

Intelligent Client Function (ICF)
Northamptonshire Children's Trust
Budget Monitoring
Period 10 – January 2024

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1. Total Forecast Outturn Position

Heading	Period 7	Period 8	Period 9	Period 10	Notes re period 9 -
	£m	£m	£m	£m	
Staffing	0.732	1.045	1.485	1.556	Increased recruitment to vacant posts and achievement of vacancy factor. Agency workers costs 30% more than established posts. The initial contract sum submission requested an additional £1.414m. A review of non front line agency has been undertaken with contracts ending, this is increasing the pressure on key functions.
Placements (Including Mother and Baby)	20.199	20.952	23.307	24.005	Increases in residential (£0.892m), Supported Accommodation (£0.183m), less additional ICB income of (£0.284m). full implications of supported accommodation increases and retention of post 18 remaining in care and establishment of block contracts. The implementation of Joint Funding would significantly reduce this pressure and opportunities exist to reduce in accordance with the independent review. Ongoing discussions with ICB to review placements and cases going to MARP for joint Funding. New block contracts recently established and the costs of this provision is factored into the outturn, increased usage will not increase the financial pressure and transfer of existing placements will reduce the forecast
Transport	0.173	0.173	0.523	0.802	Invoices received to October 2023, estimated future costs provided by councils transport team. Reflecting the significant increases in inflation above the contract sum relating to transport provision and demand
Other	0.311	0.313	0.313	0.497	
Total	21.415	22.483	25.628	26.860	
Additional In year Funding	2.094	2.094	2.094	2.094	Additional funding for pay award and additional social work capacity
Additional Costs outside Contract Sum	0.725	0.725	0.725	0.725	
ICB Income in Dispute	3.616	1.499	1.222	1.222	A meeting is to be held with the ICB on 2 nd February to reduce this provision
Total	27.85	26.801	29.670	30.901	

1a. Key messages/High level movement

Contract Sum Budget Heading	Contract sum £000's	Contract Change Requests £000's	Revised Contract sum £000's	Projected Outturn Position £000's	Variance £000's	Movement from P9 £000's	Notes
Staffing	49,732	2,094	51,826	53,382	1,556	71	The contract change request relates to the Pay Award of £1.007m and the innovate teams of £1.087m. Staffing budgets are forecasting to overspend by £1.556m due to the continued pressure on recruitment and use of agency staff and the inherited vacancy factor of £3.269m. Recruitment is improving which is leading to increased financial pressure.
Other Non-staffing Costs	358	0	358	358	0	0	Continued review of non-essential spend and reviews or mileage arrangements through the use of technology and utilisation of multi sites.
Placements	66,286	0	66,286	90,291	24,005	698	See detailed analysis under section 11 of this report.
Contracts	5,001	0	5,001	5,001	0	0	Risk around above inflation cost for contracts. Impact of continuation of short breaks contract.
Children's Homes	3,767	0	3,767	3,981	214	0	The forecast overspend mainly relates to Arnold house due to the level of staffing required to meet the complex needs of young people in this provision. Phoenix House has incurred additional agency costs this year to cover maternity leave. Challenges remain to maintain staffing ratios, around recruitment and through the use of agency/peri staff.
Legal	4,788	0	4,788	5,298	510	0	Forecast at current demand levels. Risk remains around increasing fee rates and shareholders status.
Adoption	7,776	0	7,776	7,733	-43	37	Implementation of ombudsman's decision is factored into all projections. All historic payments have been made and included into the projection.
Transport	2,870	0	2,870	3,672	802	279	Based on current information provided through Transport SLA.
Other Care	5,889	0	5,889	5,980	91	179	Current service reviews, risks around increasing demand and Joint funding arrangements with Health. The increase this month relates to the increased costs of care provision for the cases within the Duty and Assessment teams due to cost of living inflation.
NCT Central	-762	0	-762	-1,037	-275	-30	Risks around funding of demand led pressures and passporting of Funding. Delays in receipt of this funding will impact on the ability to continue investment and achieve savings target.
Support Services	5,233	0	5,233	5,233	0	0	Figure provided by the Local Authorities for the delivery of the services to the Trust including the occupation of buildings. A review will take place of all services prior to the agreement of the 2024/25 contract sum negotiations.
Total	150,938	2,094	153,032	179,892	26,860	1,234	

2. Operational Group - Key messages and recommendations

(populated as agreed at Pre OG Finance Meeting)

Key Messages

- 1) The development and robustness of finance projections for placements spend and forecasting have been agreed following a series of workshops with finance colleagues. Significant pressures in this area relating to the full year impact of placements in 2022/23 and ongoing increasing demand. As detailed in section 11 we have seen a significant increase in CIC. Mother and baby and post 18 remaining in care.
- 2) The agreed Contract Sum for 22/23 was £141.429m. It has been agreed that to account for the full year impact of demand led pressures as agreed as part of the 2023/24 budget the contract sum is to increase to £150.938m. It has subsequently been agreed to increase the contract sum to £153.032m to include the pay award and the innovate teams for 2023/24. The full pressures from 2022/23 are not included in the original contract sum, these are reflected in the outturn report for 2023/24.
- 3) NCT are reporting a net variance of £26.860m. This does not include funding outside contract sum £1.222m for historic Joint Funding. NCT have submitted a type 1 in year change request allowing them to make an improved offer to the unions for a pay award for 2023/24 and for additional funding for the Innovate teams. This amounts to additional funding of £2.094m which has been implemented and agreed and included in the revised contract sum figure of £153.032m.
- 4) Significant challenges in the recruitment of permanent social workers with increasing costs related to agency staff and managed teams. A Recruitment and Retention summit was held to discuss issues and a task and finish group has been established to develop a strategy. Recruitment is increasing within establishment but caseloads remain above KPI , due to increases in demand. The cost of agency above budgeted staffing costs is increasing the financial pressure.
- 5) Work ongoing with pathfinder to finalize the legal charges for the 2023/24 financial year following the ending of the agreement with North and West and the changes to the shareholding agreement.
- 6) Implementation of the new recharges for support services delivered to the trust, including occupation costs and property requirements for the Trust. Savings of £200k linked to the Trust property strategy.

Recommendations

1. To note the key messages above
2. To finalise the funding process for the additional costs above contract
3. Agree to report variances as per previous years clearly showing where additions to the contract sum have been agreed in a separate column.
4. To note the associated risks that sit outside of the reported pressures as set out in point 3 above.
5. To review of all Joint Funding placements to ensure equity in the funding of placements and contributions from social care, health and Education in accordance with Young persons needs .

3. Actions – Carried Over

Ref	Date	Action	Owner	Planned date for completion	Current position	Next Steps
1	Jan-23	NCT to reconfigure budgets in ERP.	A Tagg	May 2024 monitoring report	NCT and NNC have met with the Business Systems Team to review progress. Meeting with WNC colleagues has taken place and actions agreed to start implementing the changes onto ERP.	<ul style="list-style-type: none"> Action from Business Systems and NCT to meet to implement. Additional support from the Councils may be needed. NCT to confirm changes required to ERP.
2	Mar-23	Payment of Outstanding passported grants to the Trust	R Woodward/ Mark Dickenson	Nov-23	Outstanding 21/22 – All grant income now agreed and paid 22/11/23. 22/23 – All grant income now agreed and paid with the exception of UASC funding as this has still not been fully paid by the Home Office.	<ul style="list-style-type: none"> UASC income has been paid to WNC for the 18+ cohort but the under 18 cohort remains unpaid by the Home Office.
3	Apr-23	NCT to submit written request to WNC and NNC requesting outstanding balances for 2022/23.	A Tagg	Complete	Letter sent on the 21 st June 2023 Action now complete	
4	Jun-23	NCT to submit written request to WNC and NNC requesting outstanding balances for 2023/24.	A Tagg	Jan-23	Letter sent on the 21 st June 2023 Action complete for agreed contract sum 2 payment of £9.509m but the balance of £8.350m remains outstanding.	<ul style="list-style-type: none"> NCT to submit written request to WNC and NNC requesting outstanding balances for 2023/24.
5	Jun-23	22/23 OAS type one in year change request	A Tagg	Jun-23	Agreed by JOB Admin completed by ICF	<ul style="list-style-type: none"> NNC – have provided NCT with a PO# WNC and NCT are meeting 6/7 - PO's for additional demand and OAS

3. Actions – New actions in period

Ref	Date	Action	Owner	Planned date for completion	Current position	Next Steps
6	4 th July	1. Risks – Agree what RAG means.	All	By P3 report	Completed	
7	4 th July	To agree the creation of a plan for Benchmarking of children’s social care costs	OG	TBC	Benchmarking was discussed at SG in May and June. Some informal enquiries have been made by North S.151. Issues with comparing like for like and out of date information.	To be considered by OG and agree next steps . To review how we take this forward
8	11 th Dec	MTFP has been submitted following the agreement of the contract sum	Andrew Tagg	Dec 2023	Previous it was agreed for this to be provided by NCT to the Councils by end of Q1 (June 23). To note: Schedule 5 financial mechanism does set out some provision for providing MTFP.	Completed and included within the report
9	31 st March 2024	Review of Joint Funding Placements	NCT/NNC/WNC	31 st March 2024	Following the People Too independent review the recommendations for the development protocol and treatment of Joint Funding remain in dispute.	Ongoing review with ICB on historic Debt and finalisation of 23/24 recharges. Review of Education contributions

