

Policy & Resources Committee

17 June 2019

Title	Business Planning 2020-24 and Budget Management 2019/20
Report of	Chairman of the Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix A: Capital funding changes
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Summary

This report provides a summarised overview of the council's outturn for the 2018/19 financial year including the impact on reserves and balances. The report also sets out the context for the Business Planning process for the years 2020-24. Finally the report sets out operational decisions required in line with the financial management of the council's budgets.

Officers Recommendations

1. The Committee is asked to note the overview of the council's 2018/19 revenue outturn, as detailed in Section 1;
2. The Committee is asked to note the impact of outturn on the council's reserves, as detailed in section 2;
3. The Committee is asked to note the 2019/20 – 2023/24 savings position, as detailed in Section 3.1

4. The Committee is asked to note the current strategic context, as detailed in Section 3.2
5. The Committee is asked to approve the budget virements as detailed in Section 3.3
6. The Committee is asked to approve delegation of the decision regarding the virement to be made for non-pay inflation to the Director of Finance, as detailed in Section 3.3.6
7. The Committee is asked to approve the Capital Bids, set out in Section 3.4
8. The Committee is asked to approve the capital funding changes as summarised in paragraphs 3.4.15 to 3.4.18 and detailed in Appendix A

1. Overview of the council's outturn for the 2018/19 financial year

- 1.1. The General Fund Revenue Outturn for 2018/19 was a net overspend of £0.822m. This is a significant reduction from the pressure identified in June 2018 of £9.500m.
- The revenue outturn is stated after services contributed a net £1.333m into revenue reserves.
 - Although there has been a reduction in reserves from £12.129m (£75.755m to £63.626m), this reduction entirely results from a planned decision to use CIL funding to fund a capital project. In total, the position of reserves is £11.113m better than forecast in June 2018. Revenue reserves reflect a £6m increase mainly as a result of the one off transactions such as the Capital commercial settlement and NLWA levy balances
- 1.2. The General Fund balance as at 1 April 2018 was £15.083m (excluding schools' balances). The net overspend of £0.822m would ordinarily reduce the General Fund balance as at April 1st 2019; however the balance is being maintained by means of a transfer from the MTFS reserve.
- 1.3. The capital outturn realised the expectation of a reduced capital spend compared to the original plan. In summary, the main change was on the Regional Enterprise (Re) budget, dominated with £49.9m (or 91%) of the GF slippage. The HRA essentially delivered to plan.

Table: Capital spend compared to original plan £m/%

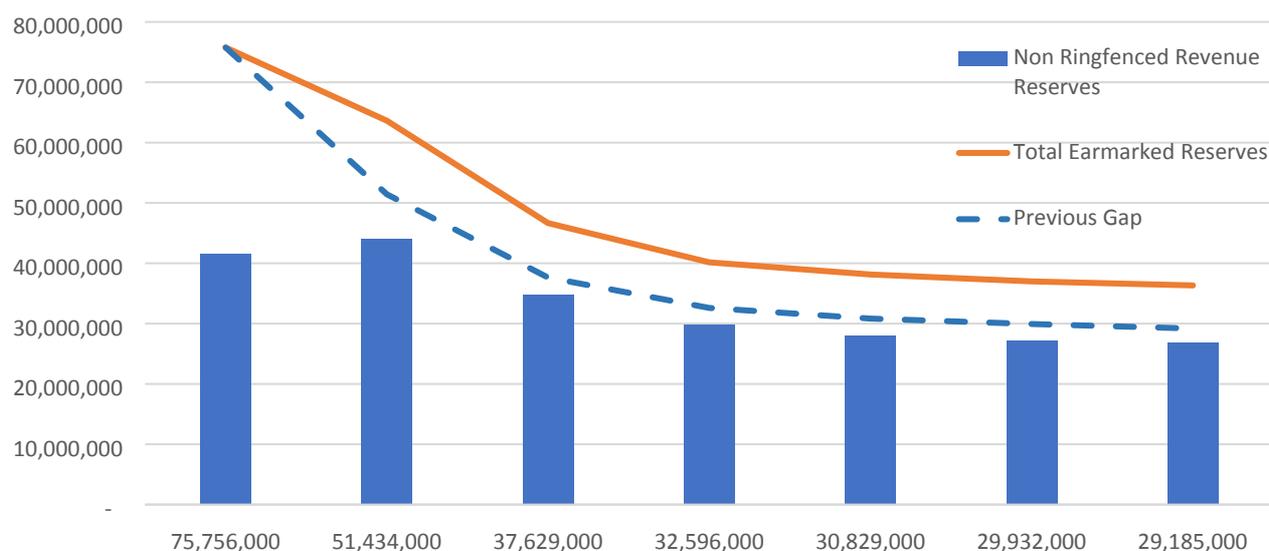
	Original Budget £m	Deletion £m	Slippage £m	Spend £m	% Change on Original Budget

