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**North
Northamptonshire
Council**



**West
Northamptonshire
Council**

Meeting: Joint Children's Trust Committee
Date: Wednesday 6th March 2024
Time: 2.00 pm
Venue: Council Chamber, Swanspool House, Doddington Road, Wellingborough, NN8 1BP

To members of the Joint Children's Trust Committee

Councillor Fiona Baker (Co-Chair), Councillor Scott Edwards (Co-Chair), Councillor Lloyd Bunday, Councillor Matt Golby, Councillor Jonathan Nunn and Councillor Jason Smithers

Agenda			
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02	Notification of requests to address the meeting		
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06	NCT Transformation and Efficiency Board Update	David Watts/ Rebecca Wilshire	17 - 26
07	Urgent Business		

Sanjit Sull, Monitoring Officer
North Northamptonshire Council

A handwritten signature in black ink, appearing to read 'Sanjit Sull'.

Proper Officer
27th February 2024

This agenda has been published by Democratic Services.

Committee Administrator: Raj Sohal

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Exempt and Confidential Information

Where there is a need for the Council to discuss exempt or confidential business, the press and public will be excluded from those parts of the meeting only and will be unable to view proceedings.

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Members are reminded of their duty to ensure they abide by the approved Member Code of Conduct whilst undertaking their role as a Councillor. Where a matter arises at a meeting which **relates to** a Disclosable Pecuniary Interest, you must declare the interest, not participate in any discussion or vote on the matter and must not remain in the room unless granted a dispensation.

Where a matter arises at a meeting which **relates to** other Registerable Interests, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but must not take part in any vote on the matter unless you have been granted a dispensation.

Where a matter arises at a meeting which **relates to** your own financial interest (and is not a Disclosable Pecuniary Interest) or **relates to** a financial interest of a relative, friend or close associate, you must disclose the interest and not vote on the matter unless granted a dispensation. You may speak on the matter only if members of the public are also allowed to speak at the meeting.

Members are reminded that they should continue to adhere to the Council's approved rules and protocols during the conduct of meetings. These are contained in the Council's approved Constitution.

If Members have any queries as to whether a Declaration of Interest should be made please contact the Monitoring Officer at – monitoringofficer@northnorthants.gov.uk

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Minutes of a meeting of the Joint Children's Trust Committee

Held at 2.30 pm on Tuesday 16th January 2024 in the Mill Room, The Forum, Moat Lane, Towcester, NN12 6AD

Present:-

Members

Councillor Lloyd Bunday (NNC)
Councillor Scott Edwards (NNC)
Councillor Jason Smithers (NNC)

Councillor Fiona Baker (WNC)
Councillor Matt Golby (WNC)
Councillor Jonathan Nunn (WNC)

Officers

George Candler
Jenine Chandler
Janice Gotts
Martin Henry
Stuart Lackenby
Raj Sohal
David Watts

Interim Chief Executive - NNC
Contract Monitoring Officer - NNC
Executive Director of Finance - NNC
Executive Director of Finance - WNC
Deputy Chief Executive - WNC
Democratic Services Officer – NNC
Interim Director of Children's Services – NNC
Director of Legal and Democratic - WNC
Acting Director of Children's Services – WNC
ICF Manager – NNC
Interim Deputy Chief Executive - NNC

Catherine Whitehead
Rebecca Wilshire

Richard Woodward
Adele Wylie

1 **Apologies for non-attendance**

No apologies were received.

2 **Notification of requests to address the meeting**

None received.

3 **Members' declaration of interests**

No declarations were made.

4 **Minutes of the meeting held on 6 September 2023**

RESOLVED that: The minutes of the meeting held on the 6th September 2023 be approved as an accurate record.

5 **Approval of NCT Business Plan 2024/25 - 2027/28**

The Committee considered a report by the NNC Interim Director of Children's Services, which outlined the Northamptonshire Children's Trust's (NCT) Business Plan.

RESOLVED that:

- a) The NCT's Business Plan be noted.
- b) The Business Plan be approved.

6 NCT 2024/25 Contract Sum and MTFP

The Committee considered a report by the WNC Acting Director of Children's Services, which outlined the provisional 2024/25 Contract Sum and Medium Term Financial Plan for the NCT.

RESOLVED that:

- a) The provisional Contract Sum for the NCT for the 2024/25 financial year be noted.
- b) The NCT's Medium Term Financial Plan be noted.

