

<u>MEETING</u> ASSETS, REGENERATION AND GROWTH COMMITTEE
<u>DATE AND TIME</u> MONDAY 30TH NOVEMBER, 2015 AT 7.00 PM
<u>VENUE</u> HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

Dear Councillors,

Please find enclosed additional papers relating to the following items for the above mentioned meeting which were not available at the time of collation of the agenda.

Item No	Title of Report	Pages
8.	DAWS LANE COMMUNITY HUB - STRATEGIC OUTLINE CASE	1 - 74

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	<p>Assets, Regeneration and Growth Committee</p> <p>30 November 2015</p>
<p style="text-align: right;">Title</p>	<p>Daws Lane Community Hub - Strategic Outline Case</p>
<p style="text-align: right;">Report of</p>	<p>John Hooton, Chief Operating Officer</p>
<p style="text-align: right;">Wards</p>	<p>Mill Hill</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A – Daws Lane Community Hub Strategic Outline Case Appendix B- Residential and community development scenario analysis Appendix C – Building Condition Report Appendix D – Notional schedule of usage Appendix E – NW7 Engagement Activities</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Chris Smith Chris.smith@barnet.gov.uk Head of Estates Management Tel: 020 8359 2987 Mob: 07713785762</p> <p>Daniel Brett, Daniel.brett@capita.gov.uk Project Manager, Corporate Programmes 07753437429</p>

Summary

This document is the Strategic Outline Case (SOC) for the Council's proposed redevelopment of 80 Daws Lane into a community hub at Daws Lane. It follows the approval of the principle of a community hub on the Daws Lane Site in March 2015 by Assets, Regeneration and Growth (ARG) Committee.

The SOC outlines the preferred option of replacing the current unusable old Civic Defence building with a community hub rebuild at Daws Lane to have a potential estimated cost of £3.4m with a 40% contingency of £1.4m (to reflect optimism bias as detailed designs have not been undertaken). Links have been explored with rationalising other Council services and there are currently discussions around the possibility to have a library co-located with a range of other services within the community centre. This is envisaged to be managed by members of the community

Recommendations

- 1. That the Committee approve the proposed Strategic Outline Case for the Daws Lane Community Hub including:**
 - a. The proposed approach and costs to facilitate a design prior to a provisional head of terms agreement with a community organisation**
 - b. Any leasehold arrangements to potential management organisations will be predicated on a business case outlining the management and funding of the facility**
- 2. That the Committee approve the budget outlined in the report subject to a capital needs bid to be agreed at the Council's Policy and Resources Committee. This would be conditional on external funding being sought to mitigate the financial impact.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Council is facing severe financial pressures and has a duty to ensure that it is realising best value from all its assets, including those that are used for community purposes. A key challenge is to ensure that the social and wider economic value provided by community assets is properly taken into account whilst maximising their contribution to helping the Council balance its books.
- 1.2 The Community Asset Strategy (CAS) outlined the need for a number of purpose built community hubs, and identified three potential opportunities for these, of which Daws Lane was one.
- 1.3 Community Hubs have a number of benefits for the Council:
 - 1.3.1 Residents are more easily able to access a number of different services if these are provided in a single location – which can facilitate a more holistic approach to residents' needs
 - 1.3.2 Community groups gain opportunities to work together, by networking, cooperating with and supporting one another
 - 1.3.3 Services can be grouped together to meet the needs of a local area and share infrastructure, which enables community groups to operate in a more sustainable way
 - 1.3.4 It also enables the Council to rationalise its estate – using assets more efficiently could allow the disposal of those which are surplus to

requirements and reinvestment in the remaining estate to improve the condition of community facilities.

- 1.4 Development of community hubs across the borough is a core part of the Council's Community Asset Strategy (CAS). Hubs present opportunities to ensure that the Council's community estate is being used in the most effective way by maximising the time during which assets are being used, as well as presenting opportunities for co-location of services in one building to facilitate integration and opportunities for voluntary and community (VCS) organisations to be at the heart of a holistic approach to meeting local needs. Co-location within an asset could involve VCS organisations co-locating with public services, or developing partnerships with other VCS groups and using the hub as a base from which to develop community led approaches to solving local challenges.
- 1.5 The approach set out in the CAS supports the Council's vision that, by 2020, local services will be more joined up, with public sector agencies - such as the Council, NHS, Job Centre, police and health and education advisers - embracing co-location and taking a more integrated approach by pooling resources, sharing staff and assets and developing joint solutions. It also supports the aim of the Council's Community Participation Strategy to develop neighbourhood level approaches that empower communities to have a greater role in designing or delivering services, harnessing the expertise of communities to identify the best solutions to local challenges.
- 1.6 The existing site at Daws Lane is in need of significant investment and the Council has subsequently received a proposal from a local community group requesting to work with the Council to develop plans for a community hub that is managed by the community for community benefit.
- 1.7 This SOC has been completed in accordance with HM Treasury's Green Book 'five-case' business case principles and therefore includes the following:
 - 1.7.1 Strategic Case – setting out the context both in terms of the Council's Corporate Plan, Community Asset Strategy, arrangements and the case for change, constraints and investment objectives;
 - 1.7.2 Economic Case – appraising the options for a community hub at Daws Lane for Barnet, and the preferred option;
 - 1.7.3 Commercial Case – indicating the commercial implications of the option;
 - 1.7.4 Financial Case – indicating how the preferred option could be funded; and

1.7.5 Management Case – outlining the initial plans for delivery to manage the way forward.

2. REASONS FOR RECOMMENDATIONS

- 2.1 This report recommends that the Assets Regeneration and Growth Committee approve the Strategic Outline Case for provision of a Community Hub at Daws Lane, to replace the current unusable Civic Defence building, thereby improving the long-term approach to rationalising the Council's estate and facilitating community benefit in Barnet.
- 2.2 To enable the project to provide a financially sustainable solution for the Council, it is recommended to allow the approach to a provisional head of terms with a community group. This would put the group in a stronger position to lever in external capital fundraising which at present is unfeasible as funding bids often require a provisional agreement for management of the building (outlined in a heads of terms agreement) prior to awarding funding. If this preferred approach is not realised the Council will have an opportunity to appraise the relevant options for the site so as to ensure the greatest public value for money.
- 2.3 To enable appropriate project planning it is recommended that the Committee agree to the amount outlined in the SOC for securing the preferred option. A report to the Council's Policy and Resources Committee would then be put forward for the agreed amount but this would be subject to a further Business Case demonstrating external funding, alongside confidence in the Critical Success Factors for the scheme.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The report outlines a number of alternative approaches to addressing the provision of community facilities at Daws Lane.
- 3.2 **Refurbish** would offer a way fulfilling the Community Asset Strategy and enabling use by a community group for community based activities. The increased operating costs of taking this approach would mean that the local groups providing community activities would be unlikely to be able to support themselves without subsidy. Additionally to this, the building once refurbished would present challenges to becoming a fully fledged community hub as the current layout is not conducive to community usage.
- 3.3 The Refurbish option has an initial cost impact of approximately £900,000. Any worthwhile refurbishment of the asset would need to be extensive as it will involve internal alterations to the layout of the building. The costs for such extensive internal alterations would therefore be high and beyond the costs for solely dealing with condition. At more than £900,000 for the refurbishment costs and coupled with the substantial risk that the refurbishment would not deliver a solution that facilitates community usage and management this option is not recommended.

- 3.4 There is potential for the site to be redeveloped for mixed community and residential use. This would be a challenging scheme to progress through the planning process, but it would allow the Council to deliver a scheme for four 4-bed homes alongside limited community space and opportunity for rationalisation of Council services, such as a partnership library. This would result in a residual land value for the site resulting from the disposal of the residential units of around £600,000-£700,000 dependant on whether external funding could be secured for the community space.
- 3.5 Additional risks are presented with this option due to the challenge obtaining planning for a residential development in green belt and the work required to be undertaken by a local community group to support the management of the centre. An additional risk is that the limited size of the community section of the site might be unsustainable for a community group.
- 3.6 Additionally, it is unlikely that this is a viable option for community usage and management. A fully provided community hub as proposed in the preferred option presents the greatest public value for money in terms of enabling delivery of activities that will result in community benefit, and maximising opportunities to empower communities to co-design solutions to local challenges; and lever in additional resources, both in terms of external funding and volunteer time. This preferred option is dependent on external funding being secured so the Council will have an opportunity via a Business Case to appraise its options dependant on the level of external funding secured.

4. POST DECISION IMPLEMENTATION

- 4.1 Following the decision, the project will proceed with the design process so as to refine project costs and establish a workable design that facilitates community usage and management.
- 4.2 80 Daws Lane is listed as an Asset of Community Value (ACV) on the Council's register of ACVs. Accordingly, the Council can only dispose of the property (a disposition meaning either a freehold sale, or the grant or assignment of a lease granted for a term of over 25 years) in accordance with the provisions of the Localism Act 2011 and the Assets of Community Value (England) Regulations. Prior to making any disposition, the Council will need to observe a 6 week initial moratorium, designed to allow community interest groups to submit requests to be treated as potential bidders. If such a community group makes a request during this interim period, then the full six month moratorium will potentially operate. The legislation is clear that the Council may sell to a community group at any time during the full moratorium period, but otherwise may not dispose of the property until after the full moratorium period has expired.
- 4.3 When disposing to a community group, the Council will still need to comply with its obligations under section 123 of the Local Government Act 1972 and obtain the best consideration reasonably obtainable.
- 4.4 Regulation 12 of the Assets of Community Value (England) Regulations defines what constitutes a community interest group for the purposes of the legislation. There is no clear judicial guidance as to whether a disposal can be made to a company that intends to hold the asset on trust for a community interest group, such an arrangement may well be deemed to be an attempt to circumvent the legislation. Therefore, any disposal made by the Council should be made directly to the community group.
- 4.5 The successful community management organisation would have to satisfy the Council's due diligence and would then be expected to raise external capital funding for the scheme.
- 4.6 Following a period of fundraising, supported by the Council and other community partners where possible, a business case would be developed for ARG Committee so as to enable the Council to appraise its options and the financial viability of the scheme.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Council's Corporate Plan sets out its vision for delivering its objectives. There are three areas particularly related to the delivery of Community Hubs;
 - *Greater community participation, engagement and involvement will be an essential part of the change the Council will need to achieve over the next five years.*

- *The Council will work with residents to increase self-sufficiency, reduce reliance on statutory services, and make the best possible use of community strengths and knowledge to tailor services to need.*
- *The Council's vision is to develop a new relationship with residents that enable them to be independent and resilient and to take on greater responsibility for their local areas. This is not about the Council shifting its responsibility to residents – it is about recognising that residents want to be more involved in what happens in their local areas.*

5.1.2 To deliver the Corporate Plan requirements for Community Hubs, it is essential the Council delivers opportunities to make more efficient use of its estate by maximising the times during which its assets are being used by community groups. A 'community hub' arrangement would encourage different groups to co-locate within an asset. This could involve a community group using the same facility as a Council or public sector service or could involve a range of groups working together.

5.2 Health and Wellbeing Strategy for Barnet states two overarching aims relevant to the project :

5.2.1 Keeping Well – A strong belief in 'prevention is better than cure. Aiming to give every child in Barnet the best possible start to live a healthy life, to create more opportunities to develop healthy and flourishing neighbourhoods and communities and to support people to adopt healthy lifestyles to prevent avoidable disease and illness.

5.2.2 Keeping Independent –Aiming to ensure that when extra support and treatment is needed, this should be delivered in a way which enables people to get back up on their feet as soon as possible supported by health and social care services working together

5.2.3 The SOC outlines the needs of the Mill Hill ward and wider catchment area for the proposed centre. This is not a confirmed or exhaustive list of services to be provided from the hub at SOC stage, but rather sets out some priority areas to develop plans around by Business Case stage. Having the NW7 Hub team as a partner in developing plans further presents an opportunity for the community to have a leading role in identifying need at a neighbourhood level, and in identifying how the hub could provide a base for development of solutions that draw on local assets (in a wide sense of people, organisations and physical facilities) and existing community capacity.

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

5.3.1 These proposals set out the Council's intent to facilitate the creation of a Community Hub at Daws Lane. The intention is that the need to fund the total potential project cost will not all fall the council but will be shared between all stakeholders, and any future funding commitment from the council will be subject to approval by the Policy and Resources Committee.

5.3.2 No budget has been allocated for the project, although subject to consultation,

the provision of a partnership library of up to 185sqm would require capital funding in the region of up to £925,000. The Council is working alongside a community group to understand local needs, and the potential design that would facilitate community management of the proposed Hub.

- 5.3.3 The local community group have expressed an interest in raising external capital funding to enable the project to be realised. Due to this the SOC recommends that a design is produced and due diligence carried out to agree provisional heads of terms for a lease of the proposed development to a community group, to enable capital fundraising to take place. Capital fundraising is envisaged to take around six months to a year to complete by a community group following the provisional heads of terms agreement. Following this it is recommended that a Business Case be developed so as the Council can appraise the level of external funding raised and if the preferred option is still viable.
- 5.3.4 Potential risks have been identified in the report but have not yet been quantified. As such a 40% optimism bias has been added to the estimated project sum of £3.4m, resulting in a £1.4m risk margin. This will be quantified as the project progresses but at this early stage it is recommended by best practice (see HM Treasury Green Book) to make explicit adjustments to project budget to ensure the project appraisal has not been overly optimistic.
- 5.3.5 The SOC demonstrates that the centre could be able to deliver a number of community benefit outcomes which are planned to be delivered at no additional ongoing revenue cost to the Council. Should the community benefit offered by the centre not be fully utilised there is an opportunity to draw in revenue from the centre from a commercial or part-commercial yield which could be used to subsidise further community benefit activities in line with the Council's strategic direction of travel.
- 5.3.6 There is good potential for the investment to unlock further grants and external funding for community organisations and activities delivered from the centre.

