues/challenges that the Council faces is also given. This provides transparency and gives assurance that the Council is committed to continuous improvement in the way in which it functions.

The 2022/23 AGS reported that the review of governance arrangements had identified four main areas where the Council would need to focus its efforts during 2022/23 to address changing circumstances and challenges identified. These were:

- Children and Family services
- Programme management/Project Management
- The capacity to deliver Council outcomes
- Health and Social Care System

As part of the compilation of the AGS the current position in relation to these areas was reviewed and consideration given as to whether they remained areas of focus in 2023/24 (See section 6).

2. Scope of Responsibility

The Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards that public money is safeguarded and properly accounted for and used economically, efficiently and effectively.

The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

3. The Purpose of the Governance Framework

The governance framework comprises the systems and processes, culture and values by which the authority is directed and controlled and those activities through which it accounts to, engages with, and leads its communities. It enables the authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate services and value for money.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of the Council's

policies, aims and objectives, to evaluate the likelihood and potential impact of those risks being realised, and to manage them efficiently, effectively and economically.

The governance framework has been in place at North East Lincolnshire Council for the year ended 31 March 2023 and up to the date of approval of the Statement of Accounts.

4. The Governance Framework

The Council adopted a Council Plan covering the period 2022-2025 in February 2022. The refresh of the Plan was approved by Full Council on 22 February 2023. The Council has defined its key strategic priorities as, all people should:

- Reach their full potential through skills and learning
- Benefit from a green economy and high quality environment
- Enjoy good health and wellbeing
- Benefit from a strong local economy
- Live in a safe environment, can have their say about things that are important to them and participate fully in their community

Good governance processes are critical in supporting the delivery of strategic outcomes. The Council operates to a Code of Corporate Governance, which forms part of the Constitution. It is based on the guidance provided by the Chartered Institute for Public Finance and Accountancy (CIPFA) and the Society of Local Government Chief Executives (SOLACE) “Delivering Good Governance in Local Government – a framework” (April 2016). It was subjected to its annual review in December 2022 to ensure that it reflected the Council’s current governance arrangements and the revisions made were approved by the Audit & Governance Committee in February 2023.

[The Constitution | NELC \(nelincs.gov.uk\)](https://nelincs.gov.uk)

It is based on the following principles:

- A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
- B. Ensuring openness and comprehensive stakeholder engagement
- C. Defining outcomes in terms of sustainable economic, social, and environmental benefits
- D. Determining the interventions necessary to optimise the achievement of the intended outcomes
- E. Developing the entity’s capacity, including the capability of its leadership and the individuals within it
- F. Managing risks and performance through robust internal control and strong public financial management
- G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability

5. Review of the Effectiveness of the Governance Framework

The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The Council’s Corporate Governance Group, made up of the Council’s key senior officers

with governance role and chaired by the Executive Director Place and Resources, is responsible for coordinating this review.

The three lines of assurance model is central to the review of effectiveness as follows:

First Line of Assurance – Management of the control environment at delivery/operational level

Each Assistant Director is annually required to complete an annual self-assessment as to how they seek assurance that their services/functions comply with each of the seven principles. This showed that the principles in the main are embedded in practice in all significant areas of the Council's operations. Two issues were consistently highlighted as a concern, these being capacity and budget constraints.

In addition, Directors produce reports for Cabinets, Scrutiny and the Audit and Governance Committee which provide assurance on governance and the control environment in specific areas e.g.

