

	<p>Assets, Regeneration, and growth Committee</p> <p>17 March 2015</p>
Title	<p>Annual update report on the Growth and Regeneration Programme</p>
Report of	<p>Commissioning Director Growth and Development.</p>
Wards	<p>All Wards</p>
Status	<p>Public</p>
Urgent	<p>No</p>
Key	<p>No</p>
Enclosures	<p>Appendix 1 – Growth and Regeneration Programme Annual Report</p>
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<p>Summary</p>
<p>This report seeks to update the Committee on the progress being made towards delivering the Borough’s regeneration and development pipeline schemes; and skills and enterprise activities. The report also reports on key achievements and successes since March 2015, and expected activities in 2016/17.</p>

<p>Recommendations</p>
<p>That Assets, Regeneration, and growth Committee:</p> <ol style="list-style-type: none"> 1. Note and approve the general progress being made towards delivering the Borough’s regeneration and development pipeline schemes; and skills and enterprise activities, 2. Note and approve key achievements and successes from April 2015 to March 2016, as well as expected activities in 2016/17.

1. WHY THIS REPORT IS NEEDED

- 1.1 An external review of the Council's Regeneration Service was undertaken in 2011. At its meeting on 28 February 2012, Cabinet Resources Committee agreed the findings of the Regeneration Review and the proposed next steps. This included a recommendation to report on the regeneration schemes, and skills and enterprise activities by way of an annual progress report. The rationale for an annual report was to provide momentum and an opportunity to report success, rather than the minutiae of delivery.
- 1.2 The first annual Regeneration Report was considered by Cabinet Resources Committee on 17th December 2012. The Committee endorsed the general progress being made towards delivering the Borough's regeneration schemes, and skills and enterprise activities; including key wins, achievements and successes in the last twelve months, as well as current challenges and expected activities in 2013.
- 1.3 From 1st October 2013, the Council's Regeneration Service was outsourced, as part of the development and regulatory services, to Regional Enterprises (RE), a joint venture between Capita and the Council. The timing of the second Annual Report was altered to match the contractual cycle, and provided an update on the period November 2012 to March 2014. The report also provided a forward plan for the period April 2014 to March 2015.
- 1.4 The third Growth and Regeneration Programme Annual Report was presented at 16th March 2015 Assets, Regeneration, and Growth Committee. It provided information on the progress being made towards delivering the Borough's regeneration schemes, and skills and enterprise activities; including key achievements and successes since the report of March 2014, as well as expected activities for 2015/16.
- 1.5 The fourth Growth and Regeneration Programme Annual Report, attached in appendix 1, also provides information on the progress being made towards delivering the Borough's regeneration and Development Pipeline schemes; and skills and enterprise activities, including key achievements and successes since the report of March 2015, as well as expected activities for 2016/17.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The approach of presenting an annual plan for endorsement/comment is laid out above.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 No alternative option exists to presenting the activities of the Growth and Regeneration Programme to the Assets, Regeneration, and Growth Committee, to be able to review progress made in the year and proposed activities for the coming financial year. The approach has been recommended following an external review of the Council's Regeneration Service. In addition, Members have asked for progress updates this reporting mechanism

forms a key part of the response to that requirement. This report also provides an accessible way of keeping partners and the local residential and business communities informed on existing regeneration commitments and future plans.

4. POST DECISION IMPLEMENTATION

- 4.1 Following endorsement or comments, and any alternative or additional actions proposed, the activities of the Growth and Regeneration Programme will be progressed (both the regeneration and development pipeline schemes; and skills and enterprise activities) in line with the report for the next financial year 2016/17.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The regeneration and development pipeline schemes; and the skills and enterprise activities that comprise the Growth and Regeneration Programme, contribute to the delivery of key elements the Corporate Plan 2015-2020 vision aims to achieve, as follows:

- More involved and resilient communities, with residents taking on greater responsibility for their local areas.
- A clean and attractive environment, with well-maintained roads and pavements, flowing traffic, increased recycling.
- Barnet will be amongst the safest places in London.
- A responsible approach to regeneration, with thousands of new homes built and job opportunities created.