4. Key Risks

Date	Risk	Owner	Value of risk	RAG	Mitigation
Nov 23	21/22 & 22/23 – Joint Funding Protocol income not materialising v level of bad debts		£1.499m	Yellow	Ongoing discussions with the ICB, escalated through the process in place. Robust evidence provided to support the funding requests. The lack of an agreed protocol and the case by case analysis provides a challenge. The ICB have responded and there remains £1.499m in dispute a significant reduction from the £3.616m , a full response is been developed and will be submitted to
May 23	23/24 – Additional Risks to forecasts / Joint Funding Protocol		£0.627m	Red	This saving was proposed through the development of the MARP protocol. Each case will be reviewed on a case by case basis with an improved process through MARP , which will require each organisation to contribute to the placement. The non-delivery of this saving has been factored into the forecast outturn position.
Sept 23	23/24 Transport costs		£0.802m	Yellow	Based on figures provided by the councils and subject to forecast demand levels. Work ongoing to finalise the SLA and improved transport commissioning.
Nov 23	23/24 Placements costs		£24.005m	Red	Based on forecasting and demand levels as agreed in the financial modelling. Risks remain around forecasting and complexity given the around this incredibly volatile area, with significant variations between each package of support. The full reserve has been exhausted and there is no provision for further growth,
Sept23	23/24 Continuation of managed teams.		£1.087m	Green	Ongoing discussions and negotiations on agreed rates to obtain discounted rate. A change control has been submitted.
Sept 23	23/24 Agreement of Pay Award		£1.007m	Green	Subject to agreement by councils and acceptance by the workforce. The pay award is in line with the offer made by West Northamptonshire. This offer was sent to the unions on the 21 st July and has now been agreed.
Oct 23	23/24 Legal Services non agreement of current discounted rates.		£1.348m	Yellow	Ongoing discussions with pathfinder. New collaboration agreement due to be proposed by pathfinder. No immediate increase from the 1 st July 2023. Risks remain around non shareholder/preferential rates. Meetings with Pathfinder awaiting their revised proposal as at the end of July, no response has been received therefore the risk is reducing. Discussions with pathfinder ongoing to agree transition to new provider
Oct 23	Delivery of 2023/24 savings (RED). Included in the forecast		£1.447m	Red	See Savings Section 9. Updated January 2024 position. This includes the risk related to Joint Funding Protocol of £0.627m shown above. The red savings have been included in the outturn forecast
Dec 23	Delivery of 2023/24 savings (amber)		£1.170m	Yellow	See savings Section 9. Updated January 2024 position. Positive progress in the circle to success. Reduction will be based on actual achieved
Jan 2024	Risk in the achievement of the full Supporting Claim		£0.400	Red	We are currently reviewing all claims to maximise claims according to the grant criteria

5. NCT Mitigations (where not included as a risk)

Mitigation	Owner	Planned date for completion
1) Continued review of children homes capacity and exploring additional options for increased capacity as part of the capital programme	SLT	Ongoing
2) Explore additional supported accommodation and provision for housing for care leavers. Details submitted too both councils, specific workstream as part of project within West Northamptonshire . Opportunities to reduce the high levels of spend in this area as part of a joint transformation board.	SLT	Ongoing
3) Ongoing work with councils to reduce accommodation costs – A number of sites have been visited and proposals to reduce our footprint will be included in the contract sum negotiations	SLT	Ongoing
4) Review of all current placements – Positive progress in the Circle to success project and package reductions. Monitored through the circle to success project board	SLT	Individual placement are reviewed
5) Development of Early Help Offer as part of the transformation workstream	SLT	Ongoing
6) Transport workshops to review commissioning of transport – project group to be established following initial discussions	SLT	TBC

6. Contract Sum 2023/24

The Children's Trust Contract Sum 2023/24	100%	44.16%	55.84%
	Total	North	West
	£m	£m	£m
2022/23 Rebased Contract Sum	148.613	65.628	82.985
Fostering Cost of Living	0.103	0.045	0.058
Placements	5.295	2.338	2.957
Demand Growth	1.195	0.528	0.667
Staffing Adjustments	1.119	0.494	0.625
Other Adjustments	2.285	1.009	1.276
2023/24 Pay Award	1.007	0.445	0.562
Innovate Teams	1.087	0.480	0.607
Gross Budget	160.704	70.967	89.737
NCT Savings (no dependency)	1.215	0.537	0.678
Council dependency Savings	3.257	1.438	1.819
Improving Outcomes Transformation Project (year 1)	3.200	1.413	1.787
Gross Contract Sum 2023/24	153.032	67.579	85.453
Less Support Services	5.233	2.311	2.922
Net Contract Sum Approved at SCG on 30th November 2022	147.799	65.268	82.531

7. Costs Outside of the Contract Sum

There are 3 areas of costs currently sitting outside the contract sum and not included the forecast position for period 7:

1. Agreed one-off items outside the contract sum

The table below sets out the agreed one-off items which sit outside the contract sum for 2023/24:

Agreed One-Off items outside of 23/24 Contract Sum	Year	Value	Savings attached	Comments	Date Paid to NCT
Early Help (year 2)	2023/24	£0.400m	£1.9m (over 2 years)	<ul style="list-style-type: none"> It is recommended that SG agree for the ICF to work with NCT to assess the use and impact of year 1 funding prior to releasing year 2 funding with NCT providing a refreshed/updated business case if required 	
Foster Care (year 2)	2023/24	£0.250m	£1.1m (over 2 years)		
Children's Homes Implementation	2023/24	£0.293m	£0.600m	<ul style="list-style-type: none"> Business case to be provided by NCT 	
Valuing Care+	2023/24	£1.300m	£3.800m	<ul style="list-style-type: none"> Programme plan to be finalised, expected savings to be ratified 	

2. Costs sitting outside the contract sum that have been incurred in 2022/23 & 2023/24

The table below sets out the costs which sits outside the contract sum which have been incurred for 2022/23 & 2023/24

Service	2022/23	2023/24	Comments
Emergency Duty Team	£405,807	£408,376	Current expected cost of running the EDT team for Adult clients (40% of the team manager post and 4 social work posts).
Children's Home Capital	£31,871	£0	Capital expenditure incurred at the In-House Children's Homes in 2022/23.
Additional Innovate Expenditure	£172,954	£0	Additional expenditure incurred against the Innovate teams in 2022/23.
Value in Care	£73,141	£0	Additional expenditure incurred against the Value in Care project in 2022/23. This has now been paid by NNC.
Recharge for Richard Pool	£47,352	£38,000	Secondment to WNC for 4 days per week.
International Social Worker	£159,783	£33,000	ISW project has now ended. Last ISW joined in May 2023. No new costs but still paying for ISW's started prior to June'23
DBS Checks	£116,000	£116,000	Invoices for DBS checks received at the end of the year and are not budgeted for in the contract sum. The forecast is estimated and will be confirmed once final costs agreed.
Public Health	£130,000	£130,000	Contribution of Public Health funding to Children's Services.
Total	£1,136,908	£725,376	
Income Paid by NNC	£73,141	£0	
Total Income Due	£1,063,767	£725,376	

3. ICB Income

The current aged debt for ICB invoices is £3.616m. The ICB have now provided their response to the outstanding invoices for 2022/23 & 2023/24 as shown in the table below. None of this income has been forecast as a pressure in 2023/24 reporting. Further work has been carried out on this and a response has now been submitted to the ICB. A meeting will be held between NCT and the ICB to go through the outstanding cases.

The table below sets out the current position of the outstanding ICB Income

Details	Amount	ICB Agreed to Pay	CRN Required	Invoices under dispute	Comments
Invoices raised for 2021/22	£1.025m	£0.268m	£0	£0.757m	
Invoices raised for 2022/23	£2.591m	£1.807m	£0.043m	£0.742m	
Total	£3.616m	£2.075m	£0.043m	£1.499m	NCT are continuing to review the disputed invoices with the ICB.

8. In Year Contract Sum Change Requests

Description	Year	Date Requested	Value	Savings attached	Current Position	Date Change Control Agreed	Date Paid to NCT
Structural Deficit 2022/23	22/23	May 23	£8.350m	£0	£7.888m placements, £0.174m Children's Homes, £0.35m legal, £0.173m transport & -£0.250m other.		
Employee Pay Award	23/24	May 23	£1.007m	£0	Pay award has been paid in September 2023.		
Managed Teams	23/24	July 23	£1.087m	£0	Change request submitted and agreed.		
	23/24	May 23	£12.311m	£0	Forecast overspend at P5 is £20.199m, £7.888m relates to 2022/23 structural deficit.		
Variable - Transport drawdown payment	23/24	May 22	£0	£0	Current forecast overspend of £0.173m is 2022/23 structural deficit.		
Variable - Legal drawdown payment	23/24	May 22	£0.146m	£0	Forecast overspend at P5 is £0.511m, £0.365m relates to 2022/23 structural deficit.		
Note – Agree process for payments in 2023/24 relating to historic pressures and emerging in year pressures.							

9. Savings Delivery – 2023/24

Savings Proposals		2023/24	Red	Amber	Green	Mitigations	Total (A,G,M)	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 more 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	200	0	0	0	200	The property savings set for 2023/24 relating to One Angel Square are not been achieved this year and therefore this saving proposal has been changed to red. This pressure is not included in the P10 forecast.