7 Approval of Changes to Support Services SLA's

The Committee considered a report by the NNC Interim Director of Children's Services, which sought approval to amend the Support Services Service Level Agreements (SLAs) delivered to the NCT by WNC and NNC, via the Change Control Process.

RESOLVED that:

- a) The proposal to amend the Support Services SLAs delivered to the NCT by WNC and NNC be approved.
- b) The increased cost of £0.639M to deliver the Support Services SLAs for 2024/25 be noted.

8 Urgent Business

The Chair thanked the Committee for their attendance and closed the meeting at 2:15pm.

Children’s Trust Joint Committee 6th March 2024

Report Title	Review of realisation of 2023/24 NCT savings proposals
Report Author	<p>David Watts, Executive Director of Adults, Health Partnerships and Housing (DASS) & Director of Children’s Services (DCS) (interim), NNC, David.watts@northnorthants.gov.uk</p> <p>Rebecca Wilshire, Director of Children’s Services (acting), WNC, Rebecca.wilshire@westnorthants.gov.uk</p> <p>Richard Woodward, Head of Business & Performance (NNC)/Intelligent Client Function Programme Lead, richard.woodward@northnorthants.gov.uk</p>
Executive Member	<p>Cllr Fiona Baker – Cabinet Member for Children, Families & Education, WNC</p> <p>Cllr Scott Edwards, Executive Member for Children, Families, Education & Skills, NNC</p>

Key Decision	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

List of Appendices

Appendix A 23_24 Detailed Savings Delivery

1. Purpose of Report

- 1.1. The purpose of the report is to provide an update on Northamptonshire Childrens Trust’s (NCT) progress to deliver agreed savings in the 2023/24 Contract Sum, including delivery of the Circle to Success Programme.

2. Executive Summary

- 2.1. In accordance with the Service Delivery Contract (SDC) the Councils agreed a proposed 2023/24 Contract Sum of £150.938m with NCT for the delivery of its' services at the meeting of the Strategic Group in November 2022. This was approved by both Councils and NCT's Board as part of setting each organisations budget for 2023/24.
- 2.2. The Contract Sum for 2023/24 included the delivery of £7.672m of savings identified by the Trust.
- 2.3. Included in this was £3.8m of savings to be delivered through the Circle to Success Programme for which the Councils agreed a mixture of invest to save funding of £1.816m outside of the Contract Sum.
- 2.4. Agreed savings in the Contract Sum are netted off the Trust's budget meaning that non-delivery of any savings would be reflected as a pressure in the outturn for 2023/24 and it is likely that the Councils will have to fund this unless mitigations are found by NCT.
- 2.5. In their Period 9 Report (December 2023) presented to the Operational Group in February 2024, NCT reported £5.550m of savings were RAG rated as green meaning these are confirmed for delivery. They also reported £1.370m as amber meaning that these were likely to be delivered but are still yet to be confirmed and £1.247m as red meaning that these will not be delivered.
- 2.6. Appendix A to this report sets out a detailed summary of the savings proposals put forward by NCT and the progress to delivery these as at Period 9 reporting.
- 2.7. The Period 9 report is forecasting a total pressure of £29.670m in its an outturn position for 2023/24 which includes the non-delivery of the £1.247m red savings. Other pressures include £23.307m relating to the placement of children in care and £3.579m in staffing reduced to £1.485m following agreed investment of £2,094 for pay inflation.
- 2.8. Pressures in the outturn for 2023/24 will need to be funded by the Councils unless mitigations are found by NCT. Funding of pressures is based on the contract split of 44.16% for NNC and 56.84% for WNC.

3. Recommendations

3.1. It is recommended that the Committee:

- a) Note the delivery of NCT savings outlined in this report including the non delivery of £1.247m of red rated saving.

3.2. Reason for Recommendations

For the Councils to maintain financial oversight of their ownership of and commissioning arrangements with NCT.

3.3. Alternative Options Considered

To do nothing – however this is not recommended. The recommendations set out in this report will allow the Councils to maintain financial oversight of their ownership of and commissioning arrangements with NCT.