- [Adult Social Care and National Health Service Statutory Complaints and Compliments Annual Report 2021/22](#) – reported to the Health and Adult Social Care Scrutiny Panel 22 March 2023. It provides an overview of the complaints received by the North East Lincolnshire Clinical Commissioning Group (NELCCG). It also highlights service improvements implemented as a result of a complaint. During 2021/22 47 complaints were received by NELCCG, an increase of 2 on the previous year. 27 of these related to adult social care complaints, an increase of 4 from the previous year. During the year 58 claims were closed and of these 25 were either upheld or partially upheld. 53 compliments were received during the year which represents a fall of 35%.
- [Childrens Social Care Statutory Complaints and Compliments](#) – reported to Cabinet 23 August 2023. It provides an overview of the activity and analysis of complaints and compliments, and the lessons learnt and improvements identified. During 2022/2023 the Council received 91 stage 1 complaints and 9 compliments concerning children's social care statutory services. This compares with 105 and 32 in 2021/22. 33% of stage one complaints were not upheld.
- [Director of Public Health Report \(DPHAR\) 2022](#) – reported to Cabinet 21 December 2022. This DPHAR has been produced by the Greater Lincolnshire (GL) public health team as part of the GL pilot. The report provides an opportunity for the Council to recognise the key challenges and opportunities facing its distinct geographical areas. The report makes recommendations for future focus, to help ensure resources are allocated most appropriately and residents supported as best as possible.
- [Safeguarding Adults Board Annual Report 2021/22](#) - reported to the Health and Adults Social Care Scrutiny Panel 1 February 2023. This sets out the activities and work undertaken by North East Lincolnshire Safeguarding Adults Board and its members to deliver on the aims and objectives of its Strategic Plan. It also includes performance data including the number of concerns received.

- **Safeguarding Children Partnership 2021/22** – reported to Children and Lifelong Learning Scrutiny Panel 20 July 2023. The report outlines what the Partnership has achieved, further developments and priorities for the following year.

Second Line of Assurance - (oversight of management activity and separate from those responsible for delivery)

As part of the process for completing the AGS those responsible for the oversight of management activity, separate from those responsible for deliver were asked to provide statements on the overall operation of the control environment in their particular areas of oversight:

- **Assurance provided by the Monitoring Officer in relation to operating within the rule of the law and constitutional arrangements including member code of conduct** – no material issues were identified although it is recognised that education, training and socialisation of internal governance controls and processes can be improved upon. Work is in progress to better understand areas of weakness and how best to improve knowledge and therefore compliance.
- **Assurance provided by the Head of People and Culture on human resources policy frameworks and arrangements** – this identified issues around compliance with IR35 regulations and services engaging temporary workers outside of our procured arrangements and agreed practices
- **Assurance provided by the Deputy Section 151 Officer on finance issues** - no material issues were identified.
- **Assurance provided by the Health and Safety Manager** – all key work locations have a Site Safety Log which they maintain to demonstrate compliance with the Health and Safety policies and the safety management system requirements. This year, the team have started a targeted campaign to further enhance the Building Responsible Persons understanding of their role and key activities. This involves a full re-write of the supporting documentation and role requirements, re-launch and delivery of improved training associated with the role and responsibilities.
- **Assurance provided by the Strategic Lead Business Practice and Performance** – no material issues were identified. Arrangements for the handling and responding of Subject Access Requests within statutory deadlines, continues to be reviewed and developed.
- **Assurance provided by the Assistant Director Policy Strategy and Resources** – through the new operating model that was implemented from 1st August 2022 the Council has created a new corporate function focussed on Business Practice and Performance. It intends to develop a new performance framework during 2023/24.

The Ofsted report published in October 2021 identified ineffective performance management arrangements in Children’s Services, stating that they did not provide senior leaders with an accurate understanding of practice quality, or children’s experiences, to drive service improvement or target resources where

needed. This is being addressed through the Sector Led Improvement Partnership (SLIP) arrangement that is implementing the Improvement Plan for Children's Services.

Recent monitoring visits have acknowledged significant improvements in practice and together with recent senior appointments provide evidence of progress and increased confidence in the service.

In addition, a range of reports is produced annually or throughout the year which provide assurance from a second line perspective e.g.

- **CIPFA Code of Financial Management Self-Assessment** – reported to Audit and Governance Committee 13 July 2023. The Financial Management Code (FM Code) provides guidance for good and sustainable financial management in local authorities. By complying with the principles and standards within the Code authorities will be able to demonstrate their financial sustainability.

A self-assessment of the Council's current standing against each of the Financial Management Standards has been carried out. The self-assessment concluded that the Council has strong financial leadership and management which is underpinned by clear financial strategy. There is good engagement through the financial planning process which is underpinned by an integrated budget and commissioning process. Further work is being undertaken to improve external engagement.