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	1,447	100	2,325	0	3,872	
Additional Valuing care (see NCT 3b)	Olivia Ives	3,200	0	1,070	2,130	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	1,447	1,170	5,055	0	7,672	

10. Valuing Care+ Savings Delivery Monitoring - £3.800m

Circle to Success



Summary dashboard

Completed assessments

Cohort 1 **218**
Cohort 2 **37**

Overall average need score



Innovate caseload

42
(7 being reviewed)

Opportunities identified

Stepdown to fostering: **20**
Reunification: **35**
Stepdown to SGD: **10**
Edge of care: **12**
Reducing time in care: **4**
Permanence: **24**
Placement stabilisation: **13**
Commissioning: **10**

17 more interventions identified!

Progress



9 more interventions were completed, including a reunification and stepdown!

Opportunities realised

Children and young people who have...

Stepdown to fostering: **2**
Reunification: **9**
Stepdown to SGD: **1**
Edge of care: **0**
Reducing time in care: **0**
Permanence: **6**
Placement stabilisation: **1**
Commissioning: **11**

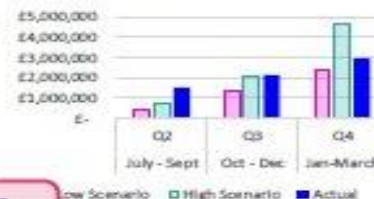
Quarterly intervention targets

Ambition scenarios vs actual interventions



Quarterly intervention targets

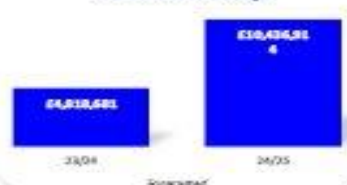
Ambition scenarios vs actual savings



Foster carer recruitment

Initial enquiries: **232**
Leads: **38**
Awaiting contact: **7**
Stage 2: **3**
Panel approval: **0**

Forecasted savings



Actual savings 23/24

£2,978,313



Increase of over **£860k**

11. Revenue Budget Monitoring – Summary

NCT Monitoring Summary	Budget 2023/24													
	To Capture Any Budget Movement and Ensure correct Governance Process has been followed													
Description	Original Budget	P09	P10	Movement	P09 Actuals	%	P10 Actuals	%	P09 Forecast Outturn	P10 Forecast Outturn	Movement	P09 Forecast Variance	P10 Forecast Variance	Movement
	£'000	£'000	£'000	£'000	£'000	%	£'000	%	£'000	£'000	£'000	£'000	£'000	£'000
Total	150,938	153,032	153,032	-	130,331	85.2%	148,656	97.1%	178,661	179,892	1,234	25,629	26,860	1,234
Less Income	-8,817	-7,413	-7,413	-	-3,674	49.6%	-3,674	49.6%	-7,413	-7,413	-	-	-	
Net Total	142,121	145,619	145,619	-	126,657	87.0%	144,982	99.6%	171,248	172,479	1,234	25,629	26,860	1,234
NNC	62,761	64,305	64,305	-	55,932	87.0%	64,024	99.6%	75,623	76,167		11,318	11,861	
WNC	79,360	81,314	81,314	-	70,725	87.0%	80,958	99.6%	95,625	96,312		14,311	14,999	

11. Revenue Budget Monitoring - Summary

NCT Monitoring Summary	Budget 2023/24													
Description	Original Budget	P09	P10	Movement	P09 Actuals	%	P10 Actuals	%	P09 Forecast Outturn	P10 Forecast Outturn	Movement	P09 Forecast Variance	P10 Forecast Variance	Movement
	£'000	£'000	£'000	£'000	£'000	%	£'000	%	£'000	£'000	£'000	£'000	£'000	£'000
Staffing	49,732	51,826	51,826	-	43,500	83.9%	48,040	92.7%	53,311	53,382	71	1,485	1,556	71
Other non staffing costs	358	358	358	-	269	75.0%	269	75.0%	358	358	-	-	-	-
Placements	66,286	66,286	66,286	-	64,879	97.9%	76,528	115.5%	89,593	90,291	698	23,307	24,005	698
Contracts	5,001	5,001	5,001	-	2,531	50.6%	2,723	54.4%	5,001	5,001	-	-	-	-
Children's Homes	3,767	3,767	3,767	-	3,255	86.4%	3,614	95.9%	3,982	3,981	0	215	214	0
Legal	4,788	4,788	4,788	-	3,330	69.6%	3,778	78.9%	5,298	5,298	-0	510	510	-0
Adoption	7,776	7,776	7,776	-	6,026	77.5%	6,647	85.5%	7,696	7,733	37	-80	-43	37
Transport	2,870	2,870	2,870	-	1,490	51.9%	1,534	53.5%	3,394	3,672	279	524	802	279
Other Care	5,889	5,889	5,889	-	6,245	106.0%	6,719	114.1%	5,801	5,980	179	-88	91	179
NCT Central - Other budget	-762	-762	-762	-	-1,194	156.7%	-1,196	156.9%	-1,007	-1,037	-30	-245	-275	-30
Support Services / SLA	5,233	5,233	5,233	-	-	0.0%	-	0.0%	5,233	5,233	-	-	-	-
Total	150,938	153,032	153,032	-	130,331	85.2%	148,656	97.1%	178,661	179,892	1,234	25,629	26,860	1,234
Less Income	-8,817	-7,413	-7,413	-	-3,674	49.6%	-3,674	49.6%	-7,413	-7,413	-	-	-	-
Total	142,121	145,619	145,619	-	126,657	87.0%	144,982	99.6%	171,248	172,479	1,234	25,629	26,860	1,234
NNC	62,761	64,305	64,305	-	55,932	87.0%	64,024	99.6%	75,623	76,167		11,318	11,861	
WNC	79,360	81,314	81,314	-	70,725	87.0%	80,958	99.6%	95,625	96,312		14,311	14,999	

11. Revenue Budget Monitoring – Staffing

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	£51.826m
YTD Actuals	£48.040m
Forecast	£53.382m
Current Variance	£1.556m
Previous Variance	£1.485m
Movement in Variance	£0.071m
Actuals Period Covered	April to January 2024
Basis of Forecast	Projections based on actual mix of agency, vacant and permanent staffing structure configuration.
Risk in Forecasts	There is a vacancy factor of £3.269m across all teams. There are a large number of vacancies across the social work teams which are being covered by agency staff. Increasing agency rates above 4% contract sum allocation. Recruitment against vacant social work posts to manage demand presents a risk to the forecast
MTFP Impact - 2024/25	See section 12

Reasons for Variance	Mitigations
<p>The recruitment of social workers is a key challenge both locally and nationally. There is a shortage of social workers across the country, with the agency market and the associated costs attracting a greater number of social workers. NCT remains competitive with its pay and agency rates and regular benchmarking is undertaken. However, we are starting to see an increase in neighboring authorities increasing their rates through significant retention and pay increases to social care staff.</p> <p>The actuals year to date are high compared to forecast as the accruals relating to 2022/23 grant income have not yet been cleared off in full as some the grant income is still outstanding. In addition, there is still outstanding grant income due to NCT which partially funds these staffing cost.</p> <p>The actuals to date of all direct payroll costs is £48.718 against a budget of £55.504m equating to 87% expenditure to date.</p>	<p>Reduced employee contributions rates as agreed in the contract sum</p> <p>Restructures planned for commissioning, Business support and central operations to manage the savings targets and vacancy factor applied to this area. The vacancy factor inherited as part of the contract sum was 14% for business support arrangements.</p> <p>The contract sum submission for 2024/25 has addressed this historic vacancy factor issue.</p> <p>A review of non social work agency staff has been undertaken and this will continue</p>