- 5.1.2 The regeneration and development pipeline schemes; and the skills and enterprise activities also contribute to the Barnet Draft Joint Health and Wellbeing Strategy 2016 – 2020, by:

- Creating better local urban environments and living conditions for local residents, and providing training and job opportunities that will create circumstances to enable people to have greater life opportunities.
- Offices for The Centre for Independent Living are being built which will support residents to be independent, with advice and sign posting to a range of support services, and assisting residents to gain and retain employment, and promote healthy workplaces.
- Health provision is considered and provided through the regeneration programme that will provide care and support to facilitate good outcomes and improve user experience.
- Schools, nurseries, and child health provision will be delivered through the Regeneration Programme that will improve outcomes for babies, young children and their families.

- Increasing employment and training opportunities for young people and those who have particular problems getting paid work.

5.1.3 Adopted in 2012, Barnet's Core Strategy sets out a 15 year 'vision', helping to shape the kind of place that Barnet will be in the future. It contains the most fundamental, cross-cutting objectives and policies that the local authority and its partners will seek to deliver. Barnet has been set the challenge of meeting the 4th highest housing target in London. Over 27,000 new homes are expected to be delivered across the Borough by 2026. The Local Plan Core Strategy sets out when, where and how this growth will be delivered. Over half of these are expected to be delivered in the Regeneration and Development Areas of Brent Cross, Mill Hill East and Colindale together with the Priority Estates of Dollis Valley, Grahame Park, Granville Road, and West Hendon. Barnet's Infrastructure Delivery Plan is the vehicle for highlighting infrastructure needs. It sets out key infrastructure programmes and projects to support the housing growth outlined in the Local Plan Core Strategy.

5.1.4 The regeneration and development pipeline schemes; and skills and enterprise activities comply with the six themes/priorities of the Council's Housing Strategy 2015-2025 which include:

- Increasing housing supply.
- Delivering homes that people can afford.
- Sustaining quality, particularly in the private rented sector.
- Preventing and tackling homelessness.
- Providing suitable housing for vulnerable people.
- Delivering efficient and effective services.

5.1.5 Furthermore, the regeneration schemes and skills and enterprise activities support the strategic objectives in the Council's Regeneration Strategy, September 2011, which include:

1. Enhance Barnet as a successful London suburb through delivery of quality new places and neighbourhoods in the areas of the borough in greatest need of investment and renewal;
2. Deliver sustainable housing growth and infrastructure, and improve the condition and sustainability of the existing housing stock;
3. Ensure residents in all areas of the borough can share in Barnet's success while taking responsibility for the well-being of their families and their communities;
4. Promote economic growth by encouraging new business growth while supporting local businesses and town centres;
5. Help residents to access the right skills to meet employer needs and take advantage of new job opportunities;

5.1.6 Finally, the regeneration schemes, and skills and enterprise activities, are a key component of 'A Growth Strategy for Barnet'. The Strategy sets out the Council's commitment to mitigating the impact of continued austerity by

creating the environment for growth in the local economy. The regeneration and enterprise activities are key drivers for growth as they bring significant investment in infrastructure, create new jobs and homes, support residents into work, reinvigorate communities, improve living standards and support local town centres.

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

5.2.1 **Finance** - The Council's development partners are currently responsible for a substantial amount of the Council's costs to bring these schemes to fruition. The Principal Development Agreements and Regeneration Agreements allow the Council to recover its costs at certain stages of the regeneration projects.

5.2.2 **Finance** - On each scheme, the Council's costs are budgeted and recorded on a monthly basis, and are invoiced either quarterly or towards the end of each financial year, depending on the terms of the agreement with the development partner. It is the responsibility of Regional Enterprise (Re) to manage the project budgets and manage the reclaim of costs on behalf of the Council.

5.2.3 **Finance** - In order to receive funding from the Mayor of London's High Street Fund for Burnt Oak Town Centre, the Council was required to provide match funding of £348,416. The match funding is found in the Council's Capital Programme as an approved fund for Town Centres, which was intended to provide match funding for grant bids. Details of this were set out in a report for Assets, Regeneration and Growth Committee and were approved on 7 September 2015.

5.2.4 **Finance** – The Platforms Programme has been funded by £1m of Council monies and commenced in July 2012. The delivery phases of the Platforms Programme have now ended and final payments are being completed by the end of the financial year 2015/16. Phase 2 of the Platforms Programme has contained two projects which are based on payment-by-results for completion of 3 month work placements through Internships and Voluntary Sector placements. A full evaluation of the Platforms Programme will be completed by the end of the financial year 2015/16. Approximately £1 million spent.