5.4 **Social Value**

- 5.4.1 The procurement process will consider social value implications and contain weighting to the affect for the construction of the proposed hub.

5.5 **Legal and Constitutional References**

- 5.2.1 The Assets Growth and Regeneration Committee have responsibility for decisions regarding the Asset Management in relation to all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.

5.6 **Risk Management**

- 5.6.1 The Strategic Risks for LBB to manage and mitigate as it considers the proposed Community Hub at Daws Lane are:

- Reputational impact of failing to deliver an acceptable solution in line with the CAS criteria
- Objection from the local community on new Community Building during planning approval process, which may defer planning consent.
- Inability to attract sufficient funding to deliver the preferred option
- Failure to obtain sufficient commitment from community organisations to ensure the proposed Community Hub is sustainable

5.6.2 Further risk analysis, with mitigations is found in Section 7, Management Case of the Daws Lane Community Hub Strategic Outline Case

5.7 Equalities and Diversity

5.7.1 Pursuant to the Equality Act 2010, the council and all other organisations exercising public functions on its behalf must have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; promote good relations between those with a protected characteristic and those without. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination.

5.7.2 We anticipate that the planned new Community Hub will have a positive impact on equalities because it will provide facilities and be designed to reflect the needs of the broad diversity in the community. The options have been evaluated against the principles of Fair treatment as outlined in the Equalities Policy and the Strategic Equalities objective and at this stage there are no equalities and diversity issues relevant to this decision. The equalities impact will be kept under review and updated as the proposals develop.

5.7.3 The proposed works will comply with all relevant legislation including disability requirements.

5.7.4 The proposed works will enhance the Borough's reputation as a good place to live and work.

5.8 Consultation and Engagement

5.8.1 Engagement has taken place with local community stakeholders, including the NW7 community group, this has enabled provisional design ideas to be circulated and a notional schedule of community benefit activities drawn up. Community consultation undertaken by the group has been incorporated into the project planning process and further engagement, subject to approval, is underway.

5.9 **Insight**

5.9.1 Opportunities for a community hub at Daws Lane to meet local needs and achieve Council commissioning priorities have been identified through consultation with Council commissioning leads and delivery units.

5.9.2 This is alongside data from local community mapping provided by community organisations.

6. **BACKGROUND PAPERS**

Daws Lane, Assets, Growth and Regeneration (ARG) Committee, 16 March 2015

<https://barnet.moderngov.co.uk/documents/s21979/Daws%20Lane%20Report.pdf>

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1. Executive Summary

This document is the Strategic Outline Case for London Borough of Barnet's (LBB) proposed redevelopment of the "Daws Lane" community centre at Daws Lane.

It follows the approval of the principle of a community hub on the Daws Lane Site in March 2015 by Assets, Regeneration and Growth (ARG) Committee. The purpose of the document is to approve the business case for the preferred option for the scheme, and move to the next stage in the process i.e. further design work, consultation and development of an outline business case.

Development of community hubs across the borough is a core part of the Council's Community Asset Strategy (CAS). Hubs present opportunities to ensure that the Council's community estate is being used in the most effective way by maximising the time during which assets are being used, as well as presenting opportunities for co-location of services in one building to facilitate integration and opportunities for voluntary and community (VCS) organisations to be at the heart of a holistic approach to meeting local needs. Co-location within an asset could involve VCS organisations co-locating with public services, or developing partnerships other VCS groups and using the hub as a base from which to develop community led approaches to solving local challenges.

The existing site at Daws Lane is in need of significant investment and the Council has subsequently received a proposal from a local community group requesting to work with the Council to develop plans for a community hub that is managed by the community for community benefit.

A condition survey has been carried out which highlighted there were significant costs in bringing the building back into feasible community use. Following the ARG decision in March, officers from the Council's Corporate Programme team have been working alongside the community group, NW7, to capture a community vision for the space and develop a design for a new Community Hub.

Links have been explored with rationalising other Council services and there are currently discussions around the possibility to have a partnership library co-located with a range of other services within the community centre.

This business case therefore appraises a number of options, following on from the ARG recommendation in March 2015.

- **'Option 1 – 'Do Nothing'** as a baseline – leaving the site unoccupied and fallow
- **'Option 2– 'Refurbish'** Refurbish the Daws Lane Centre
- **'Option 3– 'Rebuild'** Demolish and rebuild, with new larger Community Hub based on the site of the Daws Lane Centre. This would contain facilities for management by the NW7 and associated groups. There is also potential to contain a partnership library.
- **Option 4 – 'Redevelop for mixed community / residential use'**. Although this would be a challenging scheme to progress through the planning process, the Council could achieve a scheme on this site that delivers a scheme for mixed residential and community use. This could include provision for a partnership library and some community space run by a community group.

Option 1 - Do Nothing represents the current status quo. This does not meet the principles of the Community Asset Strategy (CAS). Insufficient community funding is identified for the

refurbishment of the Daws Lane Centre to bring it up to a usable state, therefore even on the assumption community funding could be sought it would be many years before a proposal could be put to the Council and the Daws Lane Centre could be functional as a Community Hub.

Option 2 - Refurbish would offer a way fulfilling the CAS and enabling use by the NW7 group for community based activities. The increased operating costs of taking this approach would mean that the local groups providing community activities would be unlikely to be able to support themselves without subsidy. Additionally to this, the building once refurbished would present challenges to becoming a fully fledged community hub as the current layout is not conducive to community usage.

Option 3– Daws Lane Centre Demolition and New Build will allow for the provision of an integrated Community Hub with reduced operating costs. The opportunities presented by a rebuild would significantly improve the building's ability for community use and the integrated approach could potentially unlock additional community funding. The opportunity exists for the co-location of a partnership library. There are increased risks centred on the management of the building as a solution would have to be provided that ensures a good mix of community activities.

Option 4 – 'Redevelop for mixed community / residential use' would allow for a rationalisation of council services such as a partnership library and community provision alongside 4 additional homes. This option would rest on demonstrating adequate community provision is available elsewhere and/or that the needs of the area will be met through a smaller community facility. This would result in an estimated in a residual site value of £600,000-£760,000 (dependant on external community funding) based on the development of the residential section.

2. Introduction

80 Daws Lane in the Mill Hill Ward was originally built to provide space for the Civil Defence, and was constructed in 1939 with an intended use as a cleansing centre in the event that Hendon suffered a gas attack during World War Two. The building is in need of significant investment, and this report sets out a number of alternative options for the site becoming a Community Hub.

The Council has received a proposal from members of the local community to take possession of the site for redevelopment to form a new community hub which could ultimately be designed, built, operated and managed by members of the community. This recent proposal has prompted the Council to evaluate the options it has available with regards to the site.

The original 1930's building is a significant structure which has been extended with a single storey annexe to the rear. A school accommodated the ground floor until they vacated the building in 2013 for purpose built accommodation. Until early 2015 a detachment of Sea Cadets occupied the first floor.

Given the current condition of the building a significant amount of investment is needed to meet modern standards. A recent condition survey identified an estimate of £875k of works required to bring the building to modern standards.

Officers have considered a number of options and believe that the site is a valuable asset to the Council. Following the ARG decision in March 2015 the feasibility of a Community Hub

has been explored and by working alongside the local community group (NW7) designs have been drawn up to align with their consultation and vision.

This paper will highlight the proposed plans:

- Alignment to the community asset strategy;
- How capital investment could be levered in to the redevelopment of the site; and
- How the site could be run sustainably for the community in the future.

Further to this a Strategic Outline Business Case (SOC) has been developed for consideration at ARG in Nov 2015.

This SOC has been completed in accordance with HM Treasury's Green Book 'five-case' business case principles and therefore includes the following:

- Strategic Case – setting out the context both in terms of the Community Asset Strategy, Community Participation Strategy, Customer Access Strategy and Corporate Plan. It also outlines current arrangements and the case for change, constraints and investment objectives;
- Economic Case – appraising the options for a community hub at Daws Lane for Barnet, and the preferred option;
- Commercial Case – indicating the commercial implications of the option;
- Financial Case – indicating how the preferred option could be funded; and
- Management Case – outlining the initial plans for delivery to manage the way forward.

3. Strategic Case

This section details the strategic context and case for change for London Borough of Barnet's Daws Lane Community Hub options. It also sets out the risks, constraints and dependencies in which the business need will be taken forward alongside the investment objectives.

3.1. Strategic Context

Strategic drivers

The Council's Corporate Plan 2015-2020 has an objective to create 'more involved, resilient communities', arguing that:

Greater community participation, engagement and involvement will be an essential part of the change the Council will need to achieve over the next five years.

The Council will work with residents to increase self-sufficiency, reduce reliance on statutory services, and make the best possible use of community strengths and knowledge to tailor services to need.

The Council's vision is to develop a new relationship with residents that enable them to be independent and resilient and to take on greater responsibility for their local areas. This is not about the Council shifting its responsibility to residents – it is about recognising that residents want to be more involved in what happens in their local areas.

The Council currently owns 141 sites across the Borough which can be classed as ‘primarily used for community purposes’ as defined by the Community Asset Strategy (CAS) that was approved by ARG in September 2015. This strategy defines these as Council owned land and buildings which are used for social, recreational or leisure purposes, and are occupied by a variety of organisations ranging from charitable and voluntary groups to commercial leisure organisations.

The Council is facing severe financial pressures and has a duty to ensure that it is realising best value from all its assets, including those that are used for community purposes. A key challenge is to ensure that the social and wider economic value provided by community assets is properly taken into account whilst maximising their contribution to helping the Council balance its books. To do this the CAS outlined Community Hubs as being an efficient way of managing the Council’s community estate by encouraging community groups to co-locate within an asset.

This approach has a number of benefits:

- Residents are more easily able to access a number of different services if these are provided in a single location – which can facilitate a more holistic approach to residents’ needs
- Community groups gain opportunities to work together, by networking, cooperating with and supporting one another
- Services can be grouped together to meet the needs of a local area and share infrastructure, which enables community groups to operate in a more sustainable way
- It also enables the Council to rationalise its estate – using assets more efficiently could allow the disposal of those which are surplus to requirements and reinvestment in the remaining estate to improve the condition of community facilities.

The approach set out in the CAS supports the Council’s vision and Customer Access Strategy that, by 2020, local services will be more joined up, with public sector agencies - such as the Council, NHS, Job Centre, police and health and education advisers - embracing co-location and taking a more integrated approach by pooling resources, sharing staff and assets and developing joint solutions. It also supports the aim of the Council’s Community Participation Strategy to develop neighbourhood level approaches that empower communities to have a greater role in designing or delivering services, harnessing the expertise of communities to identify the best solutions to local challenges.

3.2. Case for Change

The Daws Lane Centre site was identified by the CAS as a site for a potential of a purpose built community hub based on four criteria. These are listed below alongside the justification:

Criteria	Justification
1. Proposed location	Following a mapping exercise carried out during the CAS formulation the Daws Lane Centre site along with 2 other sites were identified a potential Community Hubs due to their logical distribution within the Borough and good transportation links.
2. Opportunities provided	The utilisation of the Daws Lane Centre as a community hub has the opportunity to draw in additional funding from community sources and

	also provide additional office space for use on a ad hoc basis for rationalisation of other council services in that area, including the potential for a partnership library.
3. Financial sustainability	Following consultation and engagement with interested community groups the hub's vision, put forward by the NW7 group is to have its core running costs covered by rental income. It also enables the opportunity for local groups to become more sustainable than smaller specific premises by shared joint back office and booking functions. More detail is provided in Section4: The Commercial Case.
4. Community management capacity	Following discussing with the NW7 group, there is significant interest in taking over the management of the centre and this is being supported by the Community Participation team and some in kind and financial support from DCLG's Community Ownership and Management of Assets programme. More detail is provided in Section4: The Commercial Case.

3.3. Needs analysis

Some opportunities for a community hub at Mill Hill to meet local needs and achieve Council commissioning priorities have been identified through consultation with the Council's commissioning leads and delivery units. This is not a confirmed or exhaustive list of services to be provided from the hub at SOC stage, but rather sets out some priority areas to develop plans around by Business Case stage. Having the NW7 Hub team as a partner in developing plans further presents an opportunity for the community to have a leading role in identifying need at a neighbourhood level, and in identifying how the hub could provide a base for development of solutions that draw on local assets (in a wide sense of people, organisations and physical facilities) and existing community capacity.

Location

Daws Lane is located in Mill Hill Ward in the centre of the Borough. It is the largest of Barnet's wards with an area of 9.4 square kilometres. As of 2012 it had 18,261 residents and is expected to grow by 8% in the next decade, to 19,843 residents, becoming Barnet's 3rd largest ward. The site is located alongside Mill Hill Park's northern boundary close to A1/A41, Mill Hill Broadway train station. The 240 bus route passes the site and the 113 bus is within 400 yards. A public car park is adjacent to the site.

Partnership Library

There is an opportunity to offer a new Partnership Library at Mill Hill as part of the Dawes Lane Community development, making the library an integral part of a new community facility. This arrangement allows the library to continue within the local community, in a new, flexible building, linking closely the community aims of providing information, advice and support to local residents and businesses. Partnership Libraries will be located in smaller sites, with a lower number of transactions and visitors.

In addition to achieving core outcomes for the library service, there are further opportunities to explore how a library service in the Daws Lane community hub could integrate with other services within the Hub. Co-location and service integration have resulted in positive outcomes for the BOOST project, which is helping residents in Burnt Oak find work by co-locating a multidisciplinary team, including Job Centre staff, in the library. There may be opportunities to develop a similar model to deliver solutions to local needs in Mill Hill and subject to approval further work will need to be undertaken to explore opportunities for management of a partnership library in the Daws Lane community hub.