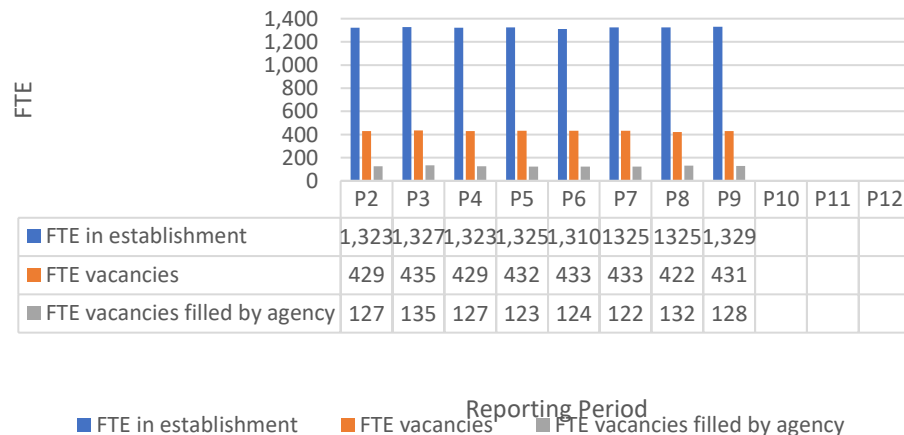
	Full Establishment						SW Posts Only					SW Sickness	
	Numbers	%						%					
	Grand Total	Vacancy	Permanent	Agency	Office Holder	Casual /Zero Hours	Grand Total	Vacancy	Permanent	Agency	Relief	Absence Rate	Fte Days per Fte Employee (12m to May 23)
Grouped Teams													
Integrated Support Service & Admin Team	102	15.70%	83.30%	1.00%	0.00%	0.00%	-						
SQAS Business Support Team	31	9.70%	87.10%	3.20%	0.00%	0.00%	-						
Child Protection Officers	16	18.80%	81.30%	0.00%	0.00%	0.00%	16	18.80%	81.30%	0.00%	0.00%		
Independent Reviewing Officers	22	0.00%	95.50%	4.50%	0.00%	0.00%	22	0.00%	95.50%	4.50%	0.00%		
NQSW Academy Team	8	0.00%	100.00%	0.00%	0.00%	0.00%	7	0.00%	100.00%	0.00%	0.00%	0.60%	1.57
Strengthening Families North	41	4.90%	95.10%	0.00%	0.00%	0.00%	0						
Strengthening Families West	60	6.70%	93.30%	0.00%	0.00%	0.00%	-						
Strengthening Families SEND	8	0.00%	100.00%	0.00%	0.00%	0.00%	-						
Youth Offending Team	75	21.30%	78.70%	0.00%	0.00%	0.00%	0						
MASH	56	7.10%	69.60%	23.20%	0.00%	0.00%	26	7.70%	53.80%	38.50%	0.00%	6.20%	15.76
EDT	24	25.00%	54.20%	8.30%	0.00%	12.50%	21	23.80%	52.40%	9.50%	14.30%	16.80%	42.63
Duty & Assessment	60	10.00%	36.70%	51.70%	0.00%	1.70%	54	11.10%	29.60%	57.40%	1.90%	1.50%	3.85
DCT	37	5.40%	89.20%	5.40%	0.00%	0.00%	31	6.50%	87.10%	6.50%	0.00%	3.40%	8.51
Safeguarding North	67	7.50%	68.70%	20.90%	0.00%	3.00%	58	6.90%	65.50%	24.10%	3.40%	3.90%	9.92
Safeguarding West	75	17.30%	56.00%	26.70%	0.00%	0.00%	66	16.70%	53.00%	30.30%	0.00%	5.30%	13.57
CiC - Court Teams (N1/2 and W1/2)	53	26.40%	50.90%	22.60%	0.00%	0.00%	46	26.10%	47.80%	26.10%	0.00%	10.00%	0.21
CiC Teams (non-court teams)	69	8.70%	82.60%	8.70%	0.00%	0.00%	62	9.70%	80.60%	9.70%	0.00%	2.60%	6.52
CiC North (all teams)	60	18.30%	66.70%	15.00%	0.00%	0.00%	52	17.30%	65.40%	17.30%	0.00%	50.00%	1.32
CiC West (all teams)	51	15.70%	66.70%	17.60%	0.00%	0.00%	47	17.00%	63.80%	19.10%	0.00%	4.00%	10.13
Leaving Care	45	20.00%	78.30%	1.70%	0.00%	0.00%	8	0.00%	100.00%	0.00%	0.00%	90.00%	2.36
Childrens Homes	186	22.00%	47.30%	0.00%	0.00%	30.60%	3	0.00%	66.70%	0.00%	33.30%	0.00%	0
Adoption & Post Adoption Support	72	18.10%	59.70%	1.40%	16.70%	4.20%	23	21.70%	65.20%	8.70%	4.30%	1.30%	3.35
Fostering Teams (inc Friends & Family Support)	93	28.00%	53.80%	3.20%	9.70%	5.40%	27	11.10%	66.70%	22.20%	0.00%	6.80%	17.17
Separated Children	18	16.70%	72.20%	11.10%	0.00%	0.00%	12	8.30%	83.30%	8.30%	0.00%	1.80%	4.47
	1,329						581						

All payroll charts show December 2023 data as work is ongoing to update the data provided in these charts going forward.

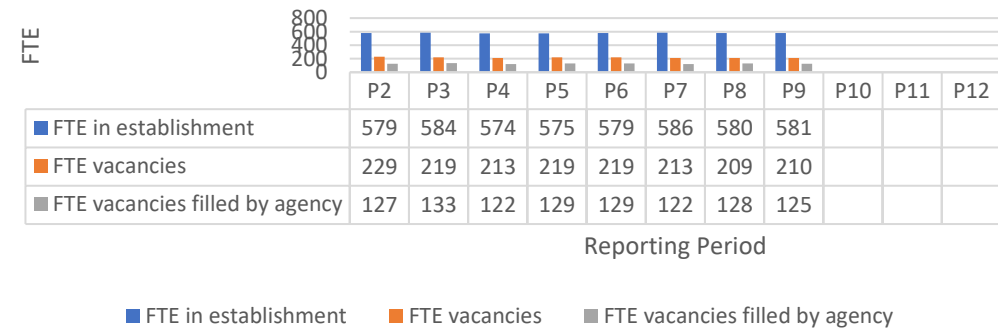
11. Revenue Budget Monitoring – Staffing

Service	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	Average
FTE in establishment		1,323	1,327	1,323	1,325	1,310	1,325	1,325	1,329				
FTE vacancies		429	435	429	432	433	433	425	431				
FTE vacancies filled by agency		127	135	127	123	124	122	132	128				
% Agency Usage		9.6%	10.2%	9.6%	9.3%	9.5%	9.2%	9.9%	9.6%				

Graph to show monthly trend of NCT Establishment - All Posts



Graph to show monthly trend of NCT Establishment - SW Posts



11. Revenue Budget Monitoring – Other Non Staffing

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	£0.358m
YTD Actuals	£0.269m
Forecast	£0.358m
Current Variance	£0
Previous Variance	£0
Movement in Variance	£0
Actuals Period Covered	April to January 2024
Basis of Forecast	Forecast in line with YTD actuals.
Risk in Forecasts	None at present.
MTFP Impact - 2024/25	See section 12

Reasons for Variance	Mitigations
No variance reported for P10.	

11. Revenue Budget Monitoring – Agency Placements

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	£66.286m
YTD Actuals	£76.528m
Forecast	£90.291m
Current Variance	£24.005m
Previous Variance	£23.307m
Movement in Variance	£0.698m
Actuals Period Covered	April to January 2024
Basis of Forecast	Forecast based on the database as at 1 st February 2024. This has been adjusted for young people turning 18 during the financial year. All growth has now been removed from the forecast. This forecast assumes all savings will be achieved.
Risk in Forecasts	Forecast demand is higher than currently estimated. The savings identified against placements are not fully achieved. Income from ICB is not received at forecasted levels.
MTFP Impact - 2024/25	See section 12

Reasons for Variance

The forecast variance of £24.405m is shown in more detail in the placements table below, this is an increase of £0.698m from last month as follows:

- Supported Accommodation forecast has increased by £0.183m due to one new placement of £121k and changes to exiting packages of £62k.
- Residential forecast has increased by £0.892m due to 3 new packages of £292k, internal transfer from IFA of £198k and 3 transfers from emergency placements of £405k.
- External Fostering packages have reduced by -£56k this month due to a reduction of 1 placement and changes to existing packages.
- Additional contributions from Education and Health have been forecast of -£284k.

The number of packages has increased from 680 in December 2023 to 682 in January 2024 as shown in the chart below. This represents an increase of 2 from last month and an increase of 35 from July 2023.

Mitigations

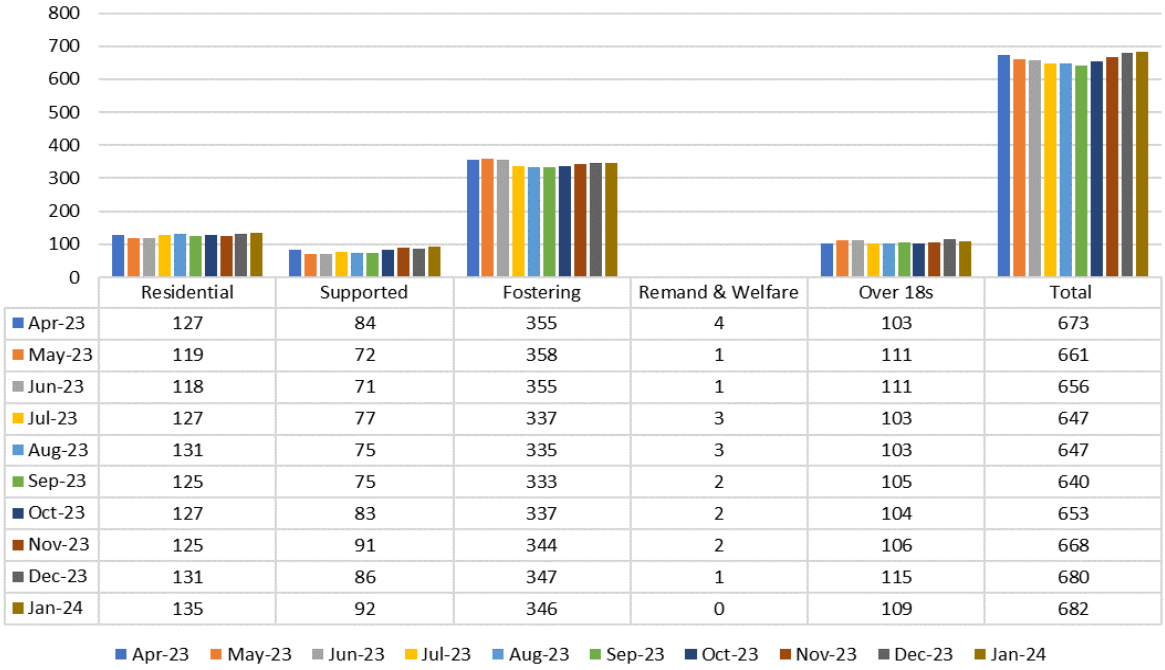
NCT has continued to develop its placement sufficiency strategy and the use of external placements strategy.

NCT has submitted a capital bid to increase capacity of in-house provision and is working with property colleagues to identify additional properties as part of the placement sufficiency strategy.