Through the Council's system of internal control, there is a clear accountability framework in place for budgetary control with regular and clear financial reporting. A more integrated approach to finance and performance reporting has been developed for 2023/24. Challenge and review processes are embedded through the audit and governance committee, scrutiny and internal business case processes.

The Council complies with the CIPFA code for capital finance in local authorities and its statutory obligations in respect of budget setting. The Council has a clear and affordable capital investment strategy which is underpinned by robust business development framework. Challenging economic conditions have been acknowledged.

Financial challenges linked to increasing social care demand are acknowledged and the Council's ability to deal with these challenges will be informed by the outcome of the new Local Government funding model.

- **Annual Review of the Constitution** – a review was conducted by the Monitoring Officer and the amendments were reported to Full Council on 25 May 2023. Various changes were made to the Constitution including the Scheme of Delegation. It also included a review of the Council's scrutiny arrangements.
- **Annual Fraud Report 2022/23** – reported to Audit and Governance Committee 20 April 2023. It highlighted the work that has been undertaken for the prevention

and detection of fraud, corruption and financial misconduct. No issues of material concern were identified.

- [Annual Scrutiny Report 2022/23](#) – this was reported to Full Council on 25 May 2023. It provided a summary of the work undertaken by Scrutiny in 2022-23 and outlined future work programmes.
- [Audit and Governance Committee Annual Report 2022/23](#) – reported to Audit and Governance Committee 20 April 2023 and Full Council 27 July 2023. It summarises the activities of the Committee and demonstrates how it has discharged its duties. It also reports on the outcome of the Audit Committee’s self-assessment against good practice. No issues of non-compliance were identified.
- **Capital Programme Quarterly Update Reports** – the Estates and Business Development Manager, provides quarterly update reports on the delivery of the Capital Programme to the Corporate Governance Group and Major Projects Group. These reports provide an update on the overall status and highlight any specific risks, including slippage on projects. Any significant risks identified in relation to delivery could impact on the delivery of the Councils Economic and Financial Strategy, therefore mitigation may be required, and further actions agreed. The Major Projects group can also share lessons learned with Project leads from project exceptions. In recent months, some projects have quoted increased construction costs, as a result of the current economic climate.
- [Annual Equality Report](#) – reported to Cabinet 23 August 2023. It provides an overview of equalities activity and achievements at the Council over the year and outlines key activities planned for the future year. It includes key information about the Council’s workforce and its community. It provides a brief commentary on some of the key data, particularly where there has been a notable change over time, or where the local population needs are different to that of the general population.
- [Information Governance and Security Annual Governance Report 2022/23](#) – reported to the Audit and Governance Committee 20 April 2023. This report outlines the key Information Governance activities undertaken by the Council in the calendar year 2022 and provides assurance that the Council across all of its work areas and functions remains compliant with its legal obligations and follows good practice. Four incidents met the criteria requiring reporting to the Information Commissioner’s Office (ICO), who determined that no further action was necessary. A further two incidents were reported to the ICO by the data subject, one is still under investigation, whilst for the other the ICO required the Council to take steps to improve its information rights practices.
- [Our Green Annual Report](#) – reported to Cabinet 8 March 2023. The report sets out the Council’s aspirations and progress in relation to the following three strategies and its contribution to delivering net zero by 2030:
 - North East Lincolnshire Council’s Waste Management Strategy (2020)
 - North East Lincolnshire Council’s Carbon Roadmap (2021)

- North East Lincolnshire Council's Natural Assets Plan (2021)

In December 2022, a Motion was approved by Full Council for a commitment to reinforce and accelerate the Borough's contribution to tackling the effects of climate change by committing to faster progress with a view to achieving a net zero carbon impact by the Council and its assets by 2030. By accelerating its plans and bringing forward its net zero carbon emissions target, the Council aims to take advantage of the benefits this will bring: financial, environmental, and public health. In achieving net zero carbon emissions by 2030 it aims to empower local business and communities to achieve their own carbon targets and climate initiatives.