General Fund	262.855	(0.816)	(54.003)	208.035	(20.9)
Housing HRA	33.564	nil	(0.517)	33.047	(1.5)

- 1.4. The Prudential Indicators relating to treasury management have not been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.
- 1.5. As at 31 March 2019, deposits were £65.350m, achieving an average annual rate of return of 0.79% against a benchmark average (London Interbank Bid Rate - LIBID) of 0.57%. The benchmark is the rates that banks pay to attract deposits from other banks.
- 1.6. The total value of long-term loans as at 31 March 2019 was £304.080m, taken at an average interest rate of 3.86%. There has been no new external long-term borrowing in the 2018/19 financial year to date, but the council did borrow £45m on a short term basis split into £15.000m on the 1st of November 2018, £20.000m on the 7th December 2018 and £10.000m on the 30th March 2019. All short term borrowing was taken for a period of 6 months, with the first two tranches being taken at a rate of 1%pa and the final tranche being taken at a rate of 0.95% p.a. (and additional broker commission of £0.004m).
- 1.7. The total sundry debt owed to the Council as at 31 March 2019 was £48.188m. Between February and March 2019 overall debt increased by £14.911m, with the value of debts aged over 60 days decreasing by £4.666m.
- 1.8. A fuller analysis of the council's outturn position can be found within the Strategic Performance report on this Committee's agenda or otherwise within the Outturn report being presented to the Financial Performance and Contracts Committee on the 19th June 2019.

2. Impact of outturn on reserve forecasts

- 2.1. The financial position achieved by the council at the end of 2018/19 was significantly improved from that being forecast throughout the year which has had a consequential beneficial impact on the level of reserves held.
- 2.2. During 2018/19, the council anticipated it would hold £51.4m at the end of 2018/19 compared with an outturn position of £63.326m. At the end of the 5 year MTFS period this means an increase in forecast reserves from £29.185m to £36.330m. Despite this improvement, the risks to the council's financial position remain stark given challenging savings requirements of £19.965m in 2019/20 and £14.6m in 2020/21 plus a remaining 2020/21 gap of £5.9m.
- 2.3. The improvement in forecast reserves levels can be seen within the graph and table below.