4. Report Background

- 4.1. North Northamptonshire Council (NNC) and West Northamptonshire Council (WNC) are committed to supporting Northamptonshire Children's Trust (NCT) to deliver children's social care and targeted early help services across Northamptonshire. Both take their corporate parenting role very seriously and want to support children, young people and families to thrive in their community.
- 4.2. Children's Services in Northamptonshire were judged 'inadequate' by Ofsted in 2019.
- 4.3. Northamptonshire Children's Trust (NCT) was partially formed on 1st November 2020 and fully launched on 1st April 2021.
- 4.4. From 1st April 2021, after the abolition of Northamptonshire County Council, North Northamptonshire Council (NNC) and West Northamptonshire Council (WNC) became joint owners of Northamptonshire Children's Trust (NCT). Whilst NCT is operationally independent of the Councils, the Councils still retain significant control over NCT and are responsible for making decisions on a number of 'reserved matters' that are set out in the NCT's Articles of Association.
- 4.5. The agreed NCT Contract Sum for 2023/24 included the delivery of £7.672m of savings identified by the Trust.

Circle to Success

- 4.6. Included in NCT savings proposals for 2023/24 was £3.8m of savings to be delivered through the Circle to Success Programme for which the Councils agreed a mixture of one off invest to save funding of £1.3m outside of the Contract Sum.
- 4.7. Of this £0.968m was passed directly to NCT to commission additional delivery capacity from Innovate Therapeutic Services at a cost of £0.848m with the remainder used by NCT to fund time limited programme management capacity.

- 4.8. £0.324m was retained by the Councils to commission IMPOWER's Valuing Care approach for 5 months, which has a proven track record of delivering improved outcomes for children and families and reducing the costs of service delivery. The Councils successfully bid for and received £0.300m of grant funding from the DfE to part fund this.
- 4.9. In June 2023, following a request by NCT, the Councils agreed to additional investment in IMPOWER for a second phase of work at a cost of £0.516m taking the total invest to save funding to £1.816m which is reduced to £1.516m when taking the DfE grant into consideration.

5. Issues and Choices

- 5.1. The Councils have established the Children's Trust Joint Committee to discharge the functions of the Councils that relate to ownership of NCT, the provision of support services to the Trust and consider relevant matters arising in relation to the delivery of children's early help and social care services and their financial position.
- 5.2. In their Period 9 Report (December 2033) presented to the Operational Group in February 2024, NCT reported £5.550m of savings were RAG rated as green meaning these are confirmed for delivery. They also reported £1.370m as amber meaning that these were likely to be delivered but are still yet to be confirmed and £1.247m as red meaning that these will not be delivered.
- 5.3. Appendix A to this report sets out a detailed summary of the savings proposals put forward NCT and the progress to delivery these as at Period 9 reporting.
- 5.4. The Period 9 report is forecasting a total pressure of £29.670m in its an outturn position for 2023/24 which includes the non-delivery of the £1.247m red savings. Other pressures include £3.579m in staffing reduced to £1.485m following agreed investment of £2,094 for pay inflation and £23.307m relating to the placement of children in care.
- 5.5. Pressures in the outturn for 2023/24 will need to be funded by the Councils unless mitigations are found by NCT. Funding of pressures is based on the contract split of 44.16% for NNC and 56.84% for WNC.

6. Next Steps

- 6.1. The delivery of 2023/24 savings will continue to be monitored by both the Operational Group and Strategic Group as set out in the contractual agreements between the Councils and NCT.
- 6.2. It is expected that the provisional outturn position will be reported by NCT at the Operational Group in May 2024 followed by the final outturn at the June 2024 meeting.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

- 7.1.1. When the Trust was being developed, detailed work was completed to calculate how costs would be split between North and West Northamptonshire Councils. This was based on the relative populations and demand for children's social care services in each council area. It was agreed that WNC would contribute 56% and NNC would contribute 44% exclusive of any specific grants that are given directly to NNC or WNC to passport to the Trust.
- 7.1.2. The Period 9 report is forecasting a total pressure of £29.670m in its an outturn position for 2023/24 which includes the non-delivery of the £1.247m red savings. Other pressures include £3.579m in staffing reduced to £1.485m following agreed investment of £2,094 for pay inflation and £23.307m relating to the placement of children in care.
- 7.1.3. Pressures in the outturn for 2023/24 will need to be funded by the Councils unless mitigations are found by NCT. Funding of pressures is based on the contract split of 44.16% for NNC and 56.84% for WNC.