Childcare

Analysis of local needs against a number of the Council's strategic early years outcomes suggests a number of particular opportunities for childcare provision in the Daws Lane community hub to deliver priority outcomes, bearing in mind that Colindale, one of the wards with the highest number of 0-4 year olds, is within travelling distance of the site:

- **Shortage of Free Entitlement to Education for 2 year olds (FEE2) places** – 18 in Mill Hill and 51 places in Colindale for the current school term.
- **Reducing childhood obesity**- 2 of the Lower Super Output Areas (LSOAs) with the highest levels of children overweight at reception age in the borough are in the Mill Hill ward.
- **Facilitating parents' return to work**- the Mill Hill ward contains 1 LSOA with a high number of lone parents and the Colindale ward contains 3 LSOAs with a high number of lone parents. According to a 2014 Policy Exchange report almost 1 in 4 of the UK's lone parent households are not in any kind of paid employment and support is needed to aid lone parents of young children to work.
- **Improving school readiness**- children living in areas of deprivation are more vulnerable to educational underachievement and Colindale contains 4 of the LSOAs with the lowest Index of Multiple Deprivation scores in the borough.

Community management of Mill Hill Park

The physical location of the Daws Lane site is adjacent to Mill Hill Park, which presents an opportunity to use the hub as a base to develop community led management of the park.

The Council's Parks and Open Spaces Strategy is currently under development and due to go out to consultation in January 2016. Building on the success of a number of approaches that have empowered communities in Barnet to shape and manage their open spaces, such as 'Adopt a Place' and activities of Friends of Parks groups, a strategic aim of the Strategy will be development of alternative delivery models for management of parks that empower local communities.

Using the hub as a base for community led management of the park also presents opportunities to achieve borough wide needs identified through the Council's Joint Health and Wellbeing Strategy around physical activity. Barnet has 55.1% physically active adults, similar to the average rate in the London region (56.2%) and nationally (56%). The Barnet rate of physically inactive adults (26.1%) is also similar to the London region and national average rates. One of the ways in which Barnet's Health and Wellbeing Strategy aims to promote physical activity is by taking sport and physical activity outside of the leisure centre and targeting those who do not traditionally engage. Local parks are a key asset to enable delivery of this goal and community groups are ideally placed to develop innovative solutions to encouraging more outdoor activity in their area.

Delivering services and activities that reduce social isolation

Barnet's Joint Strategic Needs Assessment (JSNA) identifies Mill Hill as a possible hotspot for social isolation in the future. A piece of analysis carried out by the Barnet Customer Support Group Insight Team identified that social isolation was most common amongst women, aged 75 and over who are living alone. Mill Hill has one of the highest projected increases in people aged over 75 in the borough, as well as having a higher than borough average number of single person households that are people aged 65 and over.

Barnet's draft Joint Health and Wellbeing Strategy sets out aims to:

- Build on good practice within the voluntary and community sector to develop targeted initiatives to encourage greater social contact, including befriending schemes and promoting ways for people to get involved in local activities.
- Increase accessibility of social networking opportunities through increased community transport links.

Activities that aim to reduce social isolation could be built into the schedule of activities for the Daws Lane community hub. This may involve developing activities such as lunch clubs or social events that are community led and happen in a café or other flexible spaces in the Hub, or licensing or sub leasing space in the hub for established services that seek to reduce social isolation to be based, either permanently or for a weekly slot, at the hub.

Development of a community transport offer that operates out of the Daws Lane community hub would be a further way that a business case for management of the hub could seek to address this need.

Delivering services and activities that identify and support carers

Barnet's JSNA identifies that by ward, Mill Hill has the highest number of carers in Barnet (1,800, which accounts for 9.7% of the total population of Mill Hill).

Barnet's draft Joint Health and Wellbeing Strategy makes promoting wellbeing for carers a priority. It sets out borough wide needs to:

- Increase identification of carers, including young carers- the JSNA identifies that although Census data indicated there were 32, 256 residents who classified themselves as a carer in Barnet in 2011, only 5,500 were registered with the Council's commissioned lead provider for carer support services.
- Support carers to have a life of their own and achieve positive health and wellbeing.

As with the identified needs around social isolation, activities that aim to identify and support carers could be built into the schedule of activities for the Daws Lane community hub. This could involve developing activities such as dementia cafes or wellbeing cafes that happen around a café or other flexible space in the hub, or by sub licensing or sub leasing space in the hub to an established carer support service to be based, either permanently or for a weekly slot, at the hub.

3.4 Current arrangements

At present the Daws Lane Centre site has not been occupied following condition survey and the subsequent departure of the Sea Cadets group that were using the premises. This is due to the current building condition being unsuitable for continued community use without additional works.

Daws Lane Community Hub Working Group – NW7

The working group for the Daws Lane development provides guidance and approval of designs, alongside enabling an avenue for the Council to consult with community representatives on a regular basis. The meetings are attended by the project team and the

minutes are circulated to the respective members. The group have letters of support from the Mill Hill Neighbourhood Forum and the Mill Hill Preservation Society, two local interest groups. The NW7 group have actively assisted with mapping the needs of their local area with expressions of interest of 22 local groups and charities. Over 300 responses were received to the NW7 consultation survey in May 2015 of which 86% respondents reported they strongly agreed with the proposal to use 80 Daws Lane as a community venue. Further information can be found in **Appendix E** which lists the results of the NW7 engagement activities.

3.5. Constraints

There are a number of constraints for LBB to consider in its approach to the proposed Community Hub at Daws Lane:

- 2017 is the earliest date for delivery of proposed Community Hub arising from major works, either from a refurbishment or new build;
- Any provision of a partnership library (see Section 5: Commercial Case) would need to be realised by April 2018 to fit into the provisional timeframe for the Libraries strategy – any incorporation of a library as part of this scheme would need to align with wider libraries strategy
- The development will be constrained by the availability of funding

3.6. Dependencies

The project has the following dependencies:

- The provision of a partnership library (see Section 5: Commercial Case) would be dependent on approval of the libraries strategy (envisaged to be Full Council in April 2016)
- The procurement of management arrangements for the proposed development is dependent on the successful procurement of the Community Benefit consultant and the subsequent delivery of the Community Benefit Assessment Tool (envisaged to be November 2015 for consultant appointment and CBAT delivery March 2016)

3.7. Risks

The Strategic Risks for LBB to manage and mitigate as it considers the proposed Community Hub at Daws Lane are:

- Reputational impact of failing to deliver an acceptable solution in line with the CAS criteria
- Delays to the project caused by multiple expressions of interest from community groups during the moratorium period for disposal of the site (25 year lease or more).
- Objection from the local community on new Community Building during planning approval process, which may defer planning consent.
- Inability to attract sufficient funding to deliver the preferred option
- Failure to obtain sufficient commitment from community organisations to ensure the proposed Community Hub is sustainable

Detailed risk analysis, with mitigations is found in Section 8, Management Case.

3.8. Conclusion

This section has set out the strategic context for the proposed Community Hub at Daws Lane and demonstrated there is alignment between the Council's Corporate Plan, strategic framework (i.e. CAS) and the proposals. By analysing the criteria outlined in CAS for

development of Community Hubs and the limitations of current arrangements this section has set out the strategic case for investment in a new community Hub at Daws Lane. This will enable the Council to increase community participation, reduce reliance on statutory services and develop a new relationship with residents.

4. Economic Case

The Strategic Case set out the rationale, context and constraints for proposed Community Hub at Daws Lane for The London Borough of Barnet. The Economic Case sets out the Critical Success Factors (CSF's) for the decision, appraising the short-listed options to indicate the preferred option.

At this SOC stage the costs are not yet fully defined and those listed are indicative costings.

4.1. Critical Success Factors

Based on the strategic drivers, business needs and constraints, the following Critical Success Factors (CSFs) have been established for LBB's approach to the proposed Community Hub at Daws Lane:

- **CSF1:** Is **financially sustainable** for the Council
- **CSF2:** Delivers a fit for purpose solution that facilitates **community usage and management**
- **CSF3:** Alignment with the wider **strategic aims** of LBB

4.2. Introduction to options

At ARG in April an options appraisal was presented for the Community Hub proposal at Daws Lane. The following section outlines the options in more detail and outlines the preferred option.

- **'Option 1 – Do Nothing'** as a baseline – leaving the site unoccupied and fallow
- **'Option 2– Refurbish'** Refurbish the Daws Lane Centre
- **'Option 3– Rebuild'** Demolish and rebuild, with new larger Community Hub based on the site of the Daws Lane Centre. This would contain facilities for management by the NW7 and associated groups.
- **Option 4 – 'Redevelop for mixed community / residential use'** would allow for a rationalisation of council services such as a partnership library and community provision alongside 4 additional homes. This option would rest on demonstrating adequate community provision is available elsewhere and/or that the needs of the area will be met through a smaller community facility.

4.3. Option 1 - Do Nothing

This represents the current status quo. This does not meet the principles of the Community Asset Strategy (CAS). Insufficient community funding is identified for the refurbishment of the Daws Lane Centre to bring it up to a usable state, therefore even on the assumption community funding could be sought it would be many years before a proposal could be put to the Council and the Daws Lane Centre could be functional as a Community Hub.

Qualitative appraisal

Do Nothing will have low implementation costs, but not achieve any of the benefits outlined as Critical Success Factors in terms of meeting the requirements of the CAS, delivering a financially sustainable solution or increasing the community usage.

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1 -Is financially sustainable for the Council	-No implementation costs, as there is no change	-Will not be utilising the existing estate efficiently -Does not reduce current estates operating costs	Red
CSF2 –Delivers a fit for purpose solution that facilitates community usage and management		-Does not increase or facilitate community usage	Red
CSF3 -Alignment with the wider strategic aims of LBB		-Is not in alignment with the CAS or the Corporate Priorities	Red

Quantitative appraisal

The Do Nothing Option has no direct cost impact except for the ongoing maintenance of the facility. Hidden costs are the depreciation of the asset and the risk of costs arising from the securing of the property to prevent illegal usage.

4.4. Option 2– Refurbish’

This option represents:

- Refurbishment of the Daws Lane Centre (1000sqm)
- Leasehold arrangements with community groups

Qualitative appraisal

The increased operating costs of taking this approach would mean that the local groups providing community activities would be unlikely to be able to support themselves without subsidy. Additionally to this, the building once refurbished would present challenges to becoming a fully fledged community hub as the current layout is not conducive to community usage.

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1 -Is financially sustainable for the Council	-Would utilise the asset at a lower capital cost than a rebuild	-Will not be utilising the existing estate efficiently -Does not reduce current estates operating costs - The centre is unlikely to be sustainable for a community group to manage without subsidy from the Council	Amber
CSF2 –Delivers a fit for purpose solution that facilitates community usage and management	-Would offer limited opportunities for community management and activities	-The opportunities for the community to draw in additional revenue to support the running costs could be limited. -The opportunities for the	Red

		community to draw in additional revenue to support the running costs could be limited.	
CSF3 -Alignment with the wider strategic aims of LBB	-Offers the opportunity for mixed community usage and partial rationalisation of the Council's estate	-Unlikely to meet the criteria in the CAS	Amber

Quantitative appraisal

The Refurbish option has an initial cost impact of £876,000 however this includes no allowance for lift access to first floor level. Depending on the solution this could potentially increase the cost by another £50k. Any worthwhile refurbishment of the asset would need to be extensive as it will involve internal alterations to the layout of the building. The costs for such extensive internal alterations would therefore be high and beyond the £876k costs for solely dealing with condition. At almost £900,000 serious consideration should be given to demolition of the existing building and redeveloping the site. The site condition survey can be found in **Appendix C**.

4.5. 'Option 3– Rebuild'

This option represents:

- Rebuild of the Daws Lane Centre (825sqm)
- Potential for provision of a partnership library (175sqm)
- Leasehold arrangements with community groups

Qualitative appraisal

The Rebuild option offers the opportunity to fulfil the CAS workstream on Community Hubs, provide a location for a number of different community groups and services and offer the ability to consider the potential for a partnership library or other rationalisation of the Council's estate. Additional risks are presented with this option due to the higher capital cost impact and the work required to be undertaken by a local community group to support the management of the centre.

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1 -Is financially sustainable for the Council	-Offers the opportunity of a cost neutral option to the Council in terms of running costs through the revenue generated by the Community Hub - Offers the opportunity to rationalise part of the Council's estate through provision of a partnership library	- There is a risk that insufficient funding can be secured for this option - There is a risk that the Community Group will be unable to put forward a schedule of leases / activities that enables the centre to support itself without subsidy	Amber
CSF2 –Delivers a fit for purpose solution that facilitates community	-Would offer good opportunities for community management	-There is a low risk a range of community activities and usage will	Green

usage and management	and activities	not be developed	
CSF3 -Alignment with the wider strategic aims of LBB	-Offers the opportunity for mixed community usage and rationalisation of the Council's estate through the potential for a partnership library -Likely to meet the criteria for CAS	-There is a risk that the community management group will be unable to manage the library effectively or to the desired specification -Delivery may present an opportunity cost for the council in that this may be a site that the Council needs to use as part of its core service provision if it is unavailable and there are no other available sites within the councils ownership the council may incur cost in acquiring alternative sites.	Amber

Quantitative appraisal

The rebuild option has a provisional budget of £3.4m based on similar community hub developments such as Tarling Road. Based on the increased fit out costs of educational or library facilities it is estimated that a partnership library of up to 185sqm would require up to £925,000 worth of capital funding.

4.6. Option 4 – ‘Redevelop for mixed community / residential use’.

This option represents:

- A small scale community facility of around (225sqm)
- Potential for provision of a partnership library (175sqm)
- Leasehold arrangements with community groups
- 600sqm of residential development

Qualitative appraisal

The ‘redevelop for mixed community/residential use’ option offers the opportunity to partially fulfil the CAS workstream on Community Hubs, provide a location for a limited number community groups and services and offer the ability to consider the potential for a partnership library. Additional risks are presented with this option due to the challenge obtaining planning for a residential development in green belt and the work required to be undertaken by a local community group to support the management of the centre. An additional risk is that the limited size of the community section of the site might be unsustainable for a community group.