	2017/18 closing bal	2018/19 closing bal	2019/20 forecast bal	2020/21 forecast bal	2021/22 forecast bal	2022/23 forecast bal	2023/24 forecast bal
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Capital</u>							
Capital - CIL	22,560	2,388	2,388	2,388	2,388	2,388	2,388
Revenue implications of capital	-	1,441	1,153	865	576	288	-
Total Capital Reserves	22,560	3,829	3,541	3,253	2,964	2,676	2,388
<u>Revenue</u>							
New Homes Bonus	19,330	-	-	-	-	-	-
MTFS	11,045	34,036	28,679	25,713	25,712	26,579	26,818
Strategic Contract Realignment	-	600	-	-	-	-	-
Revenue - Projects	2,612	1,629	406	-	-	-	-
Transformation	3,432	3,083	2,466	1,850	1,233	617	-
Revenue - Service Specific	5,144	4,771	3,323	2,215	1,108	-	-
Non Ringfenced Revenue Reserves	41,563	44,119	34,874	29,778	28,053	27,196	26,818
<u>Ringfenced</u>							
DSG	501	1,543	-	-	-	-	-
Collection Fund Smoothing Reserve	2,482	6,380	3,064	3,064	3,064	3,064	3,064
Housing Benefits	3,542	3,981	3,981	3,981	3,981	3,981	3,981
North London Sub Region	567	79	79	79	79	79	79
PFI	-	-	-	-	-	-	-
Public Health	2,392	1,462	-	-	-	-	-
Special Parking Account	2,149	2,233	1,117	-	-	-	-

Total Ringfenced	11,633	15,678	8,241	7,124	7,124	7,124	7,124
Total Earmarked Reserves	75,756	63,626	46,656	40,155	38,141	36,996	36,330

3. Business Planning for the years 2020-24

3.1 Savings

- 3.1.1 The delivery of savings is a key challenge given their scale therefore officers are prioritising their delivery accordingly. Savings are being actively monitored, with progress and operational progress being discussed and challenged in regular delivery sessions with all service areas. The council's financial management arrangements will track savings against targets and trigger immediate implementation of mitigation strategies where needed.
- 3.1.2 There are savings totalling £20m being delivered in 2019/20. Any difficulty in delivering these savings will be reported through the Financial Performance and Contracts Committee during the year. Should any savings be unachievable and suitable mitigations not be sufficient, additional savings will be required in 2020/21 in order to ensure the budget deficit does not increase.
- 3.1.3 The 2020/21 savings total identified is £14.6m which presently leaves a gap of £5.9m. Officers are actively working on proposals to bridge the gap and these will be presented to Theme Committees for consideration in autumn.
- 3.1.4 The following table displays the summary of currently identified savings proposals within the MTFs.

Theme Committees	19/20	20/21	21/22	22/23	23/24	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Adults & Safeguarding	(6,081)	(3,402)	(1,724)	(1,332)	(1,092)	(13,631)
Assets, Regeneration & Growth	(1,064)	(2,273)	(1,757)	(700)	(500)	(6,294)
Children, Education & Libraries	(3,912)	(1,959)	(1,009)	(1,404)	(1,509)	(9,793)
Community Leadership	(243)	-	-	-	-	(243)
Environment	(4,630)	(3,800)	(1,800)	(2,400)	(2,500)	(15,130)
Housing	(1,248)	(869)	(1,640)	(1,660)	(1,237)	(6,654)

Policy & Resources	(2,312)	(1,827)	(661)	(434)	(361)	(5,595)
Public Health	(1,132)	(424)	(310)	(350)	(352)	(2,568)
Identified Savings	(20,622)	(14,554)	(8,901)	(8,280)	(7,551)	(59,908)
Adults Pipeline Savings	-	-	(1,200)	(2,375)	(1,950)	(5,525)
Total Savings	(20,622)	(14,554)	(10,101)	(10,655)	(9,501)	(65,433)
CT growth and CT support savings (shown as CT income)	(657)	-	-	-	-	(657)
Savings as per MTFS	(19,965)	(14,554)	(10,101)	(10,655)	(9,501)	(64,776)