7.2. Legal and Governance

- 7.2.1. The relationship between NCT and the Councils is governed by a series of contractual and legal agreements.
- 7.2.2. The recommendations set out in this report will allow the Councils to fulfil their responsibilities as set out in the Service Delivery Contract, the Articles of Association and Support Services Agreement in terms of oversight.
- 7.2.3. The arrangements provide a sound foundation so that the Councils are able to maintain an oversight whilst respecting the autonomy of NCT as a wholly owned company.

7.3. Relevant Policies and Plans

- 7.3.1. NNC has identified 'Brighter, Better Futures' as a key priority in its Corporate Plan recognising that children, young people and their families may need help at different stages in their lives. They will aim to provide help as early as possible and provide the right support, at the right time in the right way to ensure that children are safeguarded and get the best start in life.
- 7.3.2. WNC has identified 'Improved life chances: Best Start in Life' as a key priority of its Corporate Plan, including a focus on early help services to ensure children have the best start in life and parents have the right support at the right time from the right service, to enable families to thrive.

7.3.3. Both NNC and WNC's identified priorities will be achieved by supporting NCT to provide higher standards of support.

7.4. Risk

7.4.1. Both Councils have identified the failure of Northamptonshire Children's Trust to deliver services to the agreed standards and to sustain improvement in children's social care services as a risk on their strategic risk registers.

7.5. Consultation

7.5.1. This report has not been subject to any consultation.

7.6. Consideration by Executive Advisory Panel (NNC)

7.6.1. This report has not been considered by NNC's Executive Advisory Panel.

7.7. Consideration by Executive Leadership Team (WNC)

7.7.1. This report has been consider by ELT.

7.8. Consideration by Scrutiny

7.8.1. This report has not been considered by the overview and scrutiny committees of either NNC or WNC.

7.9. Equality Implications

7.9.1. There are no specific equality implications arising from this report.

7.10. Climate and Environment Impact

7.10.1 There is no specific climate impact arising from this report, however as NNC and WNC committed to considering impact on the environment which is managed via the individual strategic lead partnership organisation via organisational policy and commitments.

7.10.2 NNC, WNC and NCT are aware there are emissions associated with publishing web content and will seek to minimise the impact where possible.

7.11. Community Impact

7.11.1. There is no specific community impact arising from this report.

7.12. **Crime and Disorder Impact**

7.12.1. There is no specific crime and disorder impact arising from this report.

8. **Background Papers**

8.1. None

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Appendix A NCT 23/24 Detailed Savings Delivery

Period 09 – December 2023

Savings Delivery – 2023/24

Savings Proposals		2023/24	Red	Amber	Green	Mitigations	Total (A,G,M)	NCT Comments
	SRO	£'000						
Review of Social Care transport, journey planning and contact through the Asset a management strategy	Andrew Tagg	100	0	100	0	0	100	Working with external providers to ensure providers are delivering transport as part of there weekly fee charges. Development of local provision to remove transport costs.
Review of placements supply (Homes)	Louise De Chiara	600	0	0	600	0	600	Based on current schedule of children's Homes places coming on stream. Additional capacity above savings target, linked to Circle to Success project savings as more local provision is developed to reduce reliance on the independent sector
Increase provision in supported accommodation	Louise De Chiara	240	0	0	240	0	240	Additional capacity for supported accommodation to reduce the costs in provision through the private sector. Partnership with the university underway
Review of Business Operations	Andrew Tagg	70	0	0	70	0	70	Part of the business admin review to move from a centralised model to direct service level, reducing management costs
Review of Children's Legal Costs	Olivia Ives	100	0	0	100	0	100	Ongoing implementation of best practice following the review undertaken in Nov 2022
Review of Contracts	Louise De Chiara	100	0	0	100	0	100	Review of contracts
Asset Management Strategy	Colin Foster	200	0	200	0	0	200	The property aspirations for NCT have been submitted to allow the rationalisation of buildings. A geographical spread across the county will deliver travel savings on mileage and contact.