5.2.5 **Finance** – The WorkFinder Project is being funded by three separate pots of s106 monies from the Grahame Park, Beaufort Park and Stonegrove Spur Road regeneration development schemes totalling £171k. The current contract is a payment-by-result project, being delivered by Groundwork London, which started in April 2015 and is due for completion by March 2017. So far a total of £15,900 has been paid to Groundwork, a further invoice is due before the end of the financial year 2015/16 which will be based on evidence provided towards outcomes achieved.

5.2.6 **Finance** - The implications in relation to funding the regeneration programme have been included in the Council's Capital Programme 2015/16 where appropriate, and looking forward have been included in Council's Capital

Programme 2016/17.

- 5.2.7 ARG Committee on 30th November 2015 approved the Business Planning Report which contained strategic priorities, indicative budget and capital programme proposals up to 2019/20. The process allocated/committed budgets, and forward financial planning, for key capital elements of regeneration schemes to support their timely delivery.
- 5.2.8 **Performance and Value for Money** - The Council and its development partners have obligations within the respective Principal Development Agreements to maintain a transparent and open book approach to the management and monitoring of each development. The Council has the right to access management accounts and other relevant documentation to ensure that information being provided in connection with financial matters is accurate and accords with 'Value for Money' criteria.
- 5.2.9 **Property** - The Principal Development Agreements for each of the estate regeneration schemes commit the Council, subject to certain pre-conditions, to the phased disposal of all land and property owned by the Council within the area for redevelopment to its respective developer partners, as and when certain pre-conditions and processes are satisfied, and subject to appropriate consent from the Secretary of State. In general the land is disposed of without taking cash receipt but in consideration of the development partner's obligations to redevelop the estate. Where the land/property has been specifically acquired by the Council to enable the regeneration schemes to proceed (for example, properties acquired because of hardship, or pursuant to Compulsory Purchase Orders), then all costs incurred by the Council in these acquisitions will be reimbursed as project costs. If the regeneration schemes yield profits above agreed thresholds, the Council will generally receive a share of the eventual profits known as overage.
- 5.2.10 **Procurement** - The Growth and Regeneration Programme is now delivered for the Council by Re (Regional Enterprise). However, the Council's procurement procedures and processes are adhered to in relation to Barnet Council funds.
- 5.2.11 **Procurement** - The requirements for technical experts and professional support services will be identified and brought into projects as needed, from within the Capita group, without the need for external procurement (i.e. Architecture, cost consultancy, employers' agents). A Special Project Initiation Request (SPIR) will be presented to the council for services outside of the core contract.
- 5.2.12 Re will manage the procurement of the build contract in line with Barnet Councils Contract Procedure Rules. Upon the successful appointment of a preferred contractor Re will project manage the delivery of the schemes.
- 5.2.13 Any services brought in as required to deliver the schemes of the Regeneration Programme are procured in line with the procurement process of Barnet council and detailed on the Council's Procurement Forward Plan as

appropriate.

5.2.14 **Procurement, Staffing, IT and Sustainability** - There are no issues to report around Procurement, Staffing, IT and Sustainability.

5.3 **Social Value**

5.3.1 The next 5 years represents a great opportunity for Barnet residents and businesses, with the borough set to benefit from a growing economy and local investment in regeneration. This is an essential part of Barnet Council's strategy with growth, housing, and responsible regeneration indispensable for the borough; revitalising communities, providing new homes and jobs, and delivered in a manner that protects the things residents love.

5.3.2 Some residents will need extra help to take advantage of the opportunities that growth will bring, so we're providing targeted help for those that need it, and commissioning a range of partnership services to help residents into work. We want everyone in Barnet to have access to a good job and good housing, or a better job and better housing, so that the borough remains a place where people want to live and work. In this way it can be said that the very purpose of the Barnet Council Regeneration Programme is to provide and improve Social Value for all of its citizens.

5.3.3 The regeneration programme is turning deprived mono tenure estates into mixed tenure neighbourhoods with new modern homes for social rent tenants, currently giving 50% of non-secure tenants secure tenancies.