Critical Success Factor	Benefits	Risks	RAG Rating
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CSF1 -Is financially sustainable for the Council	-Offers the opportunity of approximately £600,000 - £700,000 residual land value -Offers the opportunity to rationalise part of the Council's estate through provision of a partnership library	- There is a low risk that the community part of the development might have higher running costs (than Option 3) due to economies of scale. - There is a risk that the site is unable to obtain planning therefore negating the chance of redevelopment	Green
CSF2 –Delivers a fit for purpose solution that facilitates community usage and management	-Would offer limited opportunities for community management and activities	-There is a risk a range of community activities and usage will not be developed -There is a risk that the current interest in running a partnership library is based on a larger community centre business model	Amber
CSF3 -Alignment with the wider strategic aims of LBB	-Offers the opportunity for mixed community usage and rationalisation of the Council's estate through the potential for a partnership library	-There is a risk that the community management group will be unable to manage the library effectively or to the desired specification -Not in line with the CAS	Amber

Quantitative appraisal

This option estimates around 400sqm of floor space for Community Use or Front Line Operations such as library services.

For information, two valuations have been produced for the mixed use development option. Both are based on the provision of 4 houses and a community building such as a library or other community serving operation within the site.

If the refurbishment of the building structure is carried out and the empty building returned to the Council ready to be fitted out, that plus the land receipt for the residential development, would achieve a residual site value of £603,890. In this scenario it is assumed that the community building would subsequently generate a rent which has a value included in the £603,890 figure.

If the residential part of the site is sold, and the remainder of the site retained for development by a community organisation at their own cost. Officers then estimate that the Council could achieve a residual land value of £767,107. This assumes the site is transferred at a notional value or ground lease to a community organisation who would construct the building at their own expense. Further investigations are required to assess whether the Community Group should have to pay the Council for use of the land.

As with option 3 providing a partnership library would require £925k of capital budget and a subsequent £25,000 to running costs

Further information can be found in **Appendix B**.

4.7 Summary indicative cost table

Summary costs have been estimated using costs from the Tarling Road Community Hub project. Further detailed costing will be based on the design process subject to approval from committee.

At SOC stage project costs and comparisons are based on schemes elsewhere. Total project costs have been assumed to be around 25% in excess of construction costs based on similar schemes (see Tarling Road OBC). Due to the impact of surveys and other unknown factors that will be explored as part of the design process there could be significant fluctuation in costs up to +/- 40%. For the mixed residential/ community use outlined in Option 4 project costs are significantly higher due to the complexities of the planning and development process. Additional costs have been based on valuations carried out in early 2015 and can be found in **Appendix B**.

		Option 2 – Redevelop	Option 3 – Rebuild	Option 4 – mixed residential / community use
Costs	Demolition	x	100k	100k
	Refurbishment	900k	x	x
	New build (community centre)	x	£2.06m (825sqm)*	£550k (225sqm)*
	Partnership Library	x	£700k**	£700k**
	Residential development	x	x	£1.1m
	Construction cost	<u>£900</u>	<u>£2.86m</u>	<u>£2.45m</u>
	Total cost (inc. Prelims/fees)	<u>£1.2m</u>	<u>c. £3.4m</u>	<u>c. £3.8m***</u>

*Based on similar community based schemes where construction cost is approximately £2500/sqm

**Based on similar educational/library schemes where construction cost is approximately £4000/sqm

***As outlined in Appendix B this option would result in a residual site value of approximately £600,000-£700,000 due to the disposal of the residential units

4.8. Conclusion

The analysis in this business case shows that whilst Option 4 (Redevelopment for mixed community /residential use) offers the greatest return in terms of residual site value, it is unlikely to present a viable option for community usage and management. A fully provided community hub as proposed in Option 3 presents the greatest public value for money in terms of the opportunity to provide community benefit. Option 3 however is a higher risk option that the other three due to funding shortfalls and high capital cost of providing the Community Hub. More information will be provided in the Financial Case around options for funding the centre and a timeline for doing so. If external funding is not able to be provided it is recommended the Council consider the opportunity provided in Option 4 for a mixed community / residential development.

5. Commercial Case

The Economic Case set out the preferred option for the proposed Community Hub at Daws Lane. This section details a provisional commercial case the preferred option by demonstrating a high level outline of how this option could be sourced through procurement. Work to identify the range of services offered and the respective revenue will be identified in a Business Case.

5.1. Lease and rental arrangements

Rental value

In line with the CAS the Council will operate a standard policy in which the rental value of each of its community buildings is assessed on the basis of full market rental value for community use. Where the occupier is deemed to be contributing to local priorities and fulfilling other criteria for support, the Council may choose to grant financial assistance in the form of a rebate to provide support (through an agreement with the occupier), at a level which reflects the community benefit the organisation is providing. The methodology for this will be developed as part of the Community Benefit Assessment Tool (CBAT – outlined below).

Community Benefit Assessment Tool

Currently the leasehold arrangements are dependant to the delivery of a **Community Benefit Assessment Tool** (CBAT). This will result in a tool to assess social and community benefit provided by Voluntary and Community Sector (VCS) organisations that occupy- or apply to occupy- Council owned assets. This will allow the Council to set the level of rent subsidy for a VCS organisation leasing Council property in proportion to the level of community benefit that they are delivering. =. In a time of scarce resources, this aims to ensure that the Council's property portfolio will deliver the maximum level of social and community benefit.

The contract for the development of the CBAT was about to be awarded at the time of writing and subsequently there will be a pilot phase to refine the product. It is envisaged there is an opportunity for potential leaseholders to work with the successful contractor to develop the methodology and keep them engaged in the process as part of the pilot phase (due to be completed in March 2016). Following the competition of the pilot phase any potential leaseholders committed in principle to providing community benefit outcomes in line with the CBAT, would be outlined in the specification to a management organisation. The successfully appointed management organisation would then work with these parties draw up sub-leases/licences.

Asset of Community Value

In June of 2013 80 Daws Lane was listed as an Asset of Community Value (ACV) on the Council's register of ACVs. Accordingly, the Council can only dispose of the property (a disposition meaning either a freehold sale, or the grant or assignment of a lease granted for a term of over 25 years) in accordance with the provisions of the Localism Act 2011 and the Assets of Community Value (England) Regulations. Prior to making any disposition, the Council will need to observe a 6 week initial moratorium, designed to allow community interest groups to submit requests to be treated as potential bidders. If such a community group makes a request during this interim period, then the full six month moratorium will potentially operate. The legislation is clear that the Council may sell to a community group at any time during the full moratorium period, but otherwise may not dispose of the property until after the full moratorium period has expired.

When disposing to a community group, the Council will still need to comply with its obligations under section 123 of the Local Government Act 1972 and obtain the best consideration reasonably obtainable.

Regulation 12 of the Assets of Community Value (England) Regulations defines what constitutes a community interest group for the purposes of the legislation. There is no clear judicial guidance as to whether a disposal can be made to a company that intends to hold the asset on trust for a community interest group, such an arrangement may well be deemed to be an attempt to circumvent the legislation. Therefore, any disposal made by the Council should be made directly to the community group.

Head lease

A lease is a legal document giving the tenant an interest in land. It normally grants an exclusive right to occupy the premises throughout the term of the lease. The majority of leases into which community groups wish to enter will be regarded under the Landlord and Tenant Act 1954 as business tenancies.

The Council requires a head leaseholder to undertake the following activities in management of the building:

- Repairs and maintenance
- Cleaning
- Managing 'tenants'
- Promoting the 'Community Hub' to other community groups
- Waste disposal - waste reduction and recycling
- Building security
- Heating and Lighting – an energy management strategy

The head leaseholder could be an existing organisation, which has experience in running community facilities such as a housing association, or locally formed community management groups. For the purposes of this paper both are referred to as a Management Organisation (MO). It is vital to the function and sustainability of the Community Hub to ensure a robust management structure.

In the case of Daws Lane due to the interest from the local community in the form of the NW7 proposals and the listing as an Asset of Community Value it recommended that the Council work with a local community interest group to take over the head lease and act as a MO.

The Council is recommended to seek expressions of interest for a Management Organisation (MO) by submitting a specification of requirements. These will be evaluated and assessed against a set of criteria which will at minimum contain the following items of financial due diligence:

- A 3-5 year business plan
- Cash flow statements
- Statement of accounts for 3 years

In addition to this further criteria will be draw up through engagement with local stakeholders. This is envisaged to contain approaches to conflict resolution, marketing and knowledge of the local community need. It may be necessary to allow for a parent company or guarantor

to enable community interest groups to act as the MO. This would enable the Council to have security on its asset whilst working to ensure community engagement and ownership.

Community provision

Initial work has been undertaken by the NW7 community group to explore service provision to meet the locally mapped community needs. A draft schedule of activities has been drawn up by the group that could inform the design process.

Key to this is:

- Use of a cafe space to promote social integration
- Community based usage of function rooms with particular links with groups providing services for:
 - Vulnerable adults with Alzheimer's or other dementia conditions
 - Socially isolated older adults
 - Back to work schemes
 - Health and wellbeing
 - Youth activities
- Partnership Library
- Nursery provision with scope for FEE2
- Use of green space

Further information can be found in **Appendix D**. A more detailed list of activities and usage will be provided at OBC stage following the design process and further community engagement.

5.2 Required services

As described within the Economic Case, the preferred option centres on rebuilding the Daws Lane Centre as a new purpose built community hub with sufficient space for a mix of community groups.

Design and build of the new Community Hub

LBB is able to utilise its existing contractual arrangements with Capita to facilitate the redevelopment of the Daws Lane site as a Community Hub through a Design and Build Contract. Additional services will be required comprising three principle areas as follows:

- Full development support services,
- Development contractor
- Provision of funding

Building services and facilities management

Under the Customer and Support Group (CSG) Contract, CSG is contracted to deliver building services and facilities management. During the finalisation of a management company it is envisaged a management organisation would take on these responsibilities if it presented a commercially attractive option to the Council.

Future lease arrangements

LBB will hold the freehold for the building and is expected to lease to management organisation which will in turn lease/license to a number of tenants in the building. It is

desirable that any management organisation leave time/space bookings for use on an ad-hoc basis by residents, or smaller non-constituted groups.

5.3. Development sourcing approach

Design and build of the Community Hub

The physical development will be undertaken through a JCT (Joint Contracts Tribunal) Design and Build contract project managed by the Council's technical experts. The appointment of the contractor will be managed by the Corporate Programmes team and in line with EU public procurement regulations and The Public Contracts Regulations 2015. Corporate Programmes will provide the following development support services for the programme, under existing contractual arrangements:

- Preparation of the outline design
- Submission of a full planning application;
- Cost consultancy;
- Project management;
- Development management.

5.4. Procurement approach and implementation timescales

Proposed contractual arrangements

There is an aggregated procurement solution (APS) which would be a beneficial way of delivering the project. This would add benefits to the project as this is a mechanism that will allow opportunities for tighter cost control. It would also enable delivery through a partnership ethos rather than a 'one-off' procurement approach as this has the potential to be perceived as a combative approach. If timescales do not allow for utilising the APS to deliver the new Community Hub then existing frameworks such as the Southern Construction Framework offers a quick route to market. This does present a risk of market saturation impacting on the cost of the scheme and the ability to find a contractor available. This can be mitigated through employment of technical experts who would be able to design a mechanism to protect the Council's interests ensuring value for money and deliverability. If a framework is not an option the route to procurement would have to follow full OJEU regulations

5.5. Provision of services

Initial high level discussions have taken place around the provision of a partnership library at the proposed Community Hub at Daws Lane. At present designs are working to ensure space is available if this option progresses.

5.6. Conclusion and next steps

This Commercial Case has indicated the high level sourcing approach that the Council proposes to deliver for the preferred option. Next steps are for detailed design work and costing alongside working with the NW7 group to identify activities and revenue projections

6. Financial Case

The Economic Case indicated the preferred option for the Council's proposed Community Hub at Daws Lane. This Financial Case indicates the high level budgetary, financial and affordability considerations of this approach.

6.1. Funding requirements

Internal funding

The preferred option emerging from the Economic Case requires notional one-off implementation costs of development of £3.4m. This is based on estimated similar schemes such as the Tarling Road Community Hub which is in development. As per the Economic Case these numbers are notional estimates based on cost per square metre of similar schemes – significant cost variation might result from surveys, change requests and a cost design. Due to optimism bias in line with business case best practice, £1.4m has been held in contingency for the risk of cost variations.

No budget has been allocated by the Council for this work and the development is estimated to be in line with other community facilities the Council has built. An exception to this would be any potential partnership library provision which would have a higher fit out cost in line with similar educational facilities.

Item	Sqm	Total capital cost*
Educational facility	2000	£10m
Partnership library	175	£825k

*based on around £5000 per square metre – resulting from the high fit out costs for an educational/library facility.

External funding

Given the estimated costs, external funding is required to be sought to enable the development. In line with the CAS, the Council will seek to explore options for capital provision should sufficient external funding be obtained. This includes appraising the case for a partnership library at a later date once refined proposals have been drawn up.

6.2. Implementation costs

	Item	Sqm	Cost per sqm (£)	Total (£)
Implementation Costs	Partnership library	175	5000	875,000
	Remaining community facility	825	3061	2,525,000
Total	Whole facility	1000	3400	3,400,000

Shortfall (-) / Surplus	-	-	-	- 3,400,000
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*Based on the potential for housing a Partnership library on site subject to the results of the Libraries consultation

** See section 6.3

6.3. Optimism Bias

Due to the indicative costs being based on rough comparator schemes rather than the formal Riba Stage process an optimism bias has been added to this scheme to reflect best practice from the HM Treasury Green Book. This is due to the tendency for project appraisers to be overly optimistic with costings and also reflects the high level of cost uncertainty due to the early stage of the project. The optimism bias given is 40% which will be reduced as the project processes through the Council's gateway process and more information is obtained to provide a greater confidence in the financial appraisal.