Savings Proposals		2023/24	Red	Amber	Green	Mitigations	Total (A,G,M)	NCT Comments
	SRO	£'000						
Increase in In house Fostering	Olivia Ives	620	620	0	0	0	620	A coordinated plan aimed at increasing the capacity and utilisation of existing carers. Review of the capacity of the current operating model to recruit and support a larger inhouse foster carer community. Creation of a new Foster Friendly Offer with contributions from the wider partnership. Revised comms and marketing plan aligned to a modern fostering agency. Capital plan to support carers.
Review of External placements to develop effective Joint Funding Commissioning	Olivia Ives/Andrew Tagg	627	627	0	0	0	627	Review terms of reference for the Multi Agency Resource panel. Agree a joint funding protocol with partners (Health and Education). Identification of Cohort and develop pipeline of cases for MARP. Revised and improved referral process. QA process for MARP cases
Review of Care provision	Olivia Ives	200	0	0	200	0	200	Review of care packages and continued work with Health partners around funding packages. Focus work on DCT packages
Review of Non Essential Budgets including mileage, Supplies and provisions.	Andrew Tagg	50	0	0	50	0	50	Review of non-essential spend through improved governance arrangements. Review of non-essential travel
Review of Learning Development/ Social work academy	Louise De Chiara	65	0	0	65	0	65	Coordination of Social work academy and learning and development functions
Implementation of treasury management strategy	Andrew Tagg	900	0	0	900	0	900	£13m currently in investment. Payment of outstanding income and demand led pressures will allow the investment to £20m to achieve the remaining target. Timely passporting of grants and in year pressures will impact on delivery.
TOTAL		3,872	1,247	770	1,855	0	3,872	
Additional Valuing care (see NCT 3b)	Olivia Ives	3,200	0	1,070	2,200	0	3,200	See Valuing care programme board savings delivery forecast. Delivery based on medium assurance delivery. Potential mitigation from review of packages
Supporting families to stay together - valuing care (see NCT 18)	Debbie Lloyd	600	0	0	600	0	600	valuing care programme - cost avoidance element of the programme
TOTAL SAVINGS		7,672	1,247	1,370	5,550	0	7,672	

Circle to Success Savings Delivery Monitoring – 23/24 Target £3.800m

Circle to Success



Finance dashboard

Due to 6 children who's weekly cost has increased by more than £3k... These children have been prioritised for a conversation at C2S forum

£302k increase in cost savings...

Total weekly placement costs for C2S cohort



Current weekly difference
£62,516

Forecasted savings 23/24

Cost savings
£3,783,136

Cost avoidance
£1,166,330

Actual savings 23/24

Cost savings
£2,046,580

Cost avoidance
£68,189

Forecasted savings by intervention for 23/24

Step down to fostering	Reunification	Step down to SGO	Placement stabilisation	Edge of care	Reducing time in care	Permanence	Commissioning
£1,592,754	£1,205,259	£39,933	£944,759	£181,917	£0	£74,997	0

Forecasted savings 24/25

Cost savings
£8,072,422

Cost avoidance
£2,498,860

Actual savings 24/25

Cost savings
£1,931,368

Cost avoidance
£190,823

...as a result of commissioning & permanence interventions

Actual savings by intervention for 23/24

Step down to fostering	Reunification	Step down to SGO	Placement stabilisation	Edge of care	Reducing time in care	Permanence	Commissioning
£615,888	£603,800	£282,005	£ -	£-£68,189			£544,887

Target vs actual



Ahead of Q3 high scenario saving ambition

Children’s Trust Joint Committee 6th March 2024

Report Title	NCT Transformation and Efficiency Board Update
Report Author	<p>David Watts, Executive Director of Adults, Health Partnerships and Housing (DASS) & Director of Children’s Services (DCS) (interim), NNC, David.watts@northnorthants.gov.uk</p> <p>Rebecca Wilshire, Director of Children’s Services (acting), WNC, Rebecca.wilshire@westnorthants.gov.uk</p> <p>Sarah Reed, Transformation and Efficiency Director, NCT (secondment), Sarah.Reed@westnorthants.gov.uk</p>
Executive Member	<p>Cllr Fiona Baker – Cabinet Member for Children, Families & Education, WNC</p> <p>Cllr Scott Edwards, Executive Member for Children, Families, Education & Skills, NNC</p>

Key Decision	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

List of Appendices

Appendix A – T&E Board Approved Business Cases Feb 24 FINAL

1. Purpose of Report

- 1.1. The purpose of the report is to provide an update on Transformation and Efficiency activity that has been agreed at the Transformation and Efficiency Board relating to improving outcomes for children and young people.

2. Executive Summary

- 2.1. The Transformation and Efficiency Board was introduced in November 2023 as part of the informal step in arrangements. The remit of the board has three core responsibilities:

- 2.1.1. Transformation – providing strategic capacity and support to progress core children’s and joint Councils/NCT transformation projects and programme.
 - 2.1.2. Programme Oversight and Management – robust governance, plans and business cases.
 - 2.1.3. Right sourcing – considering/changing the delivery model or commissioning of services.
- 2.2. All are managed with a 3-way shared ownership and oversight of spend, benefits realisation and end user experiences and impacts.
 - 2.3. There have been three meetings to date and the Board has reviewed a number of transformation and efficiency business cases. Appendix A provides a summary of activity.

3. Recommendations

- 3.1. To note the contents of the report and progress made to date.

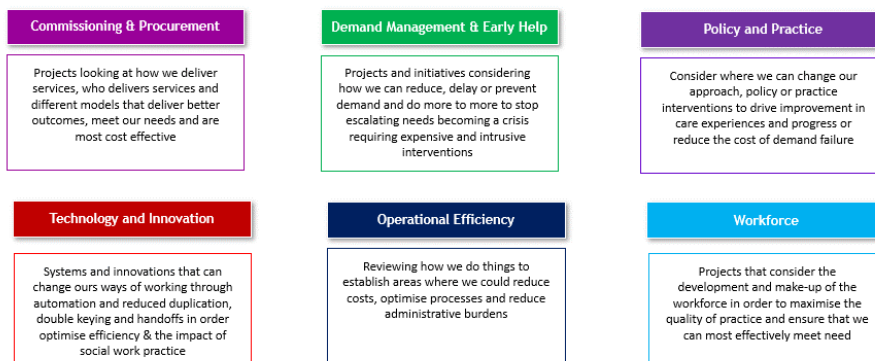
4. Report Background

- 4.1. North Northamptonshire Council (NNC) and West Northamptonshire Council (WNC) are committed to supporting Northamptonshire Children’s Trust (NCT) to deliver children’s social care and targeted early help services across Northamptonshire. Both take their corporate parenting role very seriously and want to support children, young people and families to thrive in their community.
- 4.2. Children’s Services in Northamptonshire were judged ‘inadequate’ by Ofsted in 2019.
- 4.3. Northamptonshire Children’s Trust (NCT) was partially formed on 1st November 2020 and fully launched on 1st April 2021.
- 4.4. From 1st April 2021, after the abolition of Northamptonshire County Council, North Northamptonshire Council (NNC) and West Northamptonshire Council (WNC) became joint owners of Northamptonshire Children’s Trust (NCT). Whilst NCT is operationally independent of the Councils, the Councils still retain significant control over NCT and are responsible for making decisions on a number of ‘reserved matters’ that are set out in the NCT’s Articles of Association.
- 4.5. The Transformation and Efficiency Board was created in November 2023 and to date has convened on three occasions with monthly meetings booked for the remainder of the 2024.

- 4.6. The membership is made of officers from NCT, North and West Northamptonshire Councils and chaired by the Councils Chief Executives on an alternating basis. The board also has representation from the Department of Education.
- 4.7. The aims of the Transformation & Efficiencies Board are to
- Help secure improvement in this shared Council/Trust service and progress it towards Good rating by OFSTED in 2025 and lifting of the DFE directive.
 - Help address the financial imperative to bring down costs and improve value for money.
- 4.8. The Board have three core responsibilities in these aims
- **Transformation** – a new joint shared transformation service providing strategic capacity and support to progress “core” childrens and joint Council/NCT transformation projects and programmes to improve outcomes and drive efficiency initiatives.
 - **Programme Oversight & Management** – robust governance, plans and business cases supported by tracking, monitoring, the management of dependencies and benefits realisation to ensure savings and projects aims are realised.
 - **Rightsourcing** – consider and/or change the delivery model or commissioning of services including potential Transfers of services between the Councils and Trust where it makes sense.
- 4.9. All of the above managed with a 3-way shared ownership and oversight of spend, benefits realisation and end user experiences and impacts.
- 4.10. The Board also reviews the progress made through the informal step arrangements agreed between the NNC, WNC and NCT around financial matters.
- 4.11. Transformation activity is supported by key themes of improvement.

Transformation By Themes

To assist with oversight and understanding the current and proposed project/transformation initiatives will be split into themes that create clarity on the who, what and how & align to the ILACs framework



4.12. The Transformation and Efficiency Board has approved the following business cases (See Appendix A)

Operational Efficiency

- Circle to Success Delivery
- Maximising Housing Benefit Subsidy Delivery

Policy and Practice

- Placement Efficiency
- Improving Outcomes for Children – IRO CP Chair Delivery
- Practice Model Delivery
- Improving Engagement for Young People – IV Visitor

Improving Outcomes for Children

- Strategic Manager Delivery
- Family Support Workers Practice

Demand Management

- Exploitation Hub Delivery
- MASH Review Delivery

Workforce

- Workforce Managed Teams

5. Issues and Choices

5.1. The work to date has been in response to the informal step in arrangements.

5.2. Following approval of business cases, progress will be monitored by the Transformation and Efficiency Board.

6. Next Steps

6.1. Further business cases and updates on informal financial step in will continue and robust monitoring arrangements developed to ensure full benefit realisation are realised.

7. Implications (including financial implications)

7.1. Resources and Financial

7.1.1. When the Trust was being developed, detailed work was completed to calculate how costs would be split between North and West Northamptonshire Councils. This was based on the relative populations and demand for children's social care services in each Council area. Proportionate shares for costs and benefits following the county council budget disaggregation were agreed. The disaggregation concluded the split

of WNC 55.84% and NNC 44.16% exclusive of any specific grants that are given directly to NNC or WNC to passport to the Trust.

- 7.1.2. To support the Trust to deliver its business plan the Councils and NCT have agreed a Contract Sum of £180.009m made up of Block 1 core funding (£177.429m) and Block 2 transformation individual items (£2.580m).
- 7.1.3. Block 2 transformation individual items totalling £2.580m include £2.363m which is non-recurring.
- 7.1.4. WNC and NNC have made provision for a Block 3 transformation costs totalling £3.291m. Use of this funding will be subject to business cases being presented to and approved by the Transformation and Efficiency Board.
- 7.1.5. It has been agreed that business cases presented to the Transformation & Efficiency Board will cover the following principles:
- Where it is a time limited resource, there must be clear end dates to work to and success triggers.
 - There should be quantifiable benefits i.e. payback periods, costs reduction (cashable savings) assumptions, management of a material operational risk (cost avoidance savings), improved outcomes.
 - Alternative options to be reviewed as part of each business case and explained why these have been discounted to get to recommendation.
 - All proposals must be considered against the Trust’s MTFP and those of both Councils.
- 7.1.6. Both WNC and NNC have made the commitment to ensure there are dedicated officer resources available to the Transformation & Efficiencies Board via secondment to NCT and other arrangements to support the development and delivery of business cases (known as the Transformation Programme Team).
- 7.1.7. Business cases using Block 3 funding approved by the Transformation & Efficiency to date are contained in the table below:

Project Title	Funding Agreed 2024/25
Circle to Success	£0.410m
Placement Efficiency	£0.138m
Maximising Housing Benefit Subsidy	-
Improving Outcomes for Children – Strategic Manager	£0.068m
Improving Outcomes for Children - FSWs	£0.132m
Exploitation Hub	£0.435m

MASH Review	£0.70m
Improving Engagement for Young People – IV Visitors	£0.203m
Total	£1.659m
Balance outstanding	£1.862m

7.1.8. It is recognised there is a need for each approved business case to have a clear and robust benefits forecast including the phasing of when these are likely to be delivered and metrics for each scheme to be measured against. Where these are not currently in place the Transformation Programme Team will work with the business case owner to establish these and submit for approval to the Transformation & Efficiency Board. All future business cases considered by the board will have this information included prior to being considered.

7.2. Legal and Governance

7.2.1. The relationship between NCT and the Councils is governed by a series of contractual and legal agreements.

7.2.1 There are no immediate legal implications arising from the proposals. Consideration for specific legal implications are reviewed as part of the business case development and approval.

7.3. Relevant Policies and Plans

7.3.1. NNC has identified 'Brighter, Better Futures' as a key priority in its Corporate Plan recognising that children, young people and their families may need help at different stages in their lives. They will aim to provide help as early as possible and provide the right support, at the right time in the right way to ensure that children are safeguarded and get the best start in life.

7.3.2. WNC has identified 'Improved life chances: Best Start in Life' as a key priority of its Corporate Plan, including a focus on early help services to ensure children have the best start in life and parents have the right support at the right time from the right service, to enable families to thrive.

7.3.3. Both NNC and WNC's identified priorities will be achieved by supporting NCT to provide higher standards of support.

7.4. Risk

7.4.1. Risk summaries have been completed for each project and a programme risk register is being developed.

7.5. **Consultation**

- 7.5.1. Appendix A which details the business cases approved by the Transformation & Efficiencies Board has been reported at both the Children's Trust Operational Group and Strategic Group in February 2024.

7.6. **Consideration by Executive Advisory Panel**

- 7.6.1. This report has not been considered by NNC's Executive Advisory Panel.

7.7. **Consideration by Executive Leadership Team (WNC)**

- 7.7.1. This report has been considered by ELT.

7.8. **Consideration by Scrutiny**

- 7.8.1. This report has not been considered by the Overview and Scrutiny Committees of either NNC or WNC.

7.9. **Equality Implications**

- 7.9.1. There are no specific equality implications arising from this report.

7.10. **Climate Impact**

- 7.10.1 There is no specific climate impact arising from this report, however as NNC and WNC committed to considering impact on the environment which is managed via the individual strategic lead partnership organisation via organisational policy and commitments.

- 7.10.2 NNC, WNC and NCT are aware there are emissions associated with publishing web content and will seek to minimise the impact where possible.

7.11. **Community Impact**

- 7.11.1. There is no specific community impact arising from this report.

7.12. **Crime and Disorder Impact**

- 7.12.1. There is no specific crime and disorder impact arising from this report.

8. Background Papers

- 8.1. The report has been based on the actions arising from the Transformation and Efficiency Board papers.

Appendix A – T&E Board Approved Business Cases Feb 24

Theme	Project Title	Date FBC Approved	2023/24 Contract Sum Savings	2024/25 Contract Sum Savings	Additional Benefits Profile 2024/25	Funding Agreed 2024/25	Funding Block	Duration
Operational Efficiency	Circle to Success	1 st Feb 24	£3.800m	£4.049m	£4.023m	£1.280m £0.410m	Block 2 & 3	24/25 - One off
Policy and Practice	Placement Efficiency	12 th Dec 23	-	-	£0.740m	£0.138m	Block 3	24/25 - One off*
Operational Efficiency	Maximising Housing Benefit Subsidy	12 th Dec 23	-	-	£0.403m	-	-	
Policy and Practice	Improving Outcomes for Children – IRO CP Chair	12 th Dec 23	-	-	TBC	£0.85m	Block 2	2 Year investment 24/25 – One off 25/26 – To be built into MTFP
	Improving Outcomes for Children – Strategic Manager	1 st Feb 24	-	-	TBC	£0.068m	Block 3	24/25 - One off* Future years to be built into MTFP
	Improving Outcomes for Children-FSWs	1 st Feb 24	-	-	TBC	£0.132m	Block 3	24/25 – One off*
Policy and Practice	Practice Model	1 st Feb 24	-	-	TBC	£0.132m	Block 2	Agreement to fund the model for 3 years aligned to the MTFP but acknowledged a 5 year programme. Year 2 & 3 costs to be built into MTFP
Demand Management	Exploitation Hub	1 st Feb 24	-	-	TBC	£0.435m	Block 3	
Demand Management	MASH Review	1 st Feb 24	-	-	TBC	£0.070m	Block 3	24/25 - One off*
Workforce	Managed Teams	12 th Dec 23	-	-	-	£1.083m	Block 2	24/25 - One off*
Policy and Practice	Improving Engagement for Young People – IV Visitors	1 st Feb 24	-	-	TBC	£0.203m	Block 3	24/25 - One off*

***Consideration of any extension of agreed one-off /time limited funding will be subject to future Contract Sum negotiations as detailed in Schedule 5 Financial Mechanism of the Service Delivery Contract**

As of 23rd February 2024

Block 2 - £2.580

Project Title	Funding Agreed 2024/25
Circle to Success	£1.280
Improving Outcomes for Children – IRO CP Chair	£0.85m
Practice Model	£0.132m
Managed Teams	£1.083m
Total	£2.580m
Balance outstanding	£0m

Block 3 - £3.291m

Project Title	Funding Agreed 2024/25
Circle to Success	£0.410m
Placement Efficiency	£0.138m
Maximising Housing Benefit Subsidy	-
Improving Outcomes for Children – Strategic Manager	£0.068m
Improving Outcomes for Children- FSWs	£0.132m
Exploitation Hub	£0.435m
MASH Review	£0.070m
Improving Engagement for Young People – IV Visitors	£0.203m
Total	£1.659m
Balance outstanding	£1.862m