5.3.4 An increased number of better quality community facilities will be provided through the programme, including: GP surgeries, pharmacies, nurseries, a minimum of 10 schools, libraries, community centres, and religious centres.

5.3.5 The Skills and Enterprise Programme is providing a number of initiatives to support residents into work including: A retail job shop, construction training and employment through developer S106 contributions, the workfinder project for unemployed residents, and the Platforms project for out of work/education 16 – 24 year olds. The latter was subject to a social return on investment audit which showed the programme delivered £2.12 in social value return for every £1 spent.

5.3.6 Page 52 of the report in appendix 1 details our benefits realisation measures. These will be used to measure the regeneration programme against specific measurable indicators. They will measure both the social and business improvements the regeneration programme will bring with very specific and tangible outputs.

5.4 **Legal and Constitutional References**

5.4.1 Brent Cross North, Dollis Valley, Grahame Park, Granville Road, Stonegrove Spur Road, and West Hendon regeneration schemes are regulated and governed by Development Agreements. Each of these Development Agreements are long term, legally binding agreements, under which, all

parties, usually made up of the Council, a Private Sector Limited Company and a Registered Provider as well as any Special Purpose Vehicles or subsidiaries of the development partners required for the delivery of the schemes, have obligations and responsibilities which in the event they are not fulfilled, could give rise to legal liabilities. A development agreement for Brent Cross South is due to go to Assets Regeneration and Growth Committee in March 2016.

- 5.4.2 Any changes to the schemes are generally enabled within the contractual framework established by the Development Agreements. Any such changes will usually be detailed in delegated powers reports. However, the change is not then exempt from other statutory requirements such as planning permission.
- 5.4.3 Most of the Development Agreements and ancillary documents were made pursuant to the now defunct, “wellbeing power” under Section 2 of the Local Government Act 2000, whilst the more recent ones have been or are being entered into pursuant to the general power of competence provisions of Section 1 of the Localism Act 2011. In entering into disposal, appropriation and acquisition arrangements, the Council is also relying upon its powers to deal with land contained in the Local Government Act 1972, the Housing Act 1985 and the Town & Country Planning Act 1990.
- 5.4.4 Millbrook Park is administered through the Inglis consortium of which Barnet Council is a partner. The arrangements of the consortium have been agreed at committee.
- 5.4.5 The nature and extent of development within Colindale is controlled through the Colindale Area Action Plan, which has been incorporated into the Barnet Local Plan 2012. Developments are undertaken by private developers without development agreements with the council.
- 5.4.6 Regional Enterprise (Re) is responsible for supporting the Council in meeting its obligations under the Development Agreements.
- 5.4.7 Legal and constitutional arrangements between Barnet Council and Regional Enterprises are laid out within the Joint Venture contract.
- 5.4.8 The High Street Fund projected in Burnt Oak required the Council to enter into legally binding agreements with the Greater London Authority for the period of the one year Grant.
- 5.4.9 In accordance with the Council Constitution, Responsibility for Functions - Annex A – The Assets Regeneration and Growth Committee has responsibility for “Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council”.
- 5.4.10 The Council Constitution, The Management of Asset, Property and Land Rules, Appendix 1, Table A sets out the authorisation thresholds and requires the disposal of

an asset to be authorised by the Assets Growth and Regeneration committee.

5.5 Risk Management

- 5.5.1 Despite the challenging economic climate over the past five years, the Council has continued to progress the physical regeneration schemes. Risks are monitored across the programme as well as at project level.
- 5.5.2 The viability of each of the physical regeneration projects is substantially dependent on the performance of the housing market over the lifetime of the developments. Delays to the delivery of the schemes could result in reduced resident satisfaction levels. To help mitigate this, continual monitoring of the local housing market and housing delivery takes place with the development partners. Economic sensitivity measures review mechanisms have been included in the Development Agreements.
- 5.5.3 In 2001 the Department for Transport, Local Government and the Regions issued guidance to local authorities on meeting 'decent homes' standards. The Council was advised that on the basis of the known data the homes on the priority regeneration estates would fail to meet the required standards. In response to the need to address problems around heating, condensation and general structural repairs, as well as the modernisation requirements for the homes on these estates, the Council decided to embark on the programmes to regenerate these estates to provide well designed, high quality and efficient homes. If the estate regeneration schemes do not complete, the Council will be required to bring the remaining properties up to Decent Homes Standard.
- 5.5.4 The Council's development partners are currently responsible for a substantial proportion of Council costs in delivering the regeneration schemes. These costs include, but are not limited to, the costs of making and implementing Compulsory Purchase Orders, statutory Home Loss and Disturbance Payments to secure tenants required to move, qualifying staff costs, Resident Independent Advisors and cost consultancy advice. The Principal Development Agreements set out the framework for these costs being recovered. It is the responsibility of Regional Enterprise (Re) to manage the reclamation of these costs on behalf of the Council, however if the developer defaults on these payments or the projects do not proceed to stages specified within the Principal Development Agreements, then the Council may not be able to recover all the costs incurred. To mitigate this risk, anticipated costs are agreed with the Development Partners in advance of expenditure wherever possible.
- 5.5.5 The Council also has obligations under the Principal Development Agreements and Regeneration Agreements. If the Council fails to fulfil these obligations for each scheme, it may be liable for damages and other financial liabilities given the investment in the regeneration schemes by the Council's development partners. It is the responsibility of Regional Enterprise (Re) to support the Council in meeting its obligations under the Development Agreements.

5.5.6 There is a risk that the delivery of physical and socio-economic regeneration could be endangered due to restrictions in the availability of funding coming from sources outside the Council. This could lead to reputational issues for the Council and resident dissatisfaction. The Council and Regional Enterprise (Re) will maintain close working relationships with development partners, the Greater London Authority and other government bodies to ensure a flexible approach to future problems that may threaten individual projects. The Council and Regional Enterprise (Re) will also keep residents well informed through appropriate communications and will work with development partners to undertake continual value engineering of development proposals.

5.6 **Equalities and Diversity**

5.6.1 Pursuant to the Equality Act 2010 (“the Act”), the Council has a legislative duty to have ‘due regard’ to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advancing equality of opportunity between those with a protected characteristic and those without; and promoting good relations between those with protected characteristics and those without. The ‘protected characteristics’ are ages, race, disability, gender reassignment, pregnancy and maternity, religion or belief and sexual orientation. The ‘protected characteristics’ also include marriage and civil partnership, with regard to eliminating discrimination.

5.6.2 The Regeneration and Growth Programme will follow the principles set out in the London Borough of Barnet Equalities Policy (revised January 2014).

5.6.3 The Council is committed to improving the quality of life and wider participation for all in the economic, educational, cultural, social and community life in the Borough. This is achieved by pursuing successful regeneration of the Borough’s regeneration areas. This will benefit all sections of society and the Borough’s diverse communities who are seeking housing and contribute to addressing the shortage of housing in the Borough across all tenures.

5.6.4 The regeneration schemes will deliver a mix of approximately 27,000 new affordable, intermediate and private sale flats and houses (including Colindale). The developments will also provide new community facilities and commercial units for business to rent or lease. The Council will have 100 per cent nomination rights to the new affordable housing on the housing estate regeneration schemes and re-housing offers will be made to all the existing secure tenants on the existing housing estates who live in a property to be demolished. Thus the regeneration schemes will provide new areas of mixed tenure housing that will make these parts of the borough better place to live and contributing to improved community cohesion in areas with highly diverse populations.

5.6.5 Entrepreneurial Barnet has the main aim of addressing unemployment and deprivation through specific initiatives to support our most vulnerable residents. It also aims to support business and employment growth.

5.6.6 Also included in the Skills, Employment and Enterprise programme is our

work on town centres. The Outer London Fund (OLF) town centre projects support Barnet's aspiration to create the right environment for vibrant and viable town centres in the borough. Integral to this is the need to respect the diversity of the town centre network and to take into account the different requirements of each town centre, and the different needs and preferences of those who use them. The actions aim to deliver economic uplift to the area, the benefits of which can be shared by all those who live, work and use the North Finchley and Cricklewood town centres. Work is also underway on other Priority Town Centres.

5.6.7 On 12th December 2013, Health Overview and Scrutiny Committee considered an interim update report on GP services, from NHS England and the Council's Regeneration. The Committee resolved that health provision across the Borough is monitored by the Health and Well-being Board. An Estates Working Group had been established with representation from Barnet Clinical Commissioning Group, NHS England, NHS Property Services and the Council to improve joint working on NHS estates issues.

5.6.8 Work is ongoing in partnership with the public health team, to understand the health challenges faced by communities in Barnet and identify the health priorities when designing places.

5.6.9 Equality considerations will be kept under review and updated as proposals develop under the regeneration schemes so that an up to date assessment of the equalities impact will accompany any future proposals which are put to decision makers.

5.7 Consultation and Engagement

5.7.1 Consultation is a fundamental part of the Growth and Regeneration programme with each regeneration scheme having its own stakeholder engagement plan as part of its Project Initiation Document (PID).

5.8 Insight

5.8.1 The table on page 52 of the report in appendix 1 shows the sources from which social and business data is obtained for the indicators that will be measured to quantify the success of the regeneration programme.

5.8.2 Other sources of data used in the Annual Regeneration Plan include:

- The Barnet Regeneration Strategy. Barnet Council, 2012.
- The Barnet Housing Strategy, Barnet Council, 2015-25.
- A Growth Strategy for Barnet, Barnet Council.
- Developing Barnet's economic Strategy, Middlesex University, May 2014.
- Barnet Local Plan, Barnet Council, 2012.
- GLA Wellness score, GLA datastore Website.

6. BACKGROUND PAPERS

6.1 28 February 2012, Cabinet Resources Committee Regeneration Review Paper -

<http://barnet.moderngov.co.uk/Data/Cabinet%20Resources%20Committee/201202281900/Agenda/Document%2013.pdf>

Minutes, Item 17:

RESOLVED –

That the Committee Agree the findings of the Regeneration Review and the proposed next steps (as set out in the detailed Action Plan attached as Appendix A) with the following actions delivered as a priority:

(i) A review of the structure and skill set of the Regeneration Service to be concluded by end of March 2012

(ii) A major review of programme management to include Member involvement in the Regeneration Board, and establishment of a new, internal Regeneration Programme Board and reconstituted Project Boards to be completed by end of March 2012

(iii) The development of a Corporate Property Strategy and asset register to be completed by May 2012.

<http://barnet.moderngov.co.uk/Data/Cabinet%20Resources%20Committee/201202281900/Agenda/Document%202.pdf>

(iv) A Skills, Employment and Enterprise Strategy to be prepared with particular focus on 16-24 year olds and post riot actions for adoption by Cabinet April 201

- 6.2 17th December 2012, Cabinet Resources Committee Annual Regeneration Report –
<http://barnet.moderngov.co.uk/documents/g6757/Public%20reports%20pack%2017th-Dec-2012%2020.00%20Cabinet%20Resources%20Committee.pdf?T=10>

Minutes, Item 11:

RESOLVED – That the Committee endorses the general progress being made towards delivering the Borough's regeneration schemes and skills and enterprise activities, including key wins, achievements and successes in the last twelve months as well as current challenges and expected activities in 2013.

<http://barnet.moderngov.co.uk/documents/g6757/Printed%20minutes%2017th-Dec-2012%2020.00%20Cabinet%20Resources%20Committee.pdf?T=1>

- 6.3 30th August 2012, Delegated Powers Report 1,773 –
<http://barnet.moderngov.co.uk/documents/s5377/1773%20-%20The%20Mayors%20Outer%20London%20Fund%20Round%202%20Grant%20agreements%20with%20the%20Greater.pdf>

- 6.4 12th December 2013, Health Overview and Scrutiny Committee Interim Update Report on GP Services –
<http://barnet.moderngov.co.uk/documents/g6564/Public%20reports%20pack%2012th-Dec-2013%2019.00%20Health%20Overview%20and%20Scrutiny%20Committee.pdf?T=10>

Minutes, Item 10:

RESOLVED that:

1. The Committee note the update on GP Services in Barnet as set out in the report and above
2. The Committee keep a watching brief on this issue
3. The Committee refer this issue to the Health and Well-Being Board to consider alongside the refresh of the Joint Strategic Needs Assessment.

<http://barnet.moderngov.co.uk/documents/g6564/Printed%20minutes%2012th-Dec-2013%2019.00%20Health%20Overview%20and%20Scrutiny%20Committee.pdf?T=1>