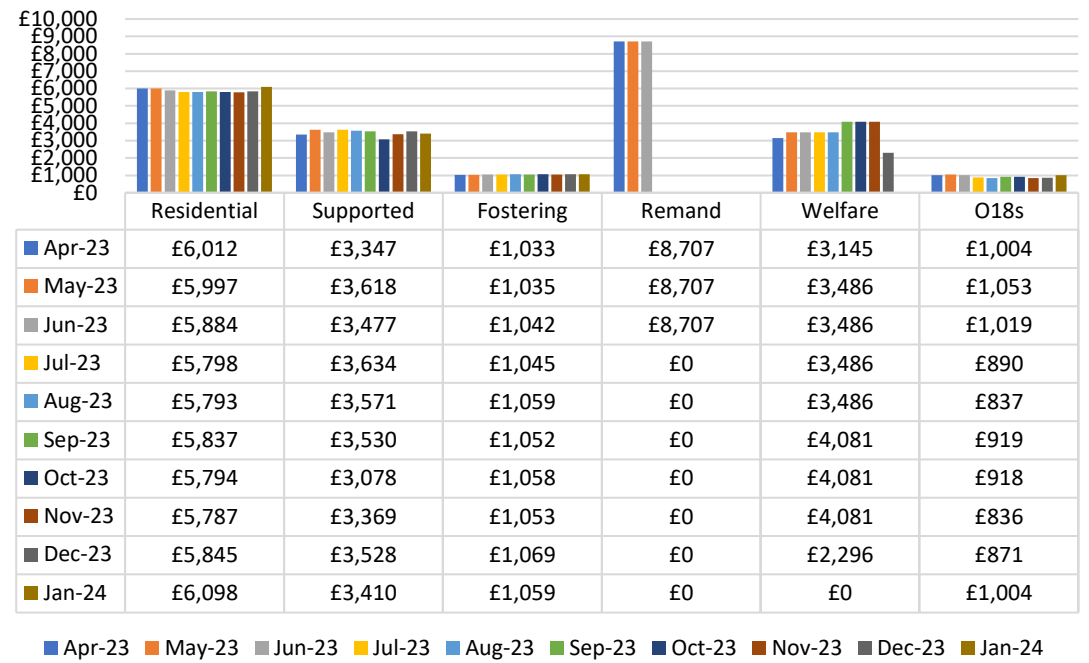
The Multi Agency Resource Panel was reviewed, and a new term of reference was proposed in July 2022. A review by People Too has indicated that social care currently picks up 96% of all care costs, which is high compared statistical neighbours and national. The refreshed the terms of reference, we are currently working through all joint funded cases to review allocations and finalise the protocol. The increased contributions from partners which had been forecast have now been removed from the provisional outturn position and impacted on the outturn position for 22/23. As part of the contract sum negotiations increased levels of contributions were accepted as part of the savings proposals from NCT.

11. Revenue Budget Monitoring – Agency Placements

Number of packages in 2022/2023 & P1-P7 2023/2024



Weekly Average Cost

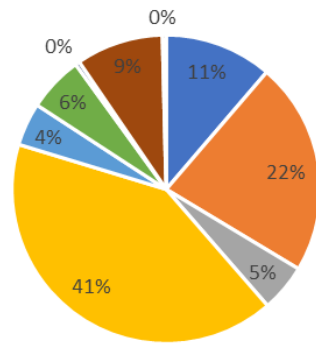


11. Revenue Budget Monitoring – Homes for Children

	Placement Type	Expenditure Budget	Projected Outturn exc Growth	Growth	Projected Outturn inc Growth	Variance – This period	Variance – Last period	Movement P9-P10	Mix – This period							
		£000	£000	£000	£000	£000	£000	£000	%							
	In house Fostering	8,532	8,395	0	8,395	-137	-137	0	0.6%							
	Agency Fostering	16,895	19,084	0	19,084	2,189	2,245	-56	8.8%							
	Independent Residential	31,087	40,416	0	40,416	9,329	8,437	892	37.6%							
	Supported Accommodation	3,400	15,577	0	15,577	12,177	11,994	183	49.1%							
	18+Agency Placements	4,400	4,570	0	4,570	170	187	-17	0.7%							
	Welfare Secure	339	128	0	128	-211	-211	0	-0.8%							
	Parent & Baby	910	2,132	0	2,132	1,222	1,222	0	4.9%							
	UASC	6,918	6,922	0	6,922	4	4	0	0							
	Remand Secure	300	365	0	365	65	83	-18	0.3%							
	Total	72,781	97,588	0	97,588	24,807	23,824	983								
	Education Income	-651	-1,067	0	-1,067	-416	-416	0	56.1%							
	ICB Income	-2,549	-2,834	0	-2,834	-285	-1	-284	30.3%							
	Grant Income (excluding in-scope Income)	-3,295	-3,396	0	-3,396	-101	-101	0	13.6%							
	Total Income (excluding in-scope income)	-6,495	-7,297	0	-7,297	-742	-518	-224								
	Net Total	66,286	90,291	0	90,291	24,005	23,306	698								
Date		31-Jan	31-Dec	08-Dec	01-Dec	24-Nov	17-Nov	10-Nov	03-Nov	27-Oct	20-Oct	13-Oct	06-Oct	29-Sep	22-Sep	15-Sep
Looked After Children		<i>1,200</i>	<i>1,198</i>	<i>1,206</i>	<i>1,213</i>	<i>1,205</i>	<i>1,201</i>	<i>1,199</i>	<i>1,198</i>	<i>1,188</i>	<i>1,183</i>	<i>1,182</i>	<i>1,172</i>	<i>1,165</i>	<i>1,164</i>	<i>1,163</i>
UASC		<i>106</i>	<i>132</i>	<i>112</i>	<i>114</i>	<i>112</i>	<i>111</i>	<i>111</i>	<i>111</i>	<i>109</i>	<i>108</i>	<i>108</i>	<i>110</i>	<i>106</i>	<i>102</i>	<i>101</i>
Total Number External placements		<i>682</i>	<i>680</i>		<i>668</i>					<i>653</i>				<i>640</i>		
Child Protection Plans		<i>640</i>	<i>627</i>	<i>671</i>	<i>689</i>	<i>698</i>	<i>685</i>	<i>688</i>	<i>688</i>	<i>699</i>	<i>685</i>	<i>715</i>	<i>736</i>	<i>742</i>	<i>753</i>	<i>742</i>
Children in Need		<i>2016</i>	<i>2094</i>	<i>2020</i>	<i>1985</i>	<i>1980</i>	<i>2019</i>	<i>2024</i>	<i>2019</i>	<i>1995</i>	<i>1996</i>	<i>1949</i>	<i>1930</i>	<i>1908</i>	<i>1888</i>	<i>1876</i>
Average DAAT Caseload		<i>17.3</i>	<i>16.5</i>	<i>19.2</i>	<i>19.9</i>	<i>22.1</i>	<i>20.3</i>	<i>24.0</i>	<i>22.5</i>	<i>20.6</i>	<i>19.6</i>	<i>18.3</i>	<i>17.1</i>	<i>17.1</i>	<i>18.7</i>	<i>18.1</i>
Average Safeguarding Caseload		<i>20.6</i>	<i>21.6</i>	<i>20.8</i>	<i>20.2</i>	<i>20.3</i>	<i>19.5</i>	<i>19.4</i>	<i>19.8</i>	<i>19.6</i>	<i>20.0</i>	<i>20.4</i>	<i>20.8</i>	<i>20.5</i>	<i>20.4</i>	<i>20.3</i>
Average CiC Caseload (exl. Leaving Care & Court Teams)		<i>16.1</i>	<i>16.7</i>	<i>16.6</i>	<i>16.4</i>	<i>16.9</i>	<i>16.0</i>	<i>16.4</i>	<i>16.4</i>	<i>16.5</i>	<i>16.4</i>	<i>16.5</i>	<i>16.9</i>	<i>16.8</i>	<i>16.9</i>	<i>16.4</i>