6.4. Cost control in design

Due to the significant funding gap and the lack of a clear funding strategy at this stage to resolve this it is planned to proceed with RIBA stages 2 & 3 to develop a design for the site prior to lease arrangements being commenced. Lease arrangements would be conditional on external funding being drawn in by the provisional leaseholder. A period of around 6 months to a year is envisaged as required to successfully demonstrate progress towards obtaining the requisite funding.

Currently costs to Riba stage 3 are projected to be around £300,000 and is currently ring-fenced in the Capital Asset Management Fund (AMF).

	Timeframe	Cost
Stage 2	w/ c 30 Nov 15 – w/c 11 Jan 16	£139,035
Stage 3	w/c 25 Jan 16 – w/c 29 Feb 16	£166,923
Total		<u>£305,958</u>

6.5. Cost control in construction

The objective of cost control is to manage the delivery of the project within the approved budget. Regular cost reporting will facilitate, at all times, the best possible estimate of established project cost to date, anticipated final cost of the project and future cash flow. The Corporate Programmes team will be reporting on costs in accordance with the management approach detailed in Section 7 of this business case.

As the scheme progress through the design phases, the following actions will be taken:

- Establishing that all decisions taken during design and construction are based on a forecast of the cost implications of the alternatives being considered, and that no decisions are taken whose cost implications would cause the total budget to be exceeded.
- Regularly updating and reissuing the cost plan and variation orders causing any alterations to the brief.
- Adjusting the cash flow plan to reflect alterations in the target cost.
- Developing the cost plan in liaison with the project team as design and construction progress.
- Reviewing contingency and risk allowances at intervals and reporting the assessments is an essential part of risk management procedures. Developing the cost plan should not involve increasing the total cost.

- Checking that the agreed change management process is strictly followed at all stages of the project.
- Submitting regular, up-to-date and accurate cost reports to keep the client well informed of the current budgetary and cost situation.
- Ensuring that the project costs are always reported back against the original approved budget. Any subsequent variations to the budget must be clearly indicated in the cost reports.
- Plotting actual expenditure against predicted to give an indication of the project's progress.

6.6. Conclusion

This section has outlined the financial case for the preferred option for a Community Hub at Daws Lane. It presents the high level strategic costing and funding requirements, whilst highlighting the measures required to meet the outstanding funding shortfall through external sources.

7. Management Case

The Economic, Commercial and Financial Cases have indicated the preferred option for the Council's proposed Community Hub at Daws Lane. This Management Case provides the outline plans for project management, governance, risk management and benefits realisation that will be required to ensure successful delivery.

7.1 Overarching governance arrangements

Currently the Daws Lane Community Hub project is managed as part of the Community Hubs portfolio which is reported into the Community Projects Board. This is chaired by the Assistant Interim Director of Finance. The Senior Resource Owner is the Head of Estates Management. In addition to Project boards, the Council has an internal resource-enabling board – the Assets and Capital Board– and teams, led by the Head of Estates Management to review costs, scope of activity and assurance of Corporate Programmes delivery plans. Further subject matter expertise and assurance on IS, HR, programme management and change management is provided by the Council's Commissioning Group. This project will be delivered in accordance with the Council's established project management toolkit and compliance with the Council's agreed gateway review methodology and we will put in place a comprehensive plan of programme assurance, including:

- Technical and subject management expertise to be provided by technical experts managed by Corporate Programmes
- Expertise supplied through well-resourced and skilled project teams, strong governance with clear Terms of Reference, controls and board representation;
- - Project level assurance from the Council's Corporate Programmes function and reviewed by the Council's Programmes team;
- - External review and assurance via commissioned internal audit activity and external gateway reviews

Table Community Projects Board



Table – Draft project roles and responsibilities

Role	Role description
Senior Responsible Owner	<ul style="list-style-type: none"> Accountable for the successful delivery of the project
Technical lead (Design and build)	<ul style="list-style-type: none"> Responsible for advising the Project Manager on technical risks, issues and dependencies for the build process.
Project Manager	<ul style="list-style-type: none"> Monitor & update portfolio level risks and issues Governance and project documentation Responsible for delivering the project to time and budget
Technical Lead (Planning)	<ul style="list-style-type: none"> Responsible for the design and successful planning application of the scheme.
Community Engagement Lead	<ul style="list-style-type: none"> Provision of resources for community liaison and engagement Identification of potential funding streams / approaches Advisor on Community Benefit principles
Communications Lead	<ul style="list-style-type: none"> Provision of resources and strategic direction for communications

7.2. Project plan

Draft milestone plan – based on approval to proceed by committee

Key milestones	Planned date
Concept Design (RIBA Stage 2)	w/ c 30 Nov 15 – w/c 11 Jan 16
Submit Strategic Outline Case	30 Nov 15
Stage 2 gateway	w/c 18 Jan16

Developed Design (RIBA Stage 3)	w/c 25 Jan 16 – w/c 29 Feb 16
Stage 3 gateway	w/c 7 Mar 16

7.6. Risks and issues

Description	Cause/Consequence	Control action(s) in place	Assigned To	Nature	Probability	Impact	Score
<u>Funding</u> : Funding to cover the cost estimate to deliver the current building option cannot be secured.	<u>Cause</u> : Lack of clear design brief and committed budget prior commencing design. <u>Consequence</u> : Delayed or deferred procurement.	Not to progress with procurement without external funding in place. Lease arrangements to be offered in principle based on an external party leveraging in funding to resolve the gap	Head of Estates Management	Budget /Funding	5	4	12
<u>Reputation</u> : Reputation risk for the Council due failure to deliver a solution in line with the CAS criteria and meet stakeholders expectations.	<u>Cause</u> : Misalignment of stakeholder expectations with committed budget. <u>Consequence</u> : Reputation damage for the Council and overall programme delay.	Approach parties who could potentially provide additional funding or assist with fundraising opportunities. Engage with all stakeholder groups to agree design principles within the committed budget.	Head of Estates Management	Community / Reputation	3	4	12
<u>Community</u> : Risk of failure to obtain sufficient commitment for activities and management of the centre from community organisations to ensure the proposed Community Hub is sustainable.	<u>Cause</u> : Insufficient engagement with local community and interested parties to define the proposed uses of the community centre in line with CAS criteria <u>Consequence</u> : Delayed planning consent due to design changes requested and overall programme delay.	Engage with all interested parties to define uses to ensure the community hub is sustainable. Work to produce a community business case to demonstrate community benefit and management	Community Participation Lead	Community / Reputation	3	4	12
<u>Time</u> : Risk that more than one community group expresses an interest in leasing the facility	<u>Cause</u> : During the Asset of Community Value moratorium period two community groups could express an interest. <u>Consequence</u> : Delays to the project and securing external funding.	Working closely with Community Participation to identify interested groups and understand local needs.	Community Participation Lead	Time / Reputation	2	4	8

7.4. Benefits realisation approach

The key benefits from this business case are as follows:

- Create a community hub, which will help to inform the on-going development of the Council’s community asset strategy
- Improve the satisfaction of residents and businesses within the borough as a place to live, work and study
- Promote growth & development across the borough, support families and individuals that need it – promoting independence, learning and wellbeing

The following owners are responsible for ensuring that the proposed target savings are realised alongside the project management and development teams who will monitor both savings / costs and development progress and have primary responsibility for preparing monthly reports.

A draft high level benefits register is shown overleaf. Benefits relating to this project will be reported to the Community Projects Hub on a regular basis. In order to ensure that the benefits are realised, a benefits register will be reviewed monthly and the results reported to the Working Group and Community Projects Board – escalations will be reported into the Assets and Capital Board.

Table 7: Draft benefits register

Benefit	Owner	Key Performance Indicator	Measurement	Dependencies	Key Risk
Create a community hub, which will help to inform the on-going development of the Council’s community asset strategy	Head of Estate Management	To be defined	To be defined	Community Asset Strategy	Funding for a Community Hub which meets the requirements of the CAS might not be available
Improve the satisfaction of residents and businesses within the borough as a place to live, work and study	Community Participation Lead	To be defined	To be defined	Community Participation Strategy	New Community Hub might be perceived as not in alignment with residents expectations leading to a reputational impact to the Council
Promote growth & development across the borough, support families and individuals that need it – promoting independence, learning and wellbeing	Community Participation Lead	To be defined	To be defined	Community Benefit Assessment Tool	Insufficient interest might be generated in the new community hub, thereby inhibiting the ability for increases community activities to take place

7.5. Communications approach

A draft communications plan will be drawn up for the BC.

7.6. Post project evaluation approach

The Programme will be governed in accordance with Council's Project Management Toolkit methodology, and using the Capital Programme Gateway method. Progress will be evaluated at key stages e.g. at the end of the procurement phase and at post-construction. This will include assurance from the Customer and Support Group subject matter experts and Commissioning Group client teams. We will engage a third party to conduct reviews at set gateways for external challenge. Areas for review include:

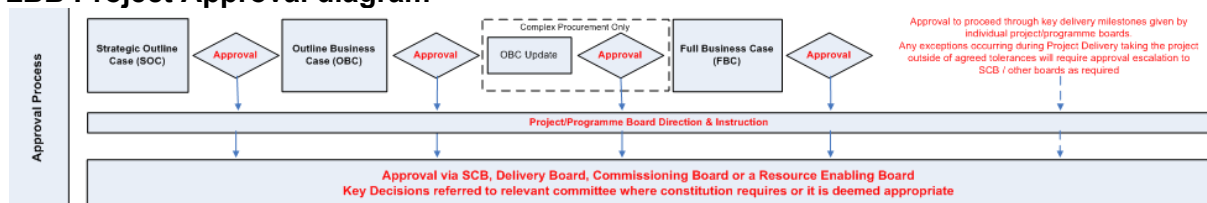
- The effectiveness of the project management of the scheme – viewed internally and externally
- (i.e. was it managed to budget and time);
- The effectiveness of the development partner's project management of the scheme – viewed internally and externally;
- Communications and involvement during construction;
- The effectiveness of the joint working arrangements across project teams;
- Effective resource management and supplier management;
- The support provided during this stage from other stakeholder organisations.

It is expected that the evaluation would take place through internal review at key project gateways and report to the Programme Board. We will put in place a detailed assurance plan and we will engage expertise and third party assurance through Local Partnerships to give external review.

The Council already has an established model for ensuring projects are developed and delivered in an effective way, with business cases and recommendations presented to Committees at set points. We will continue to review and challenge the delivery of all projects using a risk-based approach.

Larger, more complex or more innovative projects will be subject to internal audit and, where required, external gateway reviews to review overall delivery, benefits, business readiness and other criteria relating to the successful delivery of the benefits desired.

LBB Project Approval diagram



7.7. Conclusion

This high level Management Case has proposed the implementation, governance and risk management arrangements that will be in place to enable the development of the business case for the Council's Community Hub at Daws Lane. The Community Projects Board alongside the Working Group are already mobilised; further work is to develop a wider governance structure, detailed project planning and refine risks and issues.

8.0 Summary

This Strategic Outline Case has outlined the high level strategic, economic, commercial, financial and management cases for change for the proposed Community Hub at Daws Lane. Alignment has been shown to the Council's Community Asset Strategy and the criteria set forth for the creation of Community Hubs. Significant funding gaps remain but the site represents an opportunity to work alongside the community to develop a multipurpose Community Hub.

The next steps, subject to approval, are to proceed with the Stage 2 design, working alongside the community to define the proposed Hub's requirements. Following this the Council will seek to offer provisional heads of terms to a community group on the basis of a community business plan, satisfactory governance structures and the Council's normal financial due diligence. The provisional heads of terms agreement is envisaged to enable a community group to secure external capital funding prior to the development at a later stage of a Business Case for approval by ARG Committee.

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Residual Value Estimate - Barnet - 80 Daws Lane Site: Scenario to redevelop for Residential and Community

£603,890

GDV

Type	Beds	No. Units	Size sq.ft	£ per unit	£psf	Value
Community	-	1	4,306	£968,850	225.00	£968,850
Private Residential	4	4	1,615	£725,000	448.99	£2,900,000
			150			£0
Subtotal		4				£3,868,850

TOTAL GDV

£3,868,850

NET GDV

£3,868,850

COSTS

Unit	Total sq m	GEA per unit	Construction	Add for PPC4	Cost
Community	400	400	2,245.00	0.00%	£898,000
Private Residential 4 Beds	720	180	1,300.00	18.00%	£1,104,583
Car Parking + landscaping	16		2,250.00		£36,000
Subtotal	1,120				£2,038,583

Building Costs

£2,038,583

Survey					£5,000
Other Construction	<i>Demolition</i>		£60,000		£60,000
<i>Ratio for CIL</i>	64.29%				
<i>Planning</i>			-		£5,775
<i>CIL</i>	235.07 sq m additional area	175.00			£26,446
<i>Section 106 costs</i>	1,500 per dwelling				£6,000
<i>Fees</i>					
Professional	10.00%			£2,038,583	£203,858
Disposal Fees	3.50%	90,000	40,500	£3,868,850	£135,410
Contingency	3%	£2,302,441			£69,073
<i>Short term Finance</i>	on			£2,550,145	
Rate	7.00%				
Weighting	50%				
Period	12 months				£92,175
Total Finance	£114,159				
<i>Developers Profit</i>					
<i>On Residential Sales</i>	17.50%			£2,900,000	£507,500
<i>On Community Sales</i>	6.00%			£968,850	£58,131

TOTAL COSTS

Profit (Mixture of Costs & Sales)

£3,207,951

(£3,207,951)

Net Value at Completion					£660,899
Defer for land holding finance			7.00%	for 6 months	0.9667
NET VALUE DEFERRED					£638,915
Less purchase costs			5.80%		£35,026
NET PURCHASER VALUE	Costs	£18,435			£603,890

Development Density: **250 habitable rooms per hectare**

RESIDUAL SITE VALUE say:		£603,890
Per Developable Hectare	3,521,223 Ha	
Per Developable Acre	1,425,019 Acre	

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Building Surveying

80a Daws Lane, Barnet
Building Condition Report
August 2014



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Appendices

Appendix A - Building Plans

Appendix B - Building Services Condition Report

1. Introduction

1.1 Instruction and background

Capita PLC, Building Surveying Team were commissioned to carry out a condition survey in accordance with the instructions received from Russell Westlake on 8th August 2014. It was agreed that the survey was a visual, non intrusive, condition survey and report to assess the condition and life expectancy of 80a Daws Lane, Barnet.

The survey was carried out by Rebecca Rawcliffe (Building Surveyor, Capita Property & Infrastructure Ltd) and Kyle Davies (Building Services Engineer, Capita Property & Infrastructure Ltd) on Wednesday 27th August 2014. The weather was fine and sunny at the time of the survey.

The building is predominately two storeys with an observation tower to the first floor and a single storey to approximately 20% of the GF GIFA, all with flat roofs. The building is occupied by two separate tenants: Ad Hoc Property Management Units to the ground floor and the local community Sea Cadets to the first floor. There are 4 Nr. Units to the ground floor occupied by Guardians.

Access was arranged prior to the survey with Tony Perry from Ad Hoc Property Management who stated that he would be able to provide us access to the entire building, ground and first floor however, when arriving to site we could access approximately 80% of the GIFA (Gross Internal Floor Area). The area we were unable to access was a unit to the ground floor, occupied by a Guardian who was not present at the time of the survey.

The survey was limited to accessible parts of the building and those parts that were visible from ground level. No destructive investigations were carried out and inaccessible areas such as ceiling, wall and floor voids were not inspected. It cannot be guaranteed that areas not inspected are free from defects. A photographic schedule is included within the report; however it should not be assumed that building defects are limited to those identified by the said photographs. Photographs were not taken to the one unit we could not gain access to.

1.2 Location Plans

Plans were provided by Suzanna Lewis (Property Services, Barnet Estates), which were used during the survey and are referenced accordingly where necessary.

1.3 Location

The property is located within Greenbelt land to the London Borough of Barnet, and situated off Daws Lane, Mill Hill.

1.4 Orientation

The site is enveloped by Mil Hill Park to the south and the Daws Lane car park to the west.

Directly opposite the site are residential properties within Daws Lane.

The front elevation to the building on Daws Lane faces north and for the purpose of the report is considered to be the front elevation and all references to orientation will be based on this point.

2. Executive Summary of Condition

Main Building



A substantial 1940s, two storey brick built building, with an observation tower, bituminous felt roofs to concrete roof decks, reinforced concrete slab and timber suspended floors, a mixture of the original single glazing steel-framed Crittal type windows (95%), and double glazed aluminium windows (5%), and timber (99%), and aluminium (1%) external doors. The crittal type windows to the south facing elevation all have metal security grilles fitted over the window openings. To the front elevation there are two metal framed external canopies with corrugated Perspex roof coverings with upvc gutters and downpipe.

The building layout comprises of: four number units to the ground floor. The ground floor has been remodelled from its former use as an infant school to provide separation for the guardians who occupy the units which are generally the layout of the previous classrooms, offices and toilet facilities (WCs).

The first floor is occupied by the Communities Sea Cadets and the floor layout comprises of; a main hall, two classrooms, three offices, a wardroom, boiler room, kitchen facility and two concrete staircases serving either side of the first floor. Unfortunately, due to limited key access at the time of survey, we were unable to access in: the wardroom and observation tower.

The building layout is generally an "L shape", assuming that the building was originally built as two separate blocks and an adjoining link was added at a later date, and still exists to date. The link building comprises of a single storey metal curtain wall with a timber suspended floor and a bituminous felted flat roof.

The envelope of the building appears to be structurally sound. The shell of the building is relatively weather tight with exception to flat roof areas where the bituminous felt roof has been patched to stem roof leaks, historic leaks/stains exist to the first floor ceilings.

Recommendations

Overall we recommend that this building be refurbished / repaired as necessary.

Remedial works are required to rectify any water ingress from the assumed bituminous felt and asphalt flat roofs.

All external steel Crittal type windows, timber doors and ironmongery are recommended to be replaced. Replacing the Perspex glazing will improve the thermal performance of the building and new ironmongery will add extra security to the openings, as the majority of ironmongery is damaged and / or obsolete.

The first floor is generally tired and in need of major refurbishment, works of a lesser extent are required to the ground floor however, it is recommended that the entire building is improved in all aspects including lighting, décor, fire compartmentation and repairs to timber flooring to the first floor and to the damaged internal timber ramp to a ground floor unit, etc.

Internal glazing to partitions of the first floor rooms and internal doors etc have never been upgraded to meet current health and safety legislation with regards to safety glazing and this should now be a priority.

Many doors and frames around the building are ill fitting and should be fire rated, internal folding partitions between units and partition walls between first floor classrooms located off the main hall should also be fire rated to protect the escape routes in the event of a fire.

Most areas of the building need improvement, however almost all improvements are likely to be cosmetic unless there is an operational need to remodel areas.

External macadam areas, block paving, precast concrete flags and soft landscape require remedial works to eliminate vegetation growth, debris, trips and hazards from loose macadam wearing courses. New wearing courses will give the opportunity to create adequate levels and falls for surface water runoff.

Consideration should be made at this stage to remodel the existing surfaces to the principal approach; pre cast concrete flagged ramp and steps to the access to the site from the west to the Sea Cadet's entrance.

There are a number of metal lockable storage containers to the site which were not included within the scope of the survey, due to no access. Possible remedial works will be required to the macadam and grass surfaces around the areas of the containers.

The boundary chain link fencing is damaged in a number of areas to the perimeter of the site and the positioning of the barbed wire fencing may cause harm to members of the public or visitors to the site.

We recommend that the metal chain link fencing and barbed wire is removed and replaced with new anti climb type security fence.

3. Fire Compartmentation

Generally the fire compartmentation and detection to the building is poor. We would recommend that a monitored, L1 fully addressable fire alarm system is installed to all areas of the buildings, allowing notification both to building users and the local fire and rescue authority should a fire break out.

The compartmentation in all buildings is compromised by poor making good around service penetrations, poor construction materials to the first floor offices, classrooms and partitions to the ground floor units, ill fitting doors and inappropriate internal glazing to the entire building.

Many doors and frames throughout the buildings are not fire rated and few have smoke seals and intumescent strips.

4. Schedule of Condition

4.1 Headings and references

A External

- A-1 Roof, roof structure, including rain water goods
- A-2 External walls and cladding
- A-3 External joinery
- A-4 Decorations
- A-5 Grounds and curtilage

B Internal

- B-1 Ceilings
- B-2 Walls partitions and internal structures
- B-3 Floors
- B-4 Internal joinery
- B-5 Internal decorations
- B-6 Sanitary wear

C Miscellaneous

- C-1 Mechanical and Electrical
- C-2 Fixtures and fittings
- C-3 General matters

D Photographic Schedule

E Appendix A

References plans – provided by Capita Barnet, Property Services.

Schedule of Condition –80a Daws Lane, Mill Hill, Barnet- Constructed circa 1940s					
Item	Location/ Element	Description	Condition (Building sound structurally, in need of some refurbishment)	Photograph	Estimated Costs
Main Block					
A – External					
A-1	Roof, Roof Structure, including rain water goods	<p>Generally, physical access was not gained onto the flat roofs for safety reasons. Non accessible roof areas were viewed where possible from ground level.</p> <p>The main building is generally L shaped in plan. The roofs to the building are assumed to be a mixture of flat felt and asphalt roof system on a concrete structural deck.</p> <p>To the first floor there is an observation tower which protrudes above the head line of the first floor by approximately a couple of metres.</p> <p>The felt roof is lapped and seamed around the concrete soffits, in locations there are aluminium trims.</p> <p>The wardrobe to the first floor occupies the flat roofed tower; unfortunately, there was no access at the time of the survey.</p> <p>The rainwater gutters consist of outlets to the flat roof which are then connected to a mixture of metal or plastic downpipes.</p> <p>The rainwater down pipes are round type, fitted to outlets, and to link connection there is a gutter spitters and shoes to the bottoms, discharging generally into drainage gulleys at ground level and onto flat roofs within the L</p>	<p>The roof to the building is generally in fair condition. There are areas of the roof where there is vegetation build up and felt is weathered in areas, particular to the returns. Flashings appear to be in fair condition, with some exceptions. We recommend that the flat roofed areas are repaired and the weathering coverings replaced, including all lead flashings however, it is recommended that a cherry picker or platform is taken to site to view all areas of the flat roofs.</p> <p>The ceilings to the first floor have been affected by continued rain water ingress. The roof leaks have resulted in deterioration of the ceilings and decor. We would recommend that once the roof is repaired and made waterproof, remedial treatment of the any affected areas shall be undertaken in order to prevent further deterioration.</p> <p>The aluminium trims and felt dressed fascias are generally in fair condition; however there are areas where the fascias show evidence of decay and needing replacement.</p> <p>The rainwater gutters are generally in fair condition, the outlets are blocked by debris and vegetation and this needs cleaning out. The joints to the gutters are leaking in most locations and we would recommend remaking</p>		20,000.00
					6,000.00
					10,000.00

		<p>shaped footprint of the building.</p> <p>The chimney stack to the main roof is built in clay engineering brick and assumed to be capped off by a concrete slab.</p>	<p>all joints to the gutters and replacing any that are showing signs of heavy corrosion to the gutter backs or cracking caused by extreme weathering.</p> <p>The rainwater fall pipes are generally in poor condition, there are areas of obsolete downpipes (one location: above the Sea Cadets entrance), there is corrosion and vandalism evidence causing cracking and holing in other areas. Consequence to obsolete or damaged downpipes is rainwater saturating external brick walls and causing efflorescence. We would recommend that all rainwater fall pipes are replaced in aluminium.</p> <p>All drainage gullies need to be cleared and jetted to remove silt and debris.</p> <p>The brickwork to the chimney stack is in reasonable condition. However, there is some erosion to the cement joints to the brickwork. We recommend that the chimney stack is repointed to any necessary brickwork when the roof repairs are carried out.</p>	<p>15,000.00</p> <p>2,500.00</p> <p>6,000.00</p>
A2	External Walls and cladding	<p>The external walls are solid clay walls with English bond brick courses. Smooth faced air bricks are situated to the solid walls to allow for through flow ventilation.</p> <p>The window and door heads are formed in concrete with steel lintels.</p> <p>The sills to the windows are rounded brickwork designed to provide an overhang to allow for drip detail to ensure the durability of brickwork.</p>	<p>Above Ground: The brickwork to the external walls was in fair condition generally; however there are areas where the brickwork is weathered. Although previous works have been carried out to repoint the brickwork, mainly to the rear of the building, there still remain areas of brickwork requiring remedial works. There are occurrences of efflorescence to areas of the brickwork; in particular at locations of downpipes, many are damaged or missing, allowing rainwater to dispense off the roof</p>	<p>27,500.00</p>

A3	External Joinery / window and door frames etc.	<p>The majority of doors and frames are timber (approx 99%), and a small minority of aluminium (1%) door and frame to G012 – G014 (refer to plan located in Appendix). The doors to the building are flush faced finish with exception of some with single glazed fan lights and vision panels. The timber door to access the sea cadets' centre, has a metal plate bolted to the face of the door, presume for added security.</p> <p>All windows to the building are crittal windows with Perspex glazing, with exception to the windows to G012 – G014 which are aluminium framed with double glazing.</p> <p>All windows adjoining the play area are fitted with metal security grilles.</p>	<p>directly to the surface face of the brickwork. There are vertical expansion cracks to the rear of the building, assuming due to natural heave. There has been damage during services being removed and patched repaired. There are also other areas where there is impact and frost damage. All of the damaged areas need to be repaired by replacing the damaged bricks. We would also recommend repointing all of the brickwork to refresh and prolong the life of the building.</p> <p>Below Ground: The brickwork below ground level appears to be in fair condition, no repairs visually required.</p>		4,900.00
			<p>Generally the aluminium door and frame is in satisfactory condition. The timber external doors are in fair condition however, they are generally progressively becoming worn to the base of the door leaf and there is a mixture of ironmongery. We would recommend replacing all of the external doors and frames within the next two years.</p> <p>The aluminium windows and frames to G012 – G014 are relatively new and in good repair. We recommend that the aluminium windows are checked and any minor repairs / adjustments are carried out.</p> <p>The Crittal windows and ironmongery are in very poor condition and require replacement. The Crittal frames are corroding with paint flaking and the ironmongery is broken and missing to the majority of windows.</p>		£45,000.00

Schedule of Condition

A4	Decorations	<p>Factory finished powder coating to aluminium door and frame.</p> <p>Exterior paint finishes to Crittal windows and security grilles.</p> <p>Gloss paint system paint finish to external joinery, rainwater gutters and fall pipes.</p>	<p>The Perspex glazing is worn and stained, also, does not provide an adequate thermal performance. The metal grilles to the external windows are corroding and the paint finish is flaking off.</p> <p>External finishes are generally unmaintained and in a very poor condition.</p>	<p>£4,000.00</p> <p>£12,000.00</p>
A5	Grounds and Curtilage	<p>The building is surrounded by macadam; block paving and pre cast concrete paving.</p> <p>The macadam surface is located to the redundant playground to the rear of the building and to the principal approach of the building.</p> <p>The macadam surface as line markings to the principal approach indicating an accessible car parking bay. To the play ground there are worn line markings.</p> <p>Block paving is located in areas to the rear of the buildings perimeter.</p> <p>Precast concrete paving is located to the external ramp located to the front of the building.</p> <p>Two ramps to the rear of the building, one located to G012-G014 and to the west facing elevation are constructed from in situ concrete.</p>	<p>The macadam areas around the site are in poor condition. In places there are differences in levels and some loss of level surfaces due to inadequate base, in other areas the macadam is deteriorating and in need of replacement. The paving blocks are in fair condition and require power washing to remove vegetation. The precast concrete paving flags to ramp to the principal approach are loose, broken and vegetation growing is damaging and causing potential trip hazards. General Maintenance required.</p> <p>There are three external ramps to the site, one located to the principal entrance, a second to access G013 and a third to access the unit to the west of the building. All ramps are in fair condition however, they are not fully compliant with BS83000. The timber and powder coated metal handrails do not extend 300mm beyond the ramp, nor are they continuous.</p> <p>We recommend that the areas are levelled up</p>	<p>£49,500.00</p> <p>8,000.00</p>

		<p>The boundary fencing is constructed from chain link fencing with concrete posts. Other fences to the grounds consist of timber panels.</p> <p>General maintenance to the external grounds is required to remove litter, vegetation and other debris.</p>	<p>to remove trips and falls hazards and the base replaced where loss of level has taken place. The whole playground areas will need to be replaced, allowing the opportunity to relay the playgrounds and improve the falls and drainage to all areas.</p> <p>Consideration should be made at this stage to remodel the existing surfaces to ramps and steps to the approach to the site from the west to the Sea Cadet's entrance. .</p> <p>The chain link fencing is damaged in a number of areas to the perimeter of the building and the barbed wire fencing may cause harm to any members of the public or visitors to the site. We recommend that the metal chain link fencing and barbed wire is removed and replaced with new security fencing.</p>	<p>10,000.00</p>
B – Internal				
B-1	Ceilings	<p>The ceilings are all plastered and painted. To the ground floor rooms G006, G005 and G009 there are steel USB lintels with decorative columns. We assume to structurally support the span between load bearing walls. To the first floor the main hall as exposed timber beams to the underside of the concrete ceiling. The ceilings are finished in a white eggshell paint system.</p>	<p>The ceilings generally are in fair condition with exception to historic and assume current water damage stains to the first floor. We recommend that the source of the water ingress is rectified and then all ceilings are repaired prior to redecoration.</p>	<p>4, 000.00</p>
B-2	Walls Partitions and internal structures	<p>The internal walls to the ground floor are either painted fair faced brickwork, or finished with painted plaster, plasterboard or sliding/folding partitions.</p> <p>The internal walls to the first floor (Sea</p>	<p>The internal walls are in fair condition but could be improved by cleaning the brickwork and applying new finishes of hardwall plaster and a painted finish.</p> <p>Where there are plasterboard partition walls,</p>	<p>55,000.00</p>

		<p>Cadets), comprise of painted fair faced brickwork, plasterboard, timber glazed partitions and timber wall cladding. Timber wall cladding is located to the kitchen and office area.</p> <p>To the ground floor kitchen, ladies and male toilet/washroom facilities, have 150 x 150 Prismatic tile splash backs.</p> <p>There are two staircases to the building constructed from solid masonry walls with concrete staircases and paint finishes. The staircases are fitted with timber handrails which are wall mounted.</p>	<p>there are a number of holes and general damaged areas from the building users, in particular to the first floor.</p> <p>The toilets and kitchen / wet areas could be improved by cleaning brickwork, rectifying worn timber cladding, in particular to the first floor kitchen and installing ceramic tiles, to allow adequate splash backs and easy cleaning.</p> <p>There are a number of vertical cracks to the brick walls to the staircases; we assume this is due to the natural movement of the building shell. As the building was constructed prior to the requirements of expansion joints, we recommend that these cracks are monitored.</p>	<p>10,000.00</p> <p>7, 500.00</p>
<p>B-3 Floors</p>	<p>Solid reinforced concrete floors and timber suspended floor to the ground floor which are finished in carpet or none slip vinyl sheet flooring.</p> <p>First floor areas are mainly suspended timber floors and finished in carpet tiles or exposed timber flooring with various paint and varnish finishes.</p> <p>To the first floor main hall is a suspended timber stage which appears to be in reasonable condition.</p> <p>The two number staircases to the building are constructed in concrete with a paint finish.</p>	<p>Timber floors are showing signs of wear and are loose, with a number of holes to locations. However, the timber flooring is hard wearing and attractive and we would recommend taking-up any damaged planks and checking the moisture content in areas where the floor is taken up.</p> <p>The carpet coverings are in reasonable condition, with the exception to the first floor, where the carpet tiles are heavily soiled, worn and loose. We would recommend replacing all carpet and adhesives to the first floor.</p> <p>Vinyl floor coverings in all other areas are in fair to poor condition depending on location. We recommend that 25% of the vinyl floor coverings be replaced.</p>		<p>54,000.00</p> <p>8,500.00</p> <p>2,000.00</p>

B-4	Internal Joinery	<p>Timber framed flushed doors comprising of a mixture of glazed vision panels, glazed fan lights and the majority of timber doors are finished in a gloss paint system with the exception of a small amount of veneer finished doors to the first floor.</p> <p>Painted softwood timber skirting's to all circulation, office and classroom areas.</p> <p>There are glazed panels along the corridors in the main block with opening vents which open direct into the fire escape routes.</p> <p>There is an internal timber ramp located to a ground floor unit.</p>	<p>Many of the doors in the building should be fire rated and fitted with auto self closing devices and smoke seals etc.</p> <p>The internal doors to the building are generally ill fitting, lacking smoke seals and auto closing equipment etc.</p> <p>We recommend that all internal doors and frames to the first floor and those of fire escapes to the ground floor are replaced in compliance with current fire regulations and requirements. All doors should be fitted with high and low level vision panels in fire rated clear glazing with exception to toilet room doors which should be fitted with obscure fire rated glazing.</p>	32,000.00
B-5	Internal Decorations	<p>Painted finish to plastered walls and fair faced brick walls.</p> <p>Painted finishes to timber doors, frames, skirting's and architraves.</p>	<p>The glazed panels to the offices of the first floor should be removed and replaced with either fire rated glazed panels or fire rated partitions / masonry in order to protect the fire escape routes.</p> <p>Skirting boards had minor damage in places and require repairs.</p> <p>The timber ramp is in poor condition and requires remedial works to rectify the collapsing timber deck due to damage by the service user, located at the landing to the base of the ramp.</p>	13,000.00
			<p>Skirting boards had minor damage in places and require repairs.</p>	1,000.00
			<p>The timber ramp is in poor condition and requires remedial works to rectify the collapsing timber deck due to damage by the service user, located at the landing to the base of the ramp.</p>	5,000.00
			<p>Paint finishes are generally in a fair to poor condition, however should replastering / rewiring etc, take place, all rooms will need to be fully redecorated.</p>	25,000.00

B-6	Sanitary Wear	The sanitary ware in the toilets is all in white clay, including, toilet pots, cisterns and wash hand basins.	The toilet accommodation was generally in fair condition; most fittings are relatively new and need only minor repairs, including new toilet seats, alterations to water pipes to ensure correct operation of TMVs and legionella prevention.	10,000.00
C Miscellaneous				
C-1	Mechanical and Electrical	The heating system is split between the two floors and has elements of both a gas fired wet heating system and an electric heating system; both systems suffer from significant inefficiencies. In areas the heating system was a fire risk due to direct contact between emitters and easily combustible materials. Dado trunking positioned too close to emitters showed clear signs of heat damage. The wet system heating system was not tested as part of the survey. All appeared to be in working order, however the controls were very primitive. The mechanical ventilation did not serve the entire building and where present it did not appear functional. Mechanical ventilation would have to be replaced and added to throughout the building to ensure compliance with current regulations. The cold water distribution throughout the building is supplied by copper pipework. The incoming main is presumed lead pipework. If so	The electric heating system was functional yet extremely inefficient and the wet system was unsafe in areas and also not up to current standards. The current plant room housing the existing gas boiler would be insufficient for a new system to serve the entire building and therefore another location would have to be determined. A new gas fired wet system would be recommended to serve the entire building with condensing heat recovery, zone control and some BMS compatibility. Many penetrations through walls could be reused for new extract fans. Ducted heat recovery systems could potentially be fitted to tenanted areas should space allow. Windows would have to be replaced to first floor to ensure openings are sufficient for fresh air. Dedicated toilet and kitchen extract would have to be provided to all relevant areas. The cold water system appears functional and sufficient for further operation. Legionella testing and checks for dead legs will have to be conducted.	100,000.00 30,000.00 7,500.00

Schedule of Condition

	<p>this must be stripped out entirely and the water checked for contamination.</p> <p>The hot water supply throughout the building appeared to be served locally throughout the building via point of use water heaters. These heaters were not tested yet were clearly dated. No TMV's were identified during the survey.</p> <p>The above ground drainage within the building from washbasins and sinks seemed to be all plastic and appeared to be mechanically sound.</p> <p>The electrical distribution and power within the building has undergone significant extension and modification and is no longer a safe system. Much of the internal distribution is clearly showing age and has no further capacity. Extension leads were identified with significant load attached. Much of the cable installation was completely exposed both internally and externally, with bunches of up to 10 cables spanning over 5 metres without any protection other than PVC sheathing.</p> <p>The lighting system to the building is extremely dated and uses mostly the now superseded and inefficient T12 and T8 fluorescent lamps. Lighting in some areas had been modified dangerously to such an extent where testing</p>	<p>These water heaters must be serviced as a minimum to ensure safety and compliance. The recommended solution would be a new centralised 2 pipe hot water system could be fitted throughout the building, fed from an indirect calorifier served by the new boiler/boilers as part of the heating system's replacement.</p> <p>The above ground drainage internally would only need to be modified if other works affected it. Externally pungent odours indicated the drainage/sewers may be damaged/insufficient.</p> <p>The entire electrical system is requires replacement and modernisation with new switchgear, distribution wiring and boards throughout the building. Care must be taken with all electrical boards due to the risk of asbestos present in flash guards.</p> <p>Some lighting units were tested during the survey and were found to be functional, as a minimum all modified lighting would have to be stripped out and replaced with new. It is recommended the entire system is stripped out and replaced with new due to the efficiencies and potential risks due to known modifications.</p> <p>External luminaires appear to be rarely used, if deemed unsafe these are to be removed and replaced with new luminaires.</p>	<p>40,000.00</p> <p>1,000.00</p> <p>55,000.00</p> <p>70,000.00</p> <p>1,000.000</p>
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Schedule of Condition

		<p>was not safe. There were signs of some lighting being modernised at different stages.</p> <p>The external lighting was not in use or tested during the survey, however it looked to be functional yet inefficient and tired. Due to the lack of use these receive, as long as the lighting is safe and functional it would not require replacement.</p> <p>The fire alarm system appears to use bells only for output and is almost entirely manual input, with only one room identified to have automatic detection installed. The main fire alarm panel, although appeared to be error-free is dated and not suitable for further extension.</p> <p>Emergency lighting was to a reasonable standard on the first floor; however the signage was less satisfactory. The ground floor emergency lighting appeared to be insufficient with only a small few bulkhead fittings being present. As the Sea Cadet's facility will be used by children this consideration must be taken account of.</p> <p>The security system to the building was extremely limited and seemed incomplete. Few detectors were identified and the only interface panel found was an extremely small keypad unit with no addressability, the alarm was not active at the time of survey. One CCTV camera was identified to the front elevation of the building, facing the main entrance. The monitoring equipment for this camera was not found and highly unlikely the camera was in use.</p>	<p>The fire alarm is no longer suitable for purpose in a building such as this and requires replacing. Recommend a fully addressable L2 system to serve both floors of the building.</p> <p>The emergency lighting and escape signage appeared to be inadequate and not complaint with current requirements. We recommend a new emergency lighting and escape signage system be installed to comply with current standards.</p> <p>The intruder alarm system does not cover all areas of the building, and did appear to be in use at all. This system would have to be replaced entirely to cover the whole building. An addressable system with interface unit would be recommended.</p>	<p>15,000.00</p> <p>Included in general lighting</p> <p>30,000.00</p>
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C-2	Fixtures and Fittings	There are kitchen areas to the ground floor and first floor. To the ground floor, furniture, fittings and fixtures are mainly owned by the guardians. To the first floor, table, chairs, desks are used by the Community Sea Cadets.	Kitchen units and worktops to the ground floor are generally in reasonable condition however, the kitchenette to the first floor is worn and out dated.	N/A	8,000.00
C-3	General Matters	Drainage Thermal Insulation Access for disabled people	No inspection of the below ground foul or rainwater drainage was carried out as part of this survey. There appeared to be blocked gullies situated around the building. The thermal performance of the building could be improved dramatically by installing economic windows and doors. Also, investigation into insulation between roof/ceiling voids and the air leakage through air grilles to brickwork within the main hall of the first floor. Access to the building is relatively fair; there are steps and inclines to some entrances that could be removed by remodelling external areas and forming ramps.	N/A	20,000.00 10,000.00 25,000.00

5. Photographic Schedule

Appendix A

Building Plans.