3.2 Strategic context

- 3.2.1 The council is operating in an extremely uncertain environment. Arrangements for the Fair Funding Review, which will establish new baselines for each local authority in time for the start of the new 75% business rates retention scheme, have been expected to come into force from April 2020. Should this happen it will mark a fundamental change to the mechanism of local authority funding.
- 3.2.2 The next spending review is also anticipated to take place during 2019. This will effectively be a Government announcement of new spending plans for public services and investment, covering as a minimum the 2020/21 Financial Year and in all probability the two following financial years as well. Spending reviews are a mechanism enabling the Government to set out policies to support its vision for the country, and hence have the potential to bring about big changes in the shape of public services
- 3.2.3 These two fundamental changes in local government funding could significantly affect the council and given their timing, may not allow sufficient time for it to respond prior to their implementation.
- 3.2.4 The council is satisfied that at such an early stage in the financial year, the underlying assumptions underpinning the MTFS remain consistent with the current iteration of the MTFS as presented in the budget report to the Policy and Resources Committee. As this can change quickly, and, recognising the uncertainty in the economic environment, the council will undertake a thorough refresh of its MTFS during the summer and present back an updated picture in October 2019.

3.2.5 This refresh of the MTFS will coincide with the presentation of options to Theme Committees in relation to the closing of the 2020/21 budget deficit. This will also confirm which proposals are recommended to be taken forward in the budget setting process.

3.3 Operational issues

3.3.1 There are a number of decisions which are required of the Policy and Resources Committee in order to ensure the day to day financial management of the council remains robust.

Coroners Budget

3.3.2 The Coroners budget is currently located within the Central Expenses division however it is managed by officers within the Environment service. The current estimated value of the virement is £290k however the value to be transferred will be based on the actual 2019/20 costs once the value is confirmed. Committee are recommended to approve the virement.

Legal Services Budget

3.3.3 The legal services budget overspent by £700k in 2018/19 as a result of service demand and a difficult income target. £600k of growth funding was approved by Council for 2019/20 which means a remaining £100k pressure would occur if expenditure remained at 2018/19 levels. In order to ensure that demand is managed down it is recommended that budgets are disaggregated across all council departments accessing the service.

3.3.4 This table shows a comparison of 18/19 and 19/20 Legal Services budgets.

Year	Value
Budget Allocation for the year 2018/2019	£2,882,178
Budget Allocation for the year 2019/2020	£3,482,178
Budget increase	£600,000
2018/19 Overspend	(£700,000)
2019/20 Residual pressure (to manage down)	(£100,000)

3.3.5 The table below shows the budget allocations across service areas for 2019/20, based on 18/19 forecast outturn. Taking the additional funding into account, service areas will receive budgets for 85% of their 2018/19 costs. In this way the service areas will be expected to manage access to the service within their resource allocations.

Service area	Allocated Budget	Estimated share of residual pressure
Adults and Health	£185,316	-£5,322
Assurance	£162,656	-£4,671
Children's Family Services	£1,646,487	-£47,283
Children's Service DSG	£5,731	-£165
Deputy Chief Executive	£895,828	-£25,726
Environment	£89,337	-£2,566
Finance	£40,456	-£1,161
HRA	£146,907	-£4,219
Regional Enterprise	£309,460	-£8,887
Total	£3,482,178	-£100,000

Non pay inflation allocations

3.3.6 Provision is made within the MTFs each year for non-payroll related inflationary costs. For 2019/20 this totals £3.144m. Officers are presently calculating the likely effect of contractual increases that will be paid in during the year. To support financial management and minimise budget variances early in the financial year it is recommended that a decision to enact a virement for non pay inflationary increases to departments up to the budgeted value of £3.144m is delegation to the Director of Finance (Section 151 Officer). This will take place once a robust assessment of requirement has taken place.

Pay Inflation

3.3.7 The council makes provision for a cost of living increase for employees during the MTFs process. This budget is then allocated to services once the revised pay scales are confirmed. This allocation purely relates to the inflationary increase. Any further increase as a result of performance, promotions or any other arrangements are met from within existing service resource levels.

3.3.8 The agreed pay award was for 2% for the majority of the workforce however staff on lower grades will experience a much greater percentage increase. This particularly affects Streetscene where there is a larger proportion of staff on the affected grade. As such, a recommendation is made to delegate a decision to the Director of Finance to allocate an additional amount to cover this higher increase once calculated.