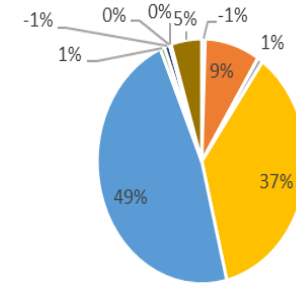
11. Revenue Budget Monitoring

Split between internal and external placement provisions based on budget



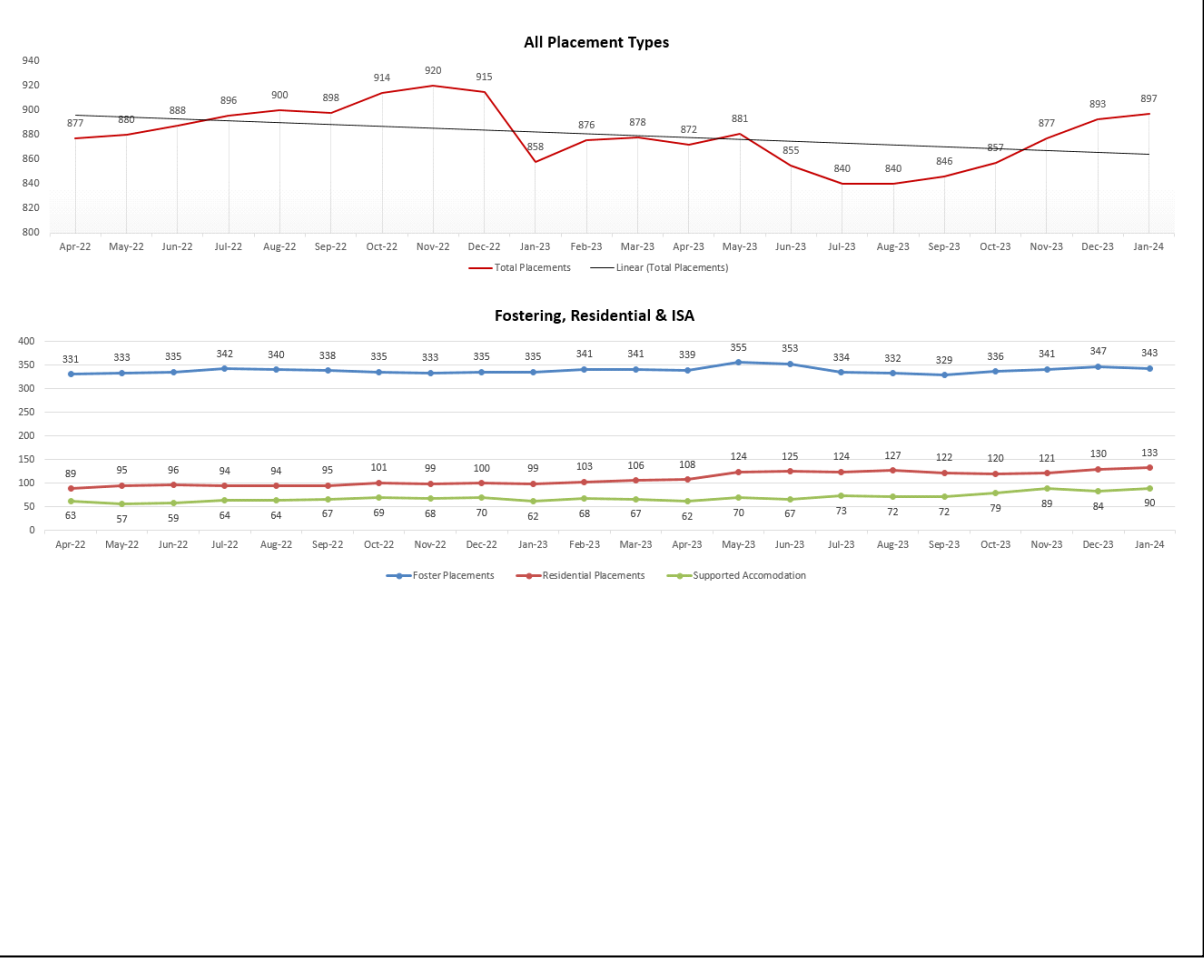
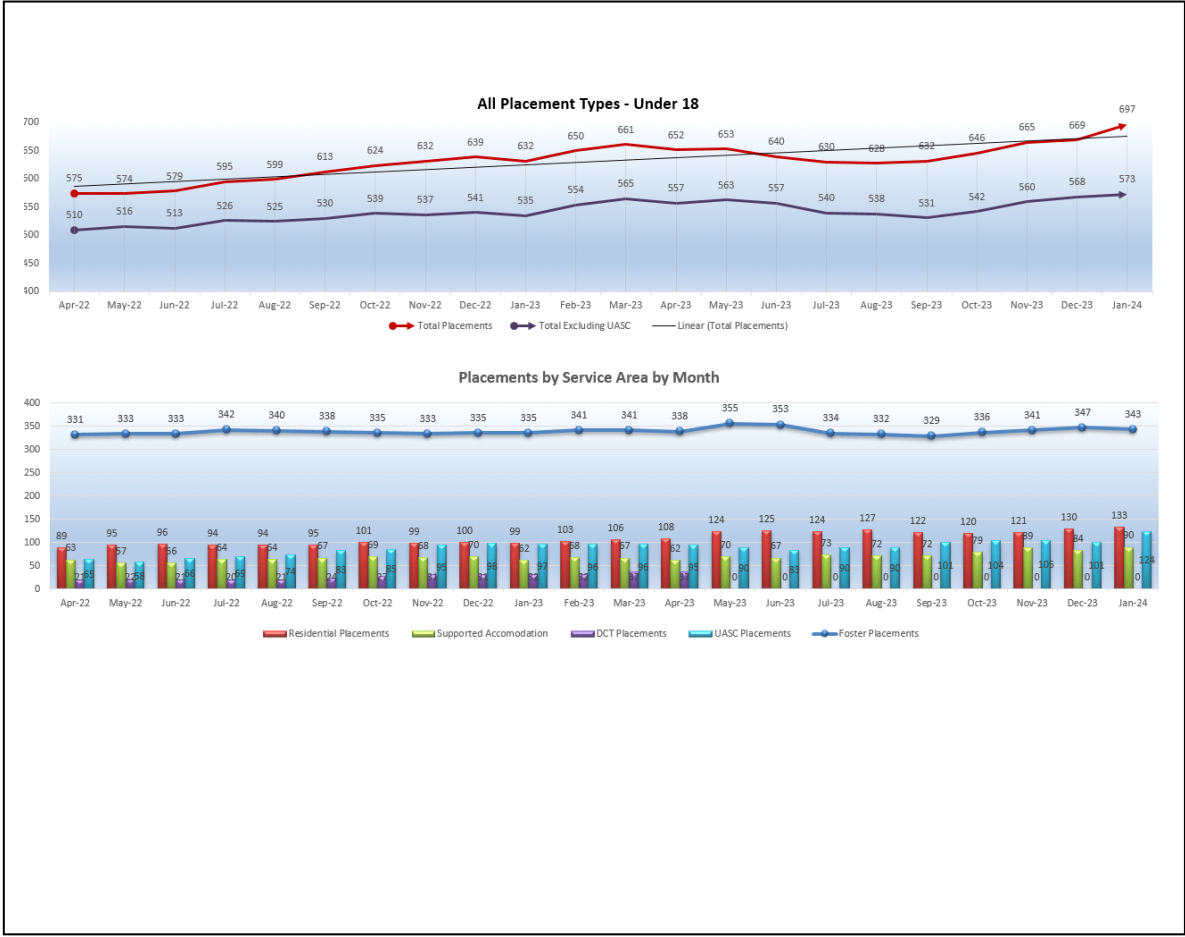
- In house Fostering
- Agency Fostering
- In house Residential
- Independent Residential
- Supported Accommodation
- 18+Agency Placements
- Welfare Secure
- UASC
- Remand Secure

Split between internal and external placement provisions based on forecast variance



- In house Fostering
- Agency Fostering
- In house Residential
- Independent Residential
- Supported Accommodation
- 18+Agency Placements
- Welfare Secure
- UASC
- Remand Secure
- Parent & Baby

11. Revenue Budget Monitoring – Homes for Children



11. Revenue Budget Monitoring – Homes for children

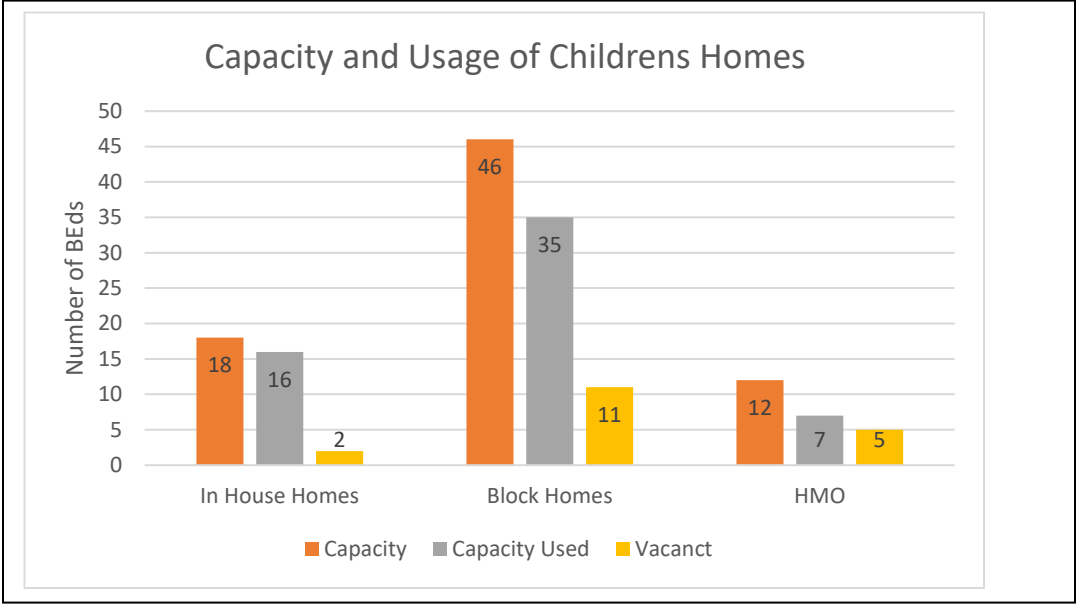
□

These tables show the utilization of in-house, block contract and managed provision.