- [Partnership Stocktake](#) – reported to Audit & Governance Committee 2 February 2023. The report provides the Committee with a summary of the Council's key partnerships, the governance arrangements for managing them, and any current key risks and challenges relating to them.
- [Risk Management Annual Report](#) – reported to the Audit and Governance Committee on 13 July 2023. It was concluded that arrangements for managing risk within the council are appropriate. There is evidence that risk is taken seriously and there is an understanding of the need to get risk management right. There is also an understanding and consistent implementation of the risk management framework.
- [Treasury Management Policy and Statement Strategy Statement](#) – reported to Cabinet 22 February 2023 and Full Council 23 February 2023. The Statement conformed with Treasury Management regulations and no material breaches were reported.
- [Treasury Management Outturn](#) – this was reported to the Audit and Governance Committee on 13 July 2023. This provided assurance that the Council complied with its legislative and regulatory requirements.
- [Value for Money Annual Report 2022/23](#) - prepared by the Deputy Section 151 Officer and reported to the Audit and Governance Committee 20 April 2023. This report summarises activity during 2022/23 and identifies additional actions for 2023/24 and beyond. A range of service reviews have been undertaken during 2022/23, with further service reviews planned across all areas of the Council's activities in 2023/24. It was concluded that the Council has effective arrangements in place for the achievement of Value for Money.

Third Line of Assurance (independent oversight)

Local Government Association Corporate Peer Challenge

In February 2023, the Local Government Association conducted a peer review of the Council. The outcome of this peer review was reported to Cabinet on 14 June 2023 [6.- Corporate-Peer-Challenge-Report.docxPDF-358KBicon-namepaperclip-prefixfa.pdf \(nelincs.gov.uk\)](#). The peer team noted the strength of our partnerships, particularly with health, our ambitions for regeneration, our relationship with government and the enthusiasm and commitment of our workforce. A number of areas were identified for

improvement including: the need to clarify and communicate priorities; strengthen our approach on skills, equality, diversity and inclusion; address the financial position and member understanding and maximise opportunities to deliver our net zero ambition. An action plan has been agreed to address the recommendations and work is in train to provide assurance of implementation to the Corporate Review Peers as part of an on-site review scheduled for November 2023.

Head of Internal Audit Annual Report and Opinion 2022/23 – was reported to the Audit and Governance Committee 13 July 2023. The report provided satisfactory assurance on the Council’s systems of internal control, governance and risk management. It identified the need to further develop systems of internal control within Children’s Services and potential challenges around organisational capacity.

External Audit – the Council submitted its statement of accounts for audit in accordance with the prescribed deadline. The Council’s External Auditors, Mazars, were timetabled to provide an opinion on the statement of accounts by 30 September 2023. However due to capacity issues within the sector this external audit deadline has not been met. It should be noted that only 1% of local government audits were completed in line with the statutory deadline. Further updates on progress will be provided by Mazars through the Audit and Governance Committee.

The Office for Standards in Education, Children’s Services and Skills (Ofsted)

As reported in the 2021/22 Annual Governance Statement in November 2021 following an inspection of the Council’s provision of services to Look After Children it was provided with an inadequate rating. In 2022/23 there has been two subsequent monitoring visits by OFSTED. The outcomes were as follows:

- Monitoring Visit Dec 22: “Permanence planning for children has not improved since the standard inspection in November 2021. Too many children experience delay in their need for permanence being assessed, planned and achieved. The constant high turnover of social workers and managers is resulting in children’s assessments being delayed and restarted without timely conclusion.”
- Monitoring Visit Feb 23 “Since the last monitoring visit, the senior leadership team has been strengthened and an enhanced level of sector-led improvement partnership work is in place. Leaders recognise the need to increase political and corporate understanding, scrutiny and continued investment, to ensure that there are the right conditions and infrastructure to drive the whole service improvements that are required.”
- Special Educational Needs and Disability Inspection (March 2022):
 - [50183876 \(ofsted.gov.uk\)](https://www.ofsted.gov.uk/inspections/50183876)

The Inspection concluded that “the area has made sufficient progress in addressing all three of the significant weaknesses identified at the (previous) inspection.”

- Recent Children’s Homes Inspections:

Children's Home Ofsted Placement Code	Date of Full Inspection	Most recent full inspection Judgement
SC033127	11/10/2022	GOOD
SC477428	12/12/2022	GOOD
SC069618	05/09/2022	REQUIRES IMPROVEMENT TO BE GOOD
SC394101	17/08/2022	REQUIRES IMPROVEMENT TO BE GOOD
2563216	10/05/2023	GOOD, PENDING QUALITY ASSURANCE PROCESS
2594189	21/11/2022	REQUIRES IMPROVEMENT TO BE GOOD
SC441553	14/09/2022	REQUIRES IMPROVEMENT TO BE GOOD

- Youth Justice services in North East Lincolnshire were rated as 'Good' in an inspection by Her Majesty's Inspectorate of Probation (HMIP).

Other External Inspections and peer reviews - other Inspections have taken place in year:

- Independent Sector Providers of social care who are commissioned by the Council are audited by the CQC. Current care home inspection figures show that 85% are rated good, 3% are rated outstanding, 9% require improvement and 3% (one home) is inadequate. All four supported living providers registered in NEL are rated good and 70% of support at home providers are rated good
- The newly Qualified Social Worker Programme (ASYE) delivered by Focus Independent Adult Social Work was reviewed by Skills for Care. This showed significant improvement in delivery following the development of new posts to lead this work in Focus. It was reported that there are areas to work on but the process recognised solid and improved performance
- PSN Code of Connection IT Health Check – one action outstanding to be completed by the supplier once the mitigation/patch is available
- The NHS Data Security and Protection Toolkit assessment – for 2022/23 met the required standard
- The Fishing Heritage Centre passed their Visit England Quality Assured Visitor Attraction assessment this year with a very good overall score of 87%
- General Register Office Local Authority Annual Performance Report - annual assurance to the Registrar General in relation to service delivery, performance, public protection & counter fraud and the requirements set out in the Registration Acts
- The Federation of Burial and Cremation Authorities - the inspection found the facility to be operating in accordance with the three key areas of compliance. In addition, the Crematorium Inspector found an excellent level of service provision and did not feel it necessary to make any recommendations

Local Government and Social Care Ombudsman - the Ombudsman is responsible for independently investigating complaints that have not been resolved by the organisation. Its Annual Letter was issued in July 2023. Of the eight complaints referred to the Ombudsman during the period 1 April 2022 to 31 March 2023 seven were upheld.

6. Progress on areas identified as areas of focus in 2022/23

The position as of May 2023 as reported by the relevant officers is as follows:

- **Children and Family Services**

Following the Ofsted inspection in October 2021 which graded the Council's Children's Social Care as inadequate, a formal Improvement Board has been formed, chaired by the Department for Education (DfE) Commissioner. The Local Authority continues to be subject to quarterly monitoring visits by Ofsted and the November 2022 letter has been published on their website, along with their follow up visit and letter published March 2023. The revised Improvement plan has been further strengthened to address the challenges and risks identified and formally signed off 6 April 2023. This continues to be overseen by the Continuous Improvement Board and a Board made up of cross party elected members.

- **Programme Management**

Project and programme management is critical to the delivery of the Council's regeneration and transformation agendas. Major projects and programmes follow a governance route that assesses the business case against HM Treasury 5 case model (strategic, economic, commercial, financial and management case) before being taken forward. The Council is working alongside Government and private investors to regenerate and accelerate growth across the Borough. Major projects such as the South Humber Industrial Investment Programme (SHIIP), Cleethorpes Masterplan and the Town Centre regeneration programme are factored into the Council's capital investment programme. A Major Projects group is established to review and challenge the delivery of key capital projects. The main focus of the group has been on regeneration projects, and this is to expand in 2023 to include other major projects such as schools' capital projects

In addition, the Council has an ambitious transformation programme, particularly in relation to the challenges within Children and Family Services which is supported by multi-disciplinary teams. During 2022 the Council made major changes to the support structures for service transformation projects, and work is on-going to ensure that corporate support capacity is focussed on projects and programmes linked to strategic priorities. Revised guidance has been developed and launched for managers to enable them to undertake smaller projects themselves using the same service design and agile principles that are deployed corporately. This approach will continue to develop during 2023.

- **Capacity**

2023 succession planning is underway to review and refresh our plans and ensure we have clear actions plans in place for identified internal successors to key roles or where we would be seeking external recruitment. We have successfully made appointments from our graduate programmes into permanent roles across the Council as well as people identified as part of succession planning in 2022. The Council continues to invest in our “grow your own” initiatives with opportunities for interns and undergraduate summer placements and the two year graduate programme. This year we have introduced 3 centrally funded business support apprentices.

Academy NEL will be launching a number of modules around management and leadership through 2023. The first pilots of the launch of the leadership competency framework are taking place focusing on a new team, established team and a frontline team, feedback from the pilots will lead to further refining with the intention to roll out across the organisation at management levels by the end of 2023. In addition, the review of the performance management policy, Supporting Positive Performance is now live with a revised supervision process.

A dedicated resourcing team has now established and our recruitment and approach to the market has become much more focussed. It is delivering positive results across the board from Director level down. Our relationships with agencies and the engagement of agency workers has significantly improved with plans to review our approach in 2023 and ensure that the Council’s needs are being met when working with agencies.

Our ambitious capital and regeneration plans, the transformation programme in children and family services as well as changes on the horizon around adult social care do present challenges of capacity and resource to meet competing priorities. A service transformation team has established a clear process to identify projects and determine level of priority and risk to support the deployment of resources to support the projects. This is reviewed by Assistant Directors on a regular basis and highlights issues around resource and enables broader discussions to take place.

- **Health and Social Care System**

Pursuant to the Health and Care Act 2022, with effect from the 1 July 2022 Clinical Commissioning Groups (CCG) were statutorily terminated and their functions subsumed into Integrated Care Boards (ICBs). North East Lincolnshire (NEL) is part of the Humber and North Yorkshire ICB geography. The governance of the NEL health and care system will be overseen by a combination of health and local democratic leads via the Health and Wellbeing Board, a proposed statutory joint committee of the Council and the ICB and a place-based Health and Care Partnership (HCP). These forums will bring health and care providers together to function as the delivery and

transformation arms under the new arrangements. Such arrangements, together with aspects of Children's and Adults commissioning and service delivery will ultimately be captured in a refreshed s75 Agreement. This is a reaction to significant NHS reorganisation that seeks to bring local government and the NHS closer together, through a population health management approach, to improve outcomes and experiences for the local population.

7. Governance Challenges for 2023/24

The review of governance arrangements has identified the main areas where the Council will need to focus its efforts during 2023/24 to address changing circumstances and challenges identified. Clearly these and other areas will be underpinned by a need to deliver value for money, referenced elsewhere in this statement. Value for Money is defined as the relationship between:

- Economy (cost) - the price paid for providing a service.
- Efficiency (performance) - how much is obtained for what is paid; and
- Effectiveness (quality) - the impact of the service, how successful it is.

Value for Money is not an absolute end in itself and should be considered as a compromise between cost, performance and satisfaction. It is an outcome of the Council's activities and not a process in its own right. Furthermore, it should not be seen in isolation from day to day activities.

Of the four previously identified challenges as shown in section 6 it was determined by Leadership Team that programme management was no longer considered a specific governance challenge but the other three remained. The key activities in these areas are shown below:

- Capacity - to deliver of the extensive programme of work in 2023/24 and in preparation for 2024/25 as referred to section 6.
- Children and Family Services – North East Lincolnshire Children's Services continues with the improvement journey to transform children's social care services. We continue to work with the DfE appointed Commissioner and our Sector Led Improvement partner Lincolnshire County Council. Ofsted continue to monitor the pace and progress of change to service delivery and the impact and outcomes on children and families. There remains much to be done and the Council through Corporate and Political Leadership are determined to ensure that the services for children and families in North East Lincolnshire provide the right support, at the right time, by the right person and that children's best interests remain at the heart of everything we do.
- Health and Social Care – North East Lincolnshire Council are looking to establish with the ICB a revised S75 agreement that determines governance for health and care decisions at place through the formation of a Joint Committee. All decisions relating to health and care will be discussed at the Shadow Joint Committee and Health and Care Partnership Governance Forums. Where a decision for Adult Social Care meets the criteria for cabinet then this will be the formal governance route. For Health this will be the Integrated Care Board if the decision falls outside the agreed delegations to the North East Lincolnshire Place Director. These

arrangements will remain in place until the new S75 arrangements have been fully agreed.

No new areas of challenge have been identified.