3.3.9 The pay inflation virement for the base 2% increase as recommended is displayed in the table below.

Service area	2% pay award
Adults and Health	320,243
Assurance	75,588
Children's Family Services	584,903
Growth and Corporate Services	95,988
Environment	394,020
Finance	79,045
Grand Total	1,549,788

Agency Recharge Virement

3.3.10 On the 20th February 2019, this Committee was informed of the need to adjust the budgets for service areas in relation to the removal or an internal recharge mechanism relating to agency staff.

3.3.11 Previously when service areas paid the cost of their agency workers, a premium was applied in the form of an administrative charge which was then credited to a central budget within the council. Under the new payment arrangements, no such premium is applied or credited. This means that service areas will benefit as the costs being charged to service areas are lower, however, this leaves a funding gap where the premium used to be credited to.

3.3.12 In order to correct this, service areas will see a budget reduction as set out in the table below. This reduction will be used to eradicate the expectation of recharge income within central budgets. The impact of this change is effectively nil on service areas as both the costs and budgets will be reduced by the same amount.

3.3.13 The reduction is calculated on the outturn level of agency spend and incorporates planned reductions in agency staff in line with MTFS savings proposals.

Service	Budget & Cost Reduction £m
Adults & Communities	0.179
Assurance	0.001
Commissioning	0.265
Family Services	1.181

Street Scene	0.244
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Total	1.870

3.4 Capital Changes

Capital Bids

The following projects are recommended to Policy and Resources Committee for approval.

Work to replace the gas supply at Silk House and Shoelands in the fire safety programme: Capital cost £1.965m

3.4.1 In October 2018, fire safety works were identified in relation to the gas supply to two buildings containing 93 flats. To mitigate these risks, the Deputy Chief Executive has given her approval for the supply to be cut off before June 2019 and a recommendation has been put forward for a new system put in place before the winter months. The cost for these works will be circa £2m and will be sourced from capital receipts in 2019/20 and 2020/21.

Reinstating properties following fire damage

3.4.2 In the past year there have been fires in two blocks managed by Barnet Homes. These were successfully controlled and contained, but did cause significant damage. The full refurbishment was not covered by the insurance policy. The £442k cost will be funded by through HRA borrowing, which puts the HRA business plan under significant pressure. Getting these flats back into usage will reduce cost of temporary accommodation and will reinstate an income stream.

Barnet Homes GLA Development Programme: Capital cost £27.625m

3.4.3 The GLA as awarded Barnet Homes a grant of £8.7m to develop 87 affordable homes across 4 sites. This is a large portion of the total £27.6m required to complete the project. The remaining £18.9m would require capital funding. In order to satisfy the grants funding criteria, development must have started across all sites by 31st March 2022.

3.4.4 The cost of this capital will be funded by borrowing within the HR. The scheme will bring in income from rent as well as being a cost avoidance for temporary accommodation within the General Fund.

HRA Acquisitions (phase 2): Capital cost £31.0m (agreed at ARG in March 2019)

3.4.5 In November 2016 the Council approved an outline business case for the delivery of new affordable homes acquired with HRA borrowing. This saw the delivery of 21 new affordable homes for housing applicants.

3.4.6 Building upon this success, the Council approved various phases of purchases utilising General Fund borrowing which saw the deployment of an additional £13m budget and plans to acquire an additional tranche of affordable homes outside London. By the end of Q1 2019-20, The Barnet Group will have delivered over 170 new affordable homes for Barnet's housing applicants in a little over 2 years.

3.4.7 This bid supplements the previously approved HRA programme and focuses on the acquisition of a further 82 properties purchased from Q1 2019/20 onwards funded through HRA borrowing.

Highways Capitalisation: Capital cost £2.0m

3.4.8 The Council maintains over 750km of roads and pavements. Much of this maintenance is funded through revenue however some significant works enhance the network asset and are therefore eligible for capitalisation. This project costs £2m for 2019/20 and will be funded through capital borrowing. This outlay and project was approved by Environment Committee in January 2019

Pinkham Way Modular Housing: Capital cost £1.2m

3.4.9 Originally funding was secured for modular homes, but this has since been revised to 200 permanent mixed tenure homes. There is already £1.5m funding from MHCLG, with a further £1.2m capital funding required to complete the site master plan and planning application process. Along with the 200 homes that will be built on the site, there will be an extra care facilities to support the local community's needs. The cost of this scheme will be General Fund borrowing and will be afforded through the additional rental income generated by the properties.

Colindale and Burnt Oak Infrastructure: Capital cost £0.64m

3.4.10 The infrastructure works in Colindale and Burnt Oak involves using Section 106 and CIL money in conjunction to fund the three elements; Pedestrian and public realm improvements - RAF crossing (£0.34m), Pavement works, (£0.15m) and Southern Square (£0.15m). The funding for this is split at £0.102m of S106 contributions towards the cost of Southern Square, with the remainder funded by CIL

Brent Cross Feasibility Study: Capital cost £0.004m

3.4.11 A Capacity Planning exercise of all existing health estate to determine the health infrastructure requirements of the population growth of the Brent Cross & Cricklewood regeneration zone. This is to be funded entirely by S106 contributions, at a cost of £0.004m.

Grahame Park Health Centre: Capital cost £0.119m

3.4.12 Essential infrastructure/resilience Works to extend the life of the building, and enable the health Centre to meet the initial population demand from the Colindale Gardens and Grahame Park Regeneration schemes. This is to be funded entirely by S106 contributions, at a cost of £0.119m

Highways Commissioning: £0.080m

- 3.4.13 Following the 2017-18 and 2018-19 S106 and CIL audits, a substantial proportion of the funding identified as most at risk, relates to the various Highways, Parking and Travel-related S106 agreements. These present a delivery challenge that to date has not been able to be addressed through existing capacities and resources. Therefore, it is recommended to bring in a new commissioning capacity to secure the timely resolution of historic problems and ensure delivery of projects.
- 3.4.14 S106 funding will be used over the next two years to fund a post to deliver the backlog of the schemes. This would be split over three years, with £0.01m in the first year and £0.035m in the subsequent two.

Impact of capital outturn

- 3.4.15 The capital outturn confirmed reduced capital spend (slippage) of £54.5m compared to the original plan. In summary, the main change was on the General Fund (GF), of which, one item Regional Enterprise (Re), dominated with £49.9m (or 91%) of the GF slippage. The HRA essentially delivered to plan.
- 3.4.16 It is proposed to approve the 2018/19 capital slippage which will then increase the 2019/20 approved budgets, subject to an officer review to verify that the budgets are still needed
- 3.4.17 It is therefore recommended that the carry-forward of the £54.5m Capital slippage into the 2019/20 Capital budgets is approved. A scheme by scheme analysis can be found at Appendix A.
- 3.4.18 Additionally, scheme deletions identified at year end totaling £0.816m can also be found within Appendix A for approval.

5 REASONS FOR RECOMMENDATIONS

- 4.1 These recommendations are to provide this Committee with the necessary information to obtain oversight of Business planning for the years 2020-24.
- 4.2 Additionally operational decisions are provided to ensure robust financial management is in place during 2019/20.

6 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 6.1 None

7 POST DECISION IMPLEMENTATION

- 7.1 None

8 IMPLICATIONS OF DECISION

- 8.1 Corporate Priorities and Performance**

8.1.4 This report provides a summarised strategic overview of the Council's Outturn for the 2018/19 financial year (revenue and capital), as well as an oversight of Business planning for the years 2020-24

8.1.5 Robust business planning is essential to ensure that there is adequate and appropriately directed information and insight to support delivery and achievement of council priorities and targets as set out in the Corporate Plan.

7.1.3 Relevant council strategies and policies include the following:

- Corporate Plan 2015-2020
- Corporate Plan - 2016/17, 2017/18 and 2018/19 Addendums
- Medium Term Financial Strategy
- Performance and Risk Management Frameworks

7.1.4 The priorities of the council are aligned to the delivery of the Health and Wellbeing Strategy

8.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

7.2.1 The report considers the council's financial position.

8.3 Social Value

8.3.4 None in the context of this report.

8.4 Legal and Constitutional References

8.4.1 Section 151 of the Local Government Act 1972 states that: "without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.

8.4.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority's financial position is set out in Section 28(4) of the Act.

8.4.3 The council's Constitution, Article 7 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Policy and Resources Committee:

(1) To be responsible for:

- Strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget; Medium Term Financial Strategy; and Corporate Plan to Full Council
- Finance including:

- Treasury management Local taxation
 - Insurance
 - Corporate procurement
 - Grants
 - Writing-off debt
 - Virements
 - Effective use of resources
 - Procurement Forward Plan
 - Local Plans (except for matters reserved to Full Council)
 - Information Technology
 - Strategic Partnerships
 - Customer Services and Resident Engagement
 - Emergency Planning
- (2) To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.
- (3) Consider for approval budget and business plan of the Barnet Group Ltd.
- (4) To determine fees and charges for services which are the responsibility of the committee.

8.4.4. The council's Financial Regulations can be found at:

<http://barnet.moderngov.co.uk/documents/s46515/17FinancialRegulations.doc.pdf>

8.5 Risk Management

8.5.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum) and any high level (scoring 15+) risks are reported to the relevant Theme Committee and Policy and Resources Committee.

8.6 Equalities and Diversity

8.6.1 Section 149 of the Equality Act 2010 sets out the Public Sector Equality Duty which requires a public authority (or those exercising public functions) to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not.
- Fostering of good relations between persons who share a relevant protected characteristic and persons who do not.

8.6.2 The broad purpose of this duty is to integrate considerations of equality into everyday business and keep them under review in decision making, the design of policies and the delivery of services. The protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

8.6.3 In order to assist in meeting the duty the council will:

- Try to understand the diversity of our customers to improve our services.

- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

8.6.4 This is set out in the council's Equalities Policy, which can be found on the website at: <https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity>

8.7 Corporate Parenting

8.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles when carrying out functions in relation to children and young people. There are no implications for Corporate Parenting in relation to this report.

8.8 Consultation and Engagement

8.8.1 Consultation on the Corporate Plan 2015-2020 was undertaken between summer 2013 and March 2015. Consultation on the new Corporate Plan 2019-24 was carried out in the summer 2018. The Corporate Plan will be approved by Council in March 2019.

8.9 Insight

8.9.1 None in the context of this report.

9 BACKGROUND PAPERS

Committee	Item & Agenda	Link
Council	Item 11 - Corporate Plan, Medium Term Financial Strategy 2019/24 and Budget for 2019/20	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=9456&Ver=4
Policy & Resources 20 February 2019	Item 8 Corporate Plan, Medium Term Financial Strategy 2019/24 and Budget for 2019/20	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9461&Ver=4
Policy & Resources 11 December 2018	Item 8 Corporate Plan 2019-24, Business Planning - Medium Term Financial	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9460&Ver=4

	Strategy 2019/24 and Draft Budget for 2019/20	
Policy & Resources 23 October 2018	Item 10 Budget Management 2018/19	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9459&Ver=4
Policy & Resources 19 July 2018	Item 7 Business Planning	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9725&Ver=4
Policy & Resources 11 June 2018	Item 4 Business Planning	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9458&Ver=4
Full Council 6 March 2018	Item 12 Business Planning 2018-20	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=9162&Ver=4
Policy & Resources 13 February 2018	Item 13 Business Planning 2018-20	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8742&Ver=4
Policy & Resources 21 July 2014	Item 6 Finance and Business Planning – Capital programme and review of reserves	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7860&Ver=4