Internal Service Values	Period	Capacity	Capacity Used	Vacant	Utilization	Notes
Arnold House		3	3	0	100%	Arnold will remain at 3 placements, so capacity changed to reflect this
Raven House		3	3	0	100%	Since January 2023 Reduced capacity (3) due to staffing
Welford House		6	5	1	83%	
Thornton House		2	2	0	100%	
Phoenix House		4	3	1	75%	
Total for Residential		18	16	2	89%	

HMO Provision	Period	NCT Bed Capacity	NCT Used	Vacant	NCT Block Utilization	Notes
Adams Avenue		0	0	0	0%	Closed
Hood Street		6	1	5	17%	
Stimpson Avenue		6	6	0	100%	
Totals		12	7	5	58%	

Provision Name	Home Capacity	NCT Home Capacity	NCT Used Capacity	Vacant	NCT Block Utilization	Comments
Abbey House	5	5	5	0	100%	
Buckby House	5	4	4	0	100%	
Danetree House	2	2	2	0	100%	
Eversley House	5	5	5	0	100%	
Franklin House	2	2	2	0	100%	
Hatton House	5	3	1	2	33%	
Lansdowne House	5	5	5	0	100%	Second bed blocked for N1376099
Poppy House	1	1	1	0	100%	
Wallis House	5	5	4	1	80%	
Harpury House	5	5	4	1	80%	
Lillibet House	3	3	1	2	33%	
Coronation House	3	3	1	2	33%	
Burtone House	3	3	0	3	0%	
Totals	49	46	35	11	76%	



11. Revenue Budget Monitoring – Contracts

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	£5.001m
YTD Actuals	£2.723m
Forecast	£5.001m
Current Variance	£0
Previous Variance	£0
Movement in Variance	£0
Actuals Period Covered	April to January 2024
Basis of Forecast	Cost of existing contracts
Risk in Forecasts	None at present
MTFP Impact - 2024/25	See section 12

Reasons for Variance	Mitigations
<p>No variance reported for P10.</p> <p>Actuals to date are low compared to forecast as the contracts for 2023/24 are being paid in arrears.</p> <p>Contracts are forecast on budget, work is ongoing with providers to maintain current provision. Pressure from providers around reconfiguration of service provision is intensifying given inflation pressures. Contractual inflation was incorporated into the contract sum and has been passported to providers.</p> <p>The shorts breaks contract has been extended for the 23/24 financial year, NCT is mitigating the additional costs following a review of other contracts and mitigating actions. A risk remains around any additional increase following the finalisation of pay negotiations within the health service. As contracts expire following the novation to NCT as part of the commissioning strategy, NCT will look to recommission and reconfigure provision in line with priorities and available resources.</p>	<p>NCT launched a Commissioning Strategy and Framework 2021-25 setting out our overall vision and plan to use commissioning to contribute to the delivery of our Business Plan, and to improve outcomes for children, young people, and families and to support our staff to do their work effectively and efficiently. The Commissioning Strategy and Framework is also intended to inform our Board, stakeholders, partners and our staff of the purpose of our commissioning; our expectations of commissioned services; how they align with and support our service delivery function; our approach to commissioning; what good commissioning looks like; what we intend to commission over the next four years and how we will know what difference we have made for children, young people and families in Northamptonshire as a result ensuring value for money in the use of resources.</p>

11. Revenue Budget Monitoring – Children’s Homes

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	£3.767m
YTD Actuals	£3.614m
Forecast	£3.982m
Current Variance	£0.215m
Previous Variance	£0.215m
Movement in Variance	£0
Actuals Period Covered	April to January 2024
Basis of Forecast	Mainly staffing budgets.
Risk in Forecasts	Staffing expenditure makes up 90% of the budget allocation with pressures around agency and sickness. Recruitment in this area is a significant challenge given the salary levels.
MTFP Impact - 2024/25	See section 12

Reasons for Variance	Mitigations
<p>The forecast overspend mainly relates to Arnold house due to the level of staffing required to meet the complex needs of young people resident in this provision. Phoenix House has incurred additional agency costs this year to cover maternity leave of the service manager.</p> <p>The spend to date is high compared to forecast as this relates to the use of agency staff across the homes which has all ended now.</p> <p>The increase in forecast spend relates to increased payroll costs to meet the needs of young people in the homes.</p>	<p>A review of the children’s homes budgets will be taken during 2023/24.</p> <p>Alternative delivery options are been developed as part of a strategic partnership</p>

11. Revenue Budget Monitoring – Legal

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	£4.788m
YTD Actuals	£3.778m
Forecast	£5.298m
Current Variance	£0.510m
Previous Variance	£0.510m
Movement in Variance	£0
Actuals Period Covered	April to January 2024
Basis of Forecast	The forecast is based on the current level of demand and continued delivery of improvement measures.
Risk in Forecasts	Risk around additional increases in charges and the impact of the application of non shareholder rates.
MTFP Impact - 2024/25	See section 12

Reasons for Variance	Mitigations
<p>The overspend relates to inflationary costs and increasing demand for legal services.</p> <p>Actuals to date are low compared to forecast as the legal invoices are paid in arrears.</p> <p>Increasing demand and complexity of cases and the implementation of the fee increase of 4% implemented from November 2022. workshops have been held with pathfinder around there billing, there remains concern around this with the potential for retrospective charges and late billing.</p> <p>Significant risks around the provision of legal services for 23/24 and future years.</p>	<p>NCT has taken legal advice on the Shareholder matter and NCT has challenged the in year uplift in May 2023 outside of the normal November 2023 uplift.</p> <p>Despite the increased demand the transformation workstream has had a number of successes in terms of cost mitigation and also improving the understanding of the data.</p> <ul style="list-style-type: none"> • Our 3 biggest areas of focus in FY22-23 were Counsel (QC & Junior), Expert fees and emails in. These 3 areas are £245k underspent compared to last year. • Acknowledging that demand has increased there are 90 more matters billed to DEC 2022 than DEC 2021. With an average cost per matter last FY of £1115 – that is worth £100k. • Removal of Pathfinder attendance as standard from weekly Gateway meetings at the start of the financial year avoided c£90k in billed time.

11. Revenue Budget Monitoring – Adoption

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	£7.776m
YTD Actuals	£6.647m
Forecast	£7.733m
Current Variance	-£0.043m
Previous Variance	-£0.0.80m
Movement in Variance	£0.037m
Actuals Period Covered	April to January 2024
Basis of Forecast	See table on the right.
Risk in Forecasts	Cost of adoption allowances is increasing which could potentially put pressure on the budget.
MTFP Impact - 2024/25	See section 12

Reasons for Variance

The current forecast of £7.733m, which equates to an underspend of -£43k, is set out in the table below:.

	2023/2024				
Expenditure	Baseline	Growth	Baseline & Growth	Weekly Cost	Forecast 2023/2024
SGO	588	59	647	£202.60	£6,834,307
RO	63	-28	35	£156.72	£285,996
Adoption	78	-23	55	£224.67	£644,305
Total Allowances	729	8	737	£577.69	£7,764,608
Other Costs					-£31,608
Total allowances & other costs					£7,733,000

11. Revenue Budget Monitoring – Transport

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	£2.870m
YTD Actuals	£1.534m
Forecast	£3.672m
Current Variance	£0.802m
Previous Variance	£0.524m
Movement in Variance	£0.278m
Actuals Period Covered	April to January 2024
Basis of Forecast	Based on current information provided through the transport SLA.
Risk in Forecasts	Increased demand and inflation on transport increasing above current levels.
MTFP Impact - 2024/25	See section 12

Reasons for Variance	Mitigations
<p>The forecast overspend relates to increased cost as a result of inflationary pressures.</p> <p>Actuals to date are low due to accruals from 2022/23. In addition to this the social care transport invoices are paid in arrears, the most recent invoice paid is for September 2023.</p> <p>Improvement in the invoicing and forecasting arrangements would improve the budget monitoring in this area.</p>	<p>A workshop has been arranged to review transport procurement arrangements as part of the finalization of the SLA for the delivery of social care workshop. The aim of this workshop is to ensure that the service requirements can be delivered and to seek efficiencies in the procurement of transport.</p> <p>Within NCT, the transport hub will continue to seek efficiencies and manage demand. Detailed below are a summary of the current actions of the transport hub.</p> <p>The service has implemented the Transport hub to review all transport arrangements and historic provision. Each case is reviewed annually. To ensure best value all transport provision is directed through the hub, to ensure the most effective provision is put in place and transport arrangements can be amended or withdrawn following changes in circumstances.</p> <ul style="list-style-type: none"> •Review of historic eligibility and arrangements. •Improved management information and route planning. •The service is working with its external providers to ensure transport related expenditure is not duplicated through the analysis of the placement fees. •A savings target of £100k is built into the budget as part of the savings programme.

11. Revenue Budget Monitoring – Other Care

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	£5.889m
YTD Actuals	£6.719mm
Forecast	£5.980m
Current Variance	£0.091m
Previous Variance	-£0.088m
Movement in Variance	£0.179m
Actuals Period Covered	April to January 2024
Basis of Forecast	Expenditure incurred to date.
Risk in Forecasts	Risk around increasing demand and joint funding arrangements with Health.
MTFP Impact - 2024/25	See section 12

Reasons for Variance	Mitigations
<p>The forecast overspend relates to non-placement costs across the service which includes ICB income for direct payment and day care packages. The forecast has increased this month due to additional demand and cost of preventing young people coming into care.</p> <p>Actuals to date are high compared to forecast due to outstanding income which has been accrued but not yet received.</p>	<p>Review of all current packages</p> <p>Work with providers around best value of contracts and improved commissioning arrangements</p> <p>Joint Funding work with providers from Health and Education</p>

11. Revenue Budget Monitoring – NCT Central

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	-£0.762m
YTD Actuals	-£1.196m
Forecast	-£1.037m
Current Variance	-£0.275m
Previous Variance	-£0.245m
Movement in Variance	-£0.030m
Actuals Period Covered	April to January 2024
Basis of Forecast	Forecast based on investments currently in place.
Risk in Forecasts	Funding of demand led pressures and passporting of funding. Delays in receipt of funding will impact on the ability to continue investment and achieve savings target. Investment dependent and timely payment of contract sum funding
MTFP Impact - 2024/25	See section 12

Reasons for Variance	Mitigations
Current reported variance of -£0.275m which mainly relates to interest being received on investments. Investments in Treasury Bonds at 31 January 2024 totalled £5m.	When the outstanding funding in relation to the 2022/23 financial year and an improved process for the payment of passthrough grants for the 2023/24 financial year. This will allow the Trust to invest the additional funding to achieve the savings target of £900k. the cash flow of the trust is dependent on the timely payment of funding to the Trust.