A.1

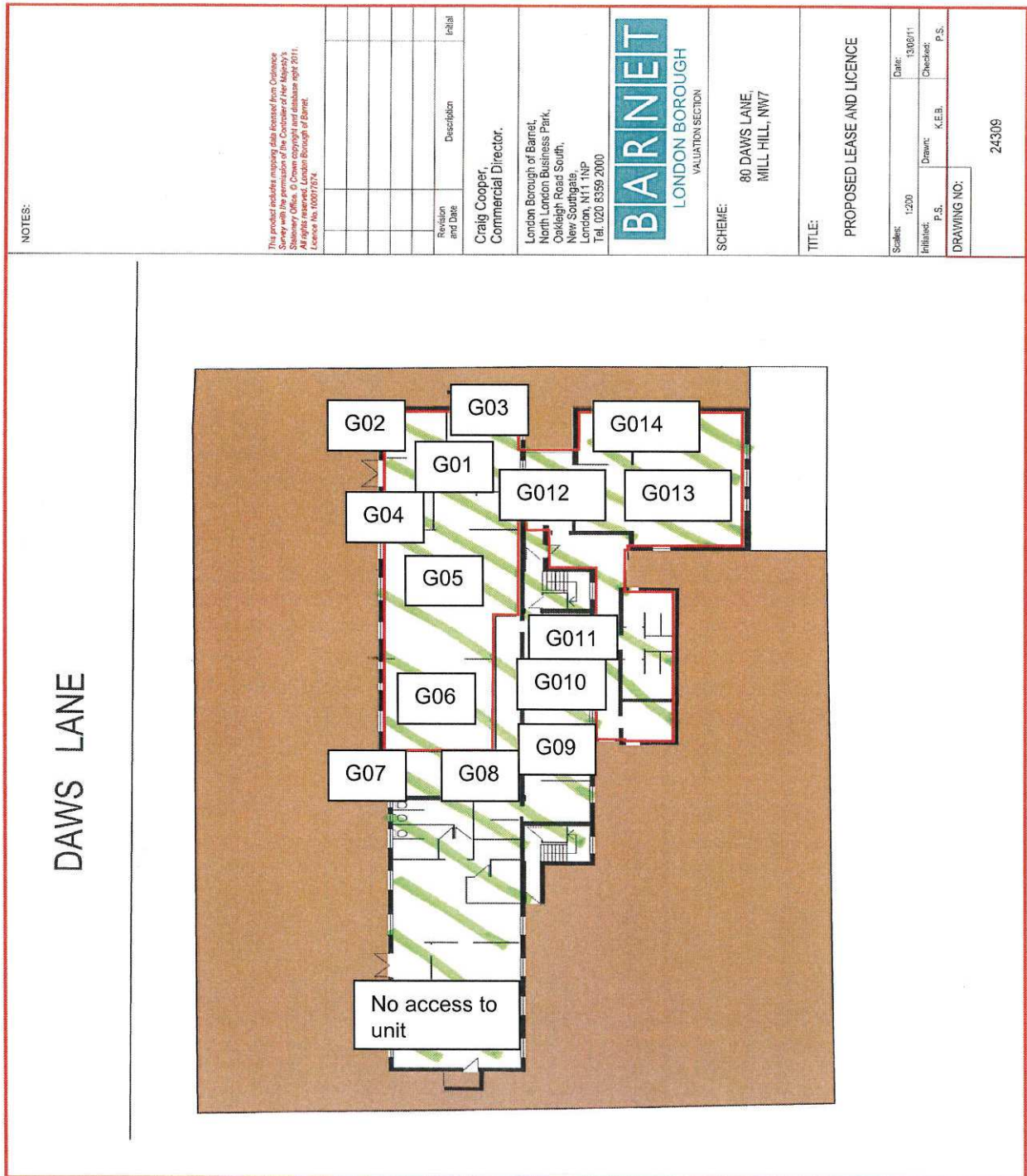


Figure One: Ground Floor Plan Provided by Barnet Property Services.

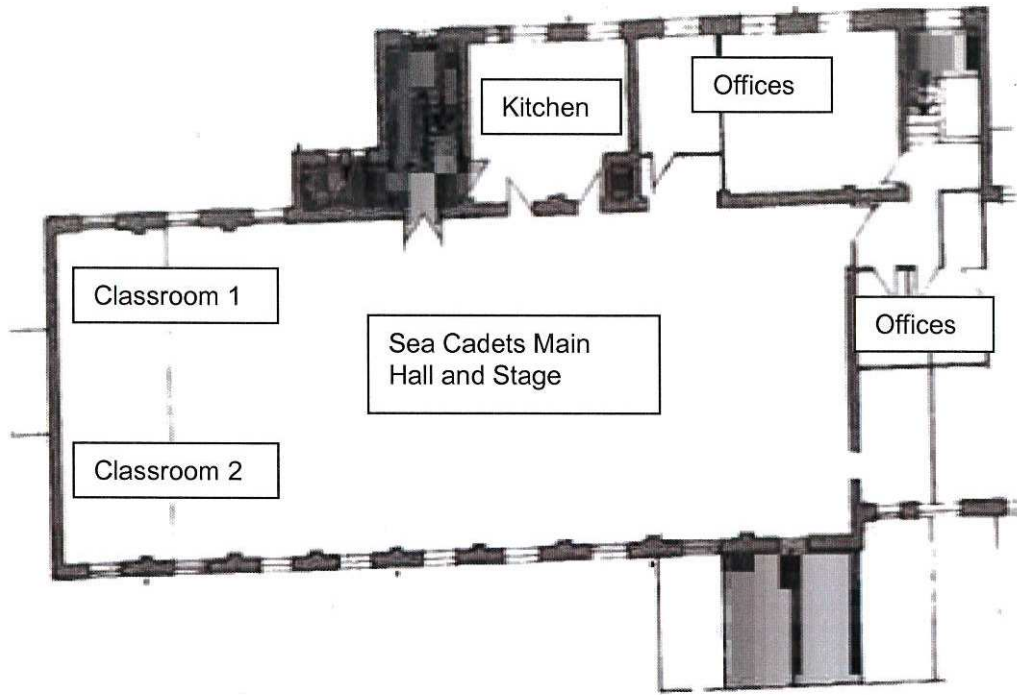


Figure Two: First Floor Plan Provided by Barnet Property Services.

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DRAFT NW7 HUB	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	DRAFT
Centre	8am – 6pm	8am – 6pm	8am – 10pm	8am – 10pm	8am – 10pm	8am -10.30pm	9am – 6pm	
Cafe	8am – 6pm	8am – 6pm	8am – 6pm	8am – 8pm	8am – 9pm	9am -9pm	10am – 5pm	
Business Hub	8am – 6pm	8am – 6pm	8am – 6pm	8am – 8pm	8am – 6pm	10am – 5pm Student study	10am - 5pm Student Study	
Nursery	8am – 6pm	8am – 6pm	8am – 6pm	8am – 6pm	8am – 6pm	Closed	Closed	
Retail	9am – 6pm	9am – 6pm	9am – 6pm	9am – 6pm	9am – 6pm	9am – 6pm	11am -5pm	
Library PM	Core hours	will be	determined by	consultation	outcomes			
Library Events								
AM	Toddlers Tales	Seniors Book Club	Toddlers Tales	Audio Book Reading	Coffee & News Review	-	Occasional guest authors, book reading etc .	
EVE	Closed	Closed	Bridge	Lecture	Bridge	Closed	Closed	
Function Room 1 Ground Floor AM	Baby Massage/ Clinic Advice	Seated Exercises	Good Neighbour Social & Lunch	Soft Play	Carers Support Group	Variety of uses eg Pop Ups		
PM	Soft Play	Stroke Group	Dancing eg Ballroom	Indoor Bowls	After School Club 11- 14 yrs	Seasonal sales		
EVE	Closed	Closed	Line Bollywood	Local Association meetings	Youth Club 15 – 18yrs	Films Lectures		
Function Room 2 Ground Floor AM	Healthy Eating Advice	For Occasional Hire	Good Neighbour Social & Lunch	For Occasional Hire	Singing for the Brain (Dementia)	Upcycling		
PM	& Demos	University of the Third Age	Dancing eg Tap	Indoor Bowls	After School Club 11- 14 yrs	Craft fairs		
EVE	Closed	Closed	Street Latin	Keep Fit/Palates	Youth Club 15- 18 years	Dances/ Disco		
Function Room 3 First Floor AM	Meditation / Tai Chi Courses	For Hire	For Hire	Creative Courses and drop in	Return to Work Skills eg CV's	Private Bookings		
PM	For Hire	Volunteer opportunities Adopt a Place	Business Advice/ Network	sessions eg silk painting, upcycling, upholstery	Computer skills Interview techniques	Private Bookings		
EVE	Closed	Closed	Hire	upholstery	Hire			
Park Initiatives	Morning Jog and Gym	Walk & healthy Breakfast	Dog Training and Walking	Adopt a Park Day	Buggy Push & Lunch	Kids Sport Club & Smoothies		
Outdoor Space	Seasonal events & sales	Summer BBQ Autumn hog roast.	Xmas trees	Garden plants	Table top sales	Vintage Car event	Music in the park	

DRAFT

NW7 Hub Supplementary Information May 31st 2015

Promoting the Hub and Public Consultation during 2014

We have spoken to and presented at local meetings:

1. Mill Hill Preservation Society
2. Mill Hill Residents Association-Including a hustings meeting in 2014 with representative of main parties
3. Mill Hill Neighbourhood Forum
4. Friends of Mill Hill Park
5. Local Service Providers Lunch Event
6. Mill Hill Workers Education Council Meeting

Stands at public events/places:

- Mill Hill Park x 2 . Interestingly, many of those approached did not live in Mill Hill but had come from Colindale, Edgware and Burnt Oak.
- Mill Hill Allotments Society Open Day (2014 and 2015)
- Mill Hill Broadway
- St Pauls School Car Boot Sale

Local Coverage

To promote the consultation questionnaire and to inform the community about the project.

- Mill Hill and Edgware Times (newspaper and on line article)
- Mill Hill Residents Association Website
- Mill Hill Preservation Society Newsletter
- St Pauls Church Parish Magazine
- Mill Hill Churches Together Newsletter

Consultation Questionnaire

Format

Could be completed on line or printed off from the Mill Hill Residents Association Website and or a URL link and sent.

Distribution

Questionnaires were distributed to homes in close proximity to 80 Daws Lane

Poets Corner (Birkbeck Rd, Milton Rd, Byron Rd, Marion Rd, Shakespeare Rd
Tennyson Rd)
Parkside

Daws Lane
Victoria Road
Fetherston Road
Cophall Drive
Hillside Grove
Holmedene
Wise Lane
Marshall Estate
Chalet Estate
Glenmere Avenue
Wise Lane

Questionnaires were also available at all public events we have attended and sent to those who requested it.

Reponses

Approx 2500 distributed

328 responses recorded

13% return, which is well above the norm

Key results:

Question	Strongly Agree
80 Daws Lane should be a venue for community use	86.54%
The centre has a role to play in increasing individual and community well being	75.23%

Sample Quotes

An excellent idea since the loss of the garden centre. Mill Hill definitely needs a local meeting place for all ages to bring the community together. (M Khans)

Mill Hill can feel like a place you pass through or a bit of a dormitory suburb for those who work elsewhere. This project could really help boost community spirit (P Lockyer)

Rarely does a fantastic opportunity like this present itself so I urge Barnet Council to support it with all its might. It can enhance the local community tremendously, offering creativity, support and real opportunity for all. (P Rowlands)

A primary objective should be to combat loneliness- with activities such as afternoon tea events for the elderly or for bringing together those with learning difficulties and other members of the community. (P MacMahon)

It would be great for the hub to have kitchen facilities suitable for running cookery courses. I would like to run/ participate in home baking courses. Also an art studio for art classes. (P Lockyer)

Since the garden centre... went from Daws Lane me and my family really miss the community facilities that used to be available to everyone. (N Harris)

I represent the local U3A and are looking for a suitable venue 2 days a week for our education lectures/meetings for the over 55's (M Hartman)

There are plenty of sports facilities in the area but no visual arts/crafts in Mill hill. There is a saying " where there is art, commerce follows" (V Grassi)

This is an excellent range of possible uses of the building as it covers all ages and interest. This is just what a community hub should be. (R Morgan)

This would be a great local or tourist information point. A start for walks in the area. I think this offers the potential for an excellent range of facilities that can be used by the diverse groups in the area. (A Cheasty)

A hot desking facility is an excellent idea, , there are numerous local residents that work from home that would take advantage of a business centre (S Glassman)

Something for teenagers 16 – 18 is really needed (J peters)

How about public toilets , badly needed for the park. How about an advice centre. (S Bourn)

I would like to see Barnet support contemporary arts for emerging artists. (S Rudd)

I think this is a great idea and one that can only enhance the area (B Quinell)

I think there is a fantastic potential here for real creativity at a local level whether art, music, classes or community spirit. (K Warmen)

An exciting and unique resource (A David)

Requested Bookings and Enquiries

We have received a number of requests for rooms to hire (regular and adhoc) for space to house a variety of activities and services, office space, small business opportunities, a place to advertise services, networking and exhibition space.

Enquires have been from individuals and companies including

1. University of the Third Age (age 60+)(U3A)
2. Provider of Cookery Classes
3. Provider of Yoga classes
4. Mill Hill Good Neighbour Scheme (elderly socials and lunch clubs)
5. Provider of Pilates classes
6. Company wanting studio space.
7. Dynamic Sports Academy (for young adults)
8. Mildon Arts Society (to stage exhibitions and sales)
9. Private provider of education offering small group work for non – main stream students)
10. Battenburg Events -Garden and Craft shows in the park.
11. Weddings and catering franchise enquiry
12. Interest from small businesses we have met at seasonal fairs.
13. Place to Grow (furniture company made by those with learning difficulties)
14. Grief Encounter Charity
15. Country Cows Montessori Pre School
16. Meditation London
17. Scaracens Community Foundation
18. CCHF- All About Kids Charity
19. Autism Services
20. Barnet Junior Chess League
21. Mill Hill Eruv
22. Local Schools (particularly in relation to park use)

May 2015