11. Revenue Budget Monitoring – Support Services

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	£5.233m
YTD Actuals	£0
Forecast	£5.233m
Current Variance	£0
Previous Variance	£0
Movement in Variance	£0
Actuals Period Covered	April to January 2024
Basis of Forecast	Forecast to budget.
Risk in Forecasts	None at present
MTFP Impact - 2024/25	See section 12

Reasons for Variance	Mitigations
<p>No variance reported for P10.</p> <p>The actuals to date are £0 as the invoices are paid later in the year.</p> <p>The support services charges for 2023/24 are currently being reviewed. It has been agreed that support charges will be finalised for 2023/24 and then invoices will be raised for payment by NCT.</p>	<p>Support services review as part of the 2024/25 contract sum arrangements.</p> <p>Finalisation of the Transport SLA. This is still not finalised following the disaggregation the transport arrangements in November 2022.</p> <p>Property strategy around the requirements of NCT to deliver services across Northamptonshire. Savings are linked to reducing the overall property requirements.</p>

12. MTFP - Summary

	2024/2025 £000's	2025/26 £000's	2026/27 £000's	2027/28 £000's	Notes
Contract sum	150,938	180,009	182,212	186,205	
Unavoidable pressures	9,721	8,342	7,427	6,521	Inflation pressures in line with council projections
Demographic / Demand	25,815	2,857	1,919	863	
Savings	- 9,045	- 6,684	- 5,326	- 5,188	Savings subject to Joint Transformation Projects
One off Funding (Circle to Success and Innovate and IRO)	2,448	- 2,363			Removal of one off funding for Innovate and Circle to Success in 2025/26 . IRO £85k included in core contract)
Practice Model	132	51	- 28	53	Adjustment for changes in funding for each year of programme
Net Contract Sum	180,009	182,212	186,205	188,454	
Transformation Reserve	138	138	-	-	Includes Homes for children for 2024/25 and 2025/26 (£0.138m). Agreed at Transformation Board
Contract Sum including agreed Transformation Funding	180,147	182,350	186,205	188,454	
Remaining unallocated Transformation Reserve	3,021	3,021	3,291	3,291	Transformation Reserves £3.291m, note that the figure of £3.291m is net off the full year recruitment impact
Total Funding including Transformation Reserve	183,306	185,371	189,496	191,745	

12. MTFP - Savings

Directorate	Service Area	New/Change to Existing Proposal	Proposal Title	Proposal Description	Service Impact	Category	One-off or recurrent	2024/25 £k	2025/26 £k	2026/27 £k	2027-28 £k
Children's Trust	Commissioning and Placements	Existing	Review of placements supply (homes)	Developing in house and block contract beds with the Unitaries	No	Placements capacity and value	Recurrent	664	664	300	300
Children's Trust	Commissioning and Placements	Existing	Increased Provision in Supported Accommodation for 15-17 yr olds.	Developing capacity for suitable care leaver accommodation making best use of unitary asset base and links with housing teams	No	Placements capacity and value	Recurrent	300	300	300	300
Children's Trust	Commissioning and Placements	New	Maximisation of Housing Benefit Claims for Care Leavers	Ensuring care leavers are accessing benefits they are entitled too	Yes	External sources of funding	Recurrent	169	0	0	0
Children's Trust	Commissioning and Placements	New	care leavers accommodation options- moving into social housing, supported lodgings	Supporting careleavers into social housing	No	Transitions planning	Recurrent	627	2,368	1,741	1,228
Children's Trust	Safeguarding	Change	Review of Children's Legal costs	Rightsourcing legal service provision	Yes	Support and Service Contracts	Recurrent	417	400	250	200
Children's Trust	Finance and Resources	Change	Assets Management Strategy	Developing accommodation needs alighted to service provision	Yes	Support Services	Recurrent	150	200	0	0
Children's Trust	Commissioning and Placements	New	Contracts	Planned Reduction of NEET Contract as part of recommissioning	Yes	Contracts	Recurrent	100	100	0	250
Children's Trust	Safeguarding	New	Review of Contact service and e-scheduling system.	Review of the Contact Service following the implementation of the E-scheduling system - administration efficiencies	Yes	Use of digital technology	Recurrent	45	0	0	0
Children's Trust	Trust-wide	New	Implementation of Social Care Management System	Reconfigure of payments teams following implementation of social care management system with financial module.	Yes	Use of digital technology	Recurrent	0	60	0	0
Children's Trust	Fostering	Change	Increased use and value within In-House Fostering	Maximising the utilisation of inhouse fostering capacity to provide best value	Yes	Placements capacity and value	Recurrent	300	400	400	0
Children's Trust	Commissioning and Placements	Change	Review of External placements to develop effective Joint Funding Commissioning	Ensuring Education and Health contributions are appropriately provided for qualifying placements	Yes	Placements capacity and value	Recurrent	2,000	1,000	0	0
Children's Trust	Disabled Children's Team	Existing	Review of Direct Care Payments	Review of direct care payments within disabled children care packages.	Yes	Placements capacity and value	Recurrent	100	100	100	210

Children's Trust	All	Change	Review of Non Essential Budgets including mileage, supplies and provisions.	Minor expenses budget realignments	No	General	Recurrent	25	0	0	0
Children's Trust	Finance and Resources	Change	Implementation of treasury management strategy	Treasury Management	No	Finance and Resourcing	Recurrent	100	0	0	0
Children's Trust	Commissioning and Placements	Change	Additional Circle to Success - year 2 effect	Value in Care project methodology rolled out into wider placements cohort	Yes	Placements capacity and value	Recurrent	4,049	1,092	1,000	1,000
Children's Trust	Transport	New	Review of Transport arrangements	Review of Transport and eligibility criteria	Yes	Demand management and Improved commissioning	Recurrent	0	0	100	200
Children's Trust	Social Care Staffing	New	Development of Early help Model and MASH	To reduce demand from the implementation of Early help offer and MASH	Yes	Demands management	Recurrent	0	0	1,135	1,500
Total								9,045	6,684	5,326	5,188

13. Capital – To be updated as part of finance reviews

Agreed Capital Items	Value	Year	NNC Approval	WNC Approval	RAG	Current position	Next steps
John Greenwood Shipman	WNC NNC	22/23	Yes	Yes	G	WNC - Approved NNC - Approved	NCT to project manage delivery with WNC Property Services
New 4 bed children's home	WNC NNC	22/23	Yes	Yes	G	WNC - Approved NNC – Approved Site yet to be identified	NCT to project manage delivery with WNC & NNC Property Services
Thornton House	Total - £123,890 WNC 55.84% - £69,180.18 NNC 44.18% - £54,743.60	23/24	Yes	In progress	G	WNC - NNC – Approved by Children's & Strategic Capital Board	WNC - CAB/ELT 20th Feb NNC – Full Council March 23
DfE Funded Project (matched funded)	WNC - TBC NNC – TBC	22/23	TBC	Yes	G	WNC – In main budget approvals NNC - TBC	NCT to project manage delivery with WNC Property Services
Fostering Rolling Programme		23/24	In progress	In progress	G	WNC – NNC -	WNC – Full Council March 23 NNC – Full Council March 23

Future Requests

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14. Invoicing and Cashflow Management

Date		NNC		WNC	Total
Apr'23	£	5,204,583.33	£	6,581,166.67	£ 11,785,750.00
May'23	£	5,204,583.33	£	6,581,166.67	£ 11,785,750.00
Jun'23	£	5,204,583.33	£	6,581,166.67	£ 11,785,750.00
Jul'23	£	6,604,308.13	£	8,351,108.53	£ 14,955,416.67
Aug'23	£	5,554,514.53	£	7,023,652.13	£ 12,578,166.67
Sep'23	£	5,554,514.53	£	7,023,652.13	£ 12,578,166.67
Oct'23	£	5,813,917.73	£	7,351,665.62	£ 13,165,583.36
Nov'23	£	5,911,974.32	£	7,475,329.01	£ 13,387,303.34
Dec'23	£	5,631,622.40	£	7,121,113.43	£ 12,752,735.84
Jan'24	£	5,631,622.40	£	7,121,113.43	£ 12,752,735.84
Feb'24	£	5,631,622.40	£	7,121,113.43	£ 12,752,735.84
Mar'24	£	5,631,622.40	£	7,121,113.43	£ 12,752,735.84
Grand Total:	£	67,579,468.87	£	85,453,361.17	£ 153,032,830.04

15. Year End

Year-End Tasks	NNC & WNC Requirements	Timetable
Year-End accruals alignment between NCT, NNC and WNC.	Both councils will work with the ICF and NCT to ensure that all accruals can be substantiated.	TBC
True Ups (In scope) between NNC and WNC: Buyback Income Grants & Partnership Contributions	NNC and WNC will work with the ICF to ensure that all True Ups are aligned to the contract sum splits.	TBC
Establish Intercompany Year-End Positions between NCT, NNC and WNC	All three entities will liaise with the ICF to establish InCo balances as at 31.03.2023.	TBC
Inter Authority Arrangements: reviewed & agreed.	NNC and WNC to adhere to agreed IAA and work with the ICF where challenges are raised.	TBC

16. Audit

Track actions agreed as part of:

