

mobilise

Old Barn
Business Case &
Management Options
Appraisal

A Report by Mobilise Public Ltd

April 2015



1 Executive Summary & Recommendations

This report sets out the potential business case for the future operation of the Old Barn and has undertaken a management options appraisal. A wide variety of potential tenants and activity providers are interested in working from the Old Barn. We also met with a range of organisations that may be considered for taking on the lease and managing the Old Barn going forward. We supported the Council undertake a public meeting to discuss the plans with the community and have now fully analysed all the information to produce a working model for a sustainable community facility moving forward. We have also written this in the context of the Council's Community Asset Strategy and Community Participation and Leadership approach and believe that a well functioning locally managed Old Barn can play a significant role for the Council in these respects moving forward.

The report offers an overview of real potential future tenants and activities that may either be located in or run activity out of the refurbished facility. By establishing local comparators we have also projected the rental charges of the different spaces available. Using a comparator centre and information about costs of running the Old Barn previously and devising a staffing model, we have estimated the costs of running the Old Barn.

We then undertook an exercise to programme the Old Barn with two real-life scenarios, allowing the future management to see the impact and found there are realistic options for the future management; either giving the Alzheimer's Society or a Nursery a significant 'permanent' tenancy, with other organisations using the remaining space. Both of these options are able to cover the costs of running the building, though both would need to be supplemented further with ad hoc hires, fundraising, or bids to deliver commissioned activity for public providers in order to really give the managing organisation comfort and future sustainability.

Finally, we undertook a management options appraisal, evaluating the suitability of the organisations interested in managing the Old Barn. A number of local organisations ruled themselves out of future management of the Old Barn. We hoped that a new local solution might have emerged during the course of this work through local residents working with the Old Barn Action Group and Grange Big Local though that is not yet the case. There are 3 organisations that have expressed interest in managing the Old Barn going forward; Tiddley Tots nursery, Peabody Housing, and Community Barnet. The Council will need to establish which of these approaches is likely to be able to support its ambitions to provide a sustainable way forward for the Old Barn and support the delivery community led activity for the Grange Estate and beyond.

1.1 Recommendations

There is a good business case for the Old Barn at the present time and a strong array of potential tenants with a diverse range of activities for the local community. We would recommend that the Council acts swiftly on this report and, as soon as the way forward and timetable for the Old Barn is agreed, keep these tenants and providers informed through communication, offering a clear timetable for delivery, and ensure that the initial managing

organisation is resolved so that they can take forward negotiations around tenancies and space.

The Council should pursue scenario 2 outlined in the business case with a nursery as an anchor tenant. We know there is demand from an existing nursery for the space (and we know of another that will lose its building in East Finchley in the foreseeable future), the strategic needs assessment for child care places in Barnet remains clear about local need particularly for 2 year old places, and nursery activity is likely to be a better fit for the wider activities and proposed uses for the space helping meet the wider needs of local families.

The lease for the Old Barn should be let as soon as possible so that the future managing organisation can both be involved in the plans for refurbishment and begin to work with potential tenants and activity providers as a user group keeping them informed of developments and ensuring their needs can be met within the future internal design.

We would not recommend going out to the open market for the letting of the lease for the Old Barn; partly because we have been out already on behalf of the Council to all of the likely candidates, and partly because it is unlikely that commercial providers could support the Council achieve its ambitions contained within the community participation and leadership strategy.

The Council should move to a final phase of the process of letting the lease for the Old Barn by interviewing the 3 organisations set out in the management options appraisal of this report; Community Barnet, Peabody Housing and Tiddley Tots Nursery. We would suggest that the Peabody Housing proposals seem to be the best option for Barnet in taking the Old Barn forward at the present time in terms of the local resources they are offering, their experience in delivering community facilities and stability as an organisation, and their vision for supporting the development of a community led solution in the medium term which is a good fit with the Councils Community Assets Strategy and its Participation and Leadership strategy. This should be fully explored within a final stage interviewing process for the role.

Whether a second floor being built onto the Old Barn becomes the preferred solution to accommodate the Somali Bravanese Welfare Association (SBWA, the Bravanese community) or it doesn't, then this business case and management options appraisal should be discussed by the future managing organisation for the Old Barn and the SBWA. They will need to quickly resolve how leasing arrangements will work with each other and the Council, how access to and space booking could work efficiently across the whole building/s, and where any economies are to be had by running elements across the two (eg, cleaning, IT, caretaking, bookings, etc).

2 Introduction

2.1 Background

The Old Barn Youth and Community Association (OBYACA) held the lease and managed activities in the Old Barn Community Centre since it was built in the early '80s. For many years it was the home of pre and after school clubs, youth clubs and a range of other community activities and local events. In recent years, the charity went through more difficult times.

Around 2010, OBYACA began to struggle financially and new trustees were appointed to run the charity. Some of the local community felt that the Old Barn was being taken away from them. Few activities were being delivered for residents and some local groups had been asked to leave. A nursery, 'Mini-Me's operated from the building though this was also a subject of concern and was eventually ruled unsafe by Ofsted, a decision which was upheld by tribunal in June 2014. Many tried to work with OBYACA to support them improve their practice, however in the last few years, a group of local residents formed the Old Barn Action Group (OBAG) to highlight the problem and campaign for the building to be brought back properly into community use.

The London Borough of Barnet (Barnet) and the Charity Commission tried to encourage the trustees to operate the building properly and according to the objects and constitution of the charity. However, accounts were not submitted and further documentation the Charity Commission requested was not provided. As a result, in October 2014, the Charity Commission used its powers under Section 80 of the Charities Act (2011) to remove the trustees and appoint an interim trustee to review the operation of the charity and make recommendations to the Barnet and the Charity Commission. The interim trustee found no current members of the OBYACA, no residents willing to take over as members and trustees, substantial debts and a Council willing to refurbish the centre and put it back into community use. As such the interim trustee recommended to the Charity Commission that a further Order be issued to authorise the surrender of the lease to the Council and to remove the Association from the Register of Charities on the basis that it had ceased to exist.

The Council has since brought forward plans to develop the site around the Old Barn, to build a new community facility to the side of the Old Barn (to replace the centre on Coppetts Road that was occupied by the Somali Bravanese Welfare Association (SBWA) and was destroyed in an arson attack in June 2013), and to refurbish the Old Barn (having found the building in need of substantive repairs and upgrades). As a part of this work, this current study was commissioned by Barnet to work with local groups and the wider community to develop a vision, potential business case and explore the management options for the Old Barn moving forward.

This report will set out the findings and recommendations from this study which has:

- sought out potential tenants, anchor tenants, activity providers in the local community meeting with them to understand their visions and needs

- sought out potential managing organisations that might be interested in taking on the lease for the Old Barn in the future
- engaged with key community groups and undertaken public consultation in order to involve the community as widely as possible in this conversation
- undertaken a management options appraisal of organisations interested in running the Old Barn in the future.

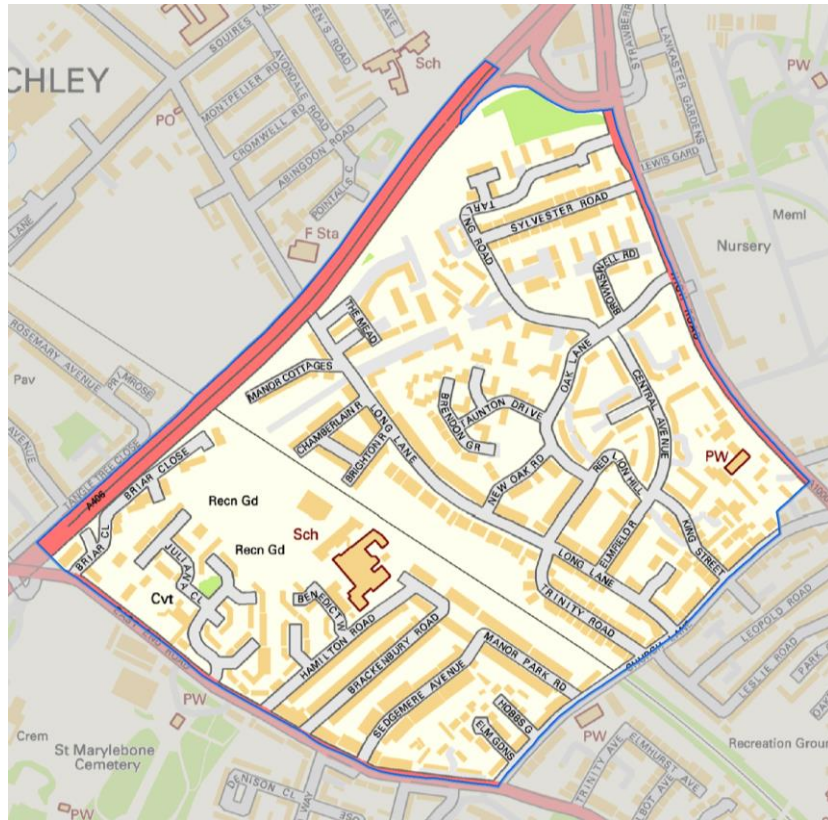
At the outset of the commissioning of this report, the Council were exploring the build of a new community facility primarily for the Bravanese community in the grounds of the Old Barn whilst refurbishing the Old Barn for wider community use. During the course of researching this piece of work and writing this report, an option of adding a floor to the existing Old Barn to accommodate SBWA activity was being further explored. As a result, we have added discussion at the end of both sections 5 and 6 that explores the impacts of this option on the business case and management options appraisal for the Old Barn.

2.2 The East Finchley Context

The Old Barn is located on the Grange Estate in East Finchley. East Finchley is a relatively affluent area of North London with a tube station on the Northern Line, and characterised by its mix of housing, local library, Phoenix Cinema and Cherry Tree Woods. East Finchley is also known for its high levels of community participation and activism. One local group, East Finchley Altogether Better has documented the wide range of local groups and activities in the area (see Appendix 1).

The Grange Estate is a large area of public housing in the North of East Finchley near the North Circular Road. The Grange is a known 'pocket of deprivation' and is one of the most disadvantaged small areas in Barnet. As such, the Grange area was chosen by the Big Lottery's Big Local programme for £1m of investment in community activity over 10 years.

The Grange Big Local (GBL) area is a small area located close to the busy North Circular. It is enclosed to the East by the High Road, to the South by Church Lane and South West by East End Road. The Grange Big Local area includes the Grange Estate, along with Font Hills Estate, the Thomas More Estate and all the streets in between (including the Old Village). The nearby Strawberry Vale Estate is not included in the Grange Big Local boundaries. Long Lane runs almost centrally through the Big Local area, as does the Northern Line between East Finchley and Finchley Central. The map below shows the boundaries of the Big Local area.



Grange Big Local have identified the following priorities for their programme that are relevant to this study:

- A place and more community events to bring the diverse population more together
- A response to the growing number of families with young children and the lack of childcare
- A desire for more activities for children and young people
- A business hub to provide facilities and networking for self employed
- A central location to bring people together of all different communities – a community heart
- Concern over the loss of community facilities and a desire to maintain or gain back

Whilst it can be seen from the EFAB work in Appendix 1 there are a broad range of community assets including religious facilities, schools and specialist public or community facilities (such as East Finchley library, the Anne Owens Centre and Newstead Children’s Centre), there are few universal community facilities open to everyone and an undersupply of universal community activities.

The **Green Man Community Centre** is close to the Old Barn on the other side of the High Road near the Strawberry Vale estate. Its financial model is different to any that are likely to be sustainable for the Old Barn in that it houses a Peabody housing management office and its overheads are paid for by Peabody. However, its activities and rentals are overseen by a resident management committee and supported by a paid administrator. Current activities include a Dance Class, ESOL classes, Barnet lone parent’s sessions, bingo, Woodcraft, a job

club, and various other clubs and party hires. Through this study we understand that the Green Man is over committed and have to turn activity away due to operating at capacity.

3 Barnet's Plan for the Site and Wider Context

3.1 The proposed new build and refurbishment on the site

After the arson attack on the Council's community hall in Coppetts Road, whose primary user was the SWBA, a number of options were reviewed for the rebuilding of the hall. The option considered to be the best was the re-provision of a centre on the site of the Old Barn. This option would also allow the Old Barn to be refurbished and wider site works to create a Community Hub accessible to all residents.

The following site plan was reported to the Councils Assets, Regeneration and Growth Committee on 15th December 2014 although plans are developing as the project progresses.



3.2 The Council's Community Asset Strategy

Over the past few years Barnet Council has been looking at how it can maximise the value it gains from its land and assets. In order to determine this, a Strategic Asset Management Plan was developed in September 2014 and put out to public consultation. Following the consultation, the aims, objectives and draft proposals set out will form the basis of the full Community Asset Strategy.

The Council expects to have a budget gap of £73.5m between 2016-2020 due to increased demand for local services and reduced government spending. The Community Asset Strategy is part of an effort to explore how the Council can deliver services more efficiently and prepare for the financial constraints it will likely face in the near future. It aims to identify how VCS activity can help meet local need and deliver services more efficiently through community management and ownership of assets, helping create more resilient communities. It is hoped that these proposals will help reduce demand on Council services, increasing the Council's financial viability.

The strategy aims to examine what community organisations have to offer locally and how the Council can create a balance between making assets available for commercial use and to community organisations. This will require the Strategy to redefine the Council's current definition of 'community assets', allowing it to focus its attention on areas and facilities where it can support community groups and voluntary organisations while attaining the greatest possible benefits.

The strategy will also explore opportunities for establishing flexible shared-use community hubs, reincorporating assets that are currently under commercial use into the estate and clarifying ways in which communities can take a more active part in service delivery, for example through the Community Right to Bid and Community Asset Transfer. In order to ensure financial sustainability, the document proposes using a rental value assessment based on the full market rental value for each asset, preserving the right to provide financial assistance on a case-by-case basis. The strategy also includes a set of flexible lease arrangements.

As a part of this the Council will develop a good understanding of its current assets, a clear and comprehensive governance arrangement for the entire estate and clear principles by which it will engage with all community groups. These will include eligibility requirements for VCS groups to receive support. It will also outline how the Council can promote local priorities by matching assets with organisations and creating volunteering opportunities or apprenticeships.

3.3 Community Participation and Leadership in Barnet

In 2014 Barnet began developing a Community Participation Strategy. The aims of the strategy are to:

- increase the level of community activity across the borough;
- build stronger partnerships between the community and the Council;
- coordinate and improve the support the Council gives to communities; and
- help the Council take more account of community activity when it makes decisions about how it delivers services and outcomes.

Fundamentally, the strategy acknowledges that, due to funding reductions and the need to find savings of a further £72m by 2020, the Council will be able to do less in future years. In order to ensure Barnet continues to thrive, the Council will need to build stronger relationships with the community and share more responsibility, or support the community to

do more. The rationale behind this is that if the Council can help communities become more resilient and do more locally, then there will be less demand for statutory services.

At the March 2015 Community Leadership Committee, a Community Leadership Commissioning Plan was presented. This stated that the Council will seek to change its relationships with residents, working in partnership with local communities to reduce the impact of funding reductions. In certain circumstances, residents will need to take on more personal and community responsibility for keeping Barnet a great place particularly if there is not a legal requirement for the Council to provide services.

It stated that:

The Council will work with communities to ensure that community capacity is supported and used to its full potential. This Committee, in its community leadership role, will ensure the Council works as effectively as possible to support and develop community capacity, including at those points where will be most critical to the success of commissioning plans, for example:

- *Setting up a new database of voluntary and community organisations in the Borough to improve our information about local communities, supporting implementation of the Care Act and Universal Credit*
- *Making our procurement processes more user-friendly, using our spending power to increase the range of local suppliers and support ambitions to develop more community-based services in adults' and children's social care*
- *Using our resources and assets to support communities, including coordinating our grants and funding, and making sure the Council's community assets are used to their full potential.*

And the relevant Commissioning intentions and impact were identified as:

Commissioning Intension	Intended Impact
<p>Create a clear and coordinated package of measures by which the Council can support community activity, including grant funding, use of assets, and officer time.</p>	<ul style="list-style-type: none"> • Increase in organised resident and community activity. • Resident and community groups are more sustainable. • Resident and community groups have a clear understanding of the support available to them from the Council, and make use of it.
<p>Agree an implementation plan for the transfer of appropriate services or functions into community ownership or delivery.</p>	<ul style="list-style-type: none"> • Voluntary and community groups are empowered to deliver services and outcomes on the Council's behalf. • Services are available according to the most appropriate model to meet local need • Outcomes are improved for service users.

It is clear from the direction of travel of the Council in the areas of community participation, leadership and delivery that the role of assets like the Old Barn and their potential to galvanise community capacity and delivery, particularly in more disadvantaged areas like the Grange estate, are now hugely important. Successfully community organisations managing sustainable community facilities can not only help ensure communities are more resilient and able to provide support to those that need through locally accessible services and facilities, but can also get involved in the new market place for community ownership and delivery of services on behalf of the Council and other public providers. It is important that the options for future management of the Old Barn are able to support the development of a sustainable approach that will boost community resilience in this context for the longer term.

4 Potential Tenants and Activities

The following organisations either contacted us following the extensive publicity that was undertaken to inform the community about changes at the Old Barn and interest in usage of it or were contacted by us. There are essentially 3 types of contact we've had from groups and organisations:

- Potential Anchor Tenants – organisations that would want substantive use of the building both to house a team and deliver a range of activities to their client group.
- Potential tenants – organisations that would want limited use of the building say to rent part of an office or a room on a permanent basis for a regular activity.
- Potential activities – organisations and groups that would want to rent room or hall space on an hourly basis for activities.

There are one or two organisations within this list that did not want us to reveal their identity as they may not want at this stage to reveal to their existing landlord that they might be looking for new accommodation. Where this is the case, we will describe the organisation and their needs in more generic terms. Organisations highlighted can be contacted through Mobilise Public Ltd.

4.1 Alzheimer's Society

The Alzheimer's Society is a national charity with a local office currently located in an outbuilding of Edgware Community Hospital. Their service is commissioned by the Council and the rental of their current home is stipulated in the commission with an allowance for the rent. The NHS wish to increase the rent on this building and next commissioning cycle is likely to remove the building from the package and ask suppliers to find their own building to operate from.

Their services are provided for all residents of Barnet, and as such they feel that East Finchley would be a better location to operate from than Edgware. They operate from 9am to 5pm and currently provide day support on site for 12 to 16 people although there is a waiting list of 50 for this service; a weekly singing for the brain session; a weekly dementia café; and smaller ad hoc activities.

They either need exclusive use of a facility during their operating hours, or at least a mix of shared space and exclusive space. Their space needs are:

- 1 workshop/activity room for up to 30 people
- use of a kitchen
- up to 3 small rooms for one to one meetings, therapy sessions
- office space for up to 10 desks

Shared use of a café or shared parts of the building could be positive and help ensure their services are less stigmatised, but a safe and secure part of the building would need to be created for their service specific rooms and office.

Their current rent is £56,000 per annum. They would like to be paying nearer £30,000 per year for a shared use space. The Alzheimer's Society is a potential anchor tenant.

Contacts: Bradley Trott (Business Development Officer), Margaret Dempsey (Day Support Manager)

4.2 Art Against Knives

Art Against Knives is a registered charity and company limited by guarantee. It also has a trading arm and gallery that sells donated art. It works closely with Community Souls CiC. They have a focus on Barnet at the moment with a number of projects including 'Vales Nails' operating from the Green Man Community Centre and 'Dollis Dolls' operating from the Rainbow Centre in Dollis Valley one day a week.

Art Against Knives were recently successful with a 3 year funding bid from the John Lyons Charitable Trust to deliver a range of community engagement work including music project, On Track, from the Arts Depot on Friday nights. They take referrals from charities such as Home Start and statutory bodies such as Youth Justice. Many of their participants are from the Grange Estate and they would prefer to operate from the Old Barn, which would help with transport issues.

They are keen to be part of the Old Barn going forward and having been looking for a local space they can both base their project at (a programme manager and outreach workers) and operate activity from. A more permanent base will help them in their work, as it will allow young people to drop in and visit the project. They currently pay £25 per hour for activity space.

Contacts: Katy Dawe; Rickardo Stewart

4.3 East Finchley Theatre Group

This is a new group who currently run 'Musical memories and me' for the elderly in care homes and day centres. Bev and Helen who run this work are both highly experienced locally having been head of performing arts and head of music at local Barnet secondary schools for many years. They are keen to develop an intergenerational community theatre group and see the re-provision of the Old Barn as a great opportunity to begin this work in a community setting. They are experienced at putting on musicals, devising theatre pieces and supporting anyone who wants to get involved in the different aspects of this. This has the potential to both deliver intergenerational work in an accessible way, build confidence and skills, and give young people the opportunity to learn new skills such as set building, lighting and sound. For the purposes of this study, we have assumed that they might put together two community

shows per year, each rehearsing for 10 weeks each, using the large hall 3 times a week and needing exclusive use of a classroom during these periods for the storage of equipment, set and costumes.

Contact: Bev Vincent

4.4 East Finchley Altogether Better

Altogether Better started in Barnet two and a half years ago as neighbourhood projects emanating from Barnet's Ageing Well programme to help tackle loneliness and isolation. They quickly realised that some of the work was about helping create communities that can address isolation; the simple idea is that if you can create more of a village feeling and deliver community activity more widely, this would also be accessed by older people and help reduce loneliness. They now work in Burnt Oak, Stonegrove, and East Finchley. EFAB is one of 35 Ageing Well projects that are funded through section 256 funding (part NHS and part local authority) and report to the Barnet People's Assembly. An EFAB officer is employed for East Finchley 25 hours per week. The officer promotes the development of activities that are run by volunteers and these currently include healthy walks, table tennis, internet learning, etc. EFAB also hosted their own Christmas festival this year at Hospitality House with over 200 attendees. Activities are designed to be sustainable even if the EFAB team ceased to exist. Their contact list is now 700 strong with 150 regularly engaging in activities.

Many of the ideas that come up need a venue, e.g. a youth project was suggested, a cooking project. In principle, EFAB would want space in the Old Barn and be based there. They would wish to rent hot desk space in a shared office for 12 hours per week, meeting room space for 5 hours per week, hall space for 5 hours per week, and kitchen space for 3 hours per week.

Contacts: Lisa Smith, Steve Craker

4.5 Grange Big Local

Grange Big Local began in December 2012. It has a £1m endowment to support community activity in the Grange Big Local area where the Old Barn is located (see section 2). Although the Grange Big Local are yet to develop their Big Local Plan that will detail the kind of activities it will take forward, from the conversations we have had with the steering group to date, it is likely that they will wish to base a development worker there and a range of activities. For the purposes of this report, we will estimate that Grange Big Local might rent small hall or classroom space for 4 sessions of activity per week.

Contact: Pat Murphy

4.6 Local Music School

A local music school is looking for alternative accommodation. It has operated in Barnet for 8 years from 2 sites. Although this is a private school that charges for lessons, they would be willing to run open days and taster sessions for the local community. Ideally they would wish to permanently rent 2 rooms though could manage with one room permanently rented and

the other room on a shared use basis with some storage space. Classes take place most evenings after school between 4 and 8pm and on Saturdays from 9am to 5.30pm.

Contact: Mobilise (the school has asked to remain anonymous in this report)

4.7 The Monday Club

The Monday Club is an independent youth club and, as its name suggests, operating on Monday evenings. The club used to operate at the Old Barn until they had to move out because things like fire extinguisher tests were not being kept up to date under the old management. The club is currently operating out of the Anne Owens centre on Monday evenings from 6 to 8pm but wishes to return to the Old Barn. The club operates with the financial support of a local property developer and with insurance cover from a local church. All staff are volunteers and young people do not pay to attend. The Monday Club pay £40 per session to the Anne Owen Centre for use of the hall and kitchen and would like to increase to 2 sessions per week for different age groups on Mondays and Wednesdays. They could pay a little more, say £50 per session.

Contact: Maureen Clementson

4.8 Barnet Lone Parents Centre

Barnet lone parents centre has been a registered charity since 2008 and prior to that was known as Barnet Gingerbread going back to the 1970's. In that time it has moved from being a social group to offering services. They currently operate out of the Green Man community centre and are supported by Peabody. Being too small to engage in LB Barnet's commissioning, they are funded through a range of trusts and charities. They offer the following services: a Sunday drop in at Underhill Baptist Church; Help with Money sessions at the Green Man (includes access to legal advice, benefits checks, debt repayment plans, help with school uniforms, free holidays & second hand furniture, food bank referral). They rely on volunteer advisors and are also now appointing a paid worker. They would like to run one of their advice days at the Old Barn to extend their reach. They would also like to run a community toy library but would need storage for that.

Contact: Nina Gentry

4.9 Old Barn pre-school

The Old Barn pre-school is a registered charity (registered as St Mary's pre-school) that provides childcare for 2 to 4 year olds and has been operating since 1981. It is a community pre-school that is a 'not for profit' and the majority of the children are supported by childcare vouchers. They moved into the Old Barn in 1994 before the current building was built. They operated there until 2010 and describe having to leave as new management took over the Old Barn, rents were increased by 50% and existing tenant organisations were harassed.

The Old Barn pre-school would consider returning to the Old Barn. They used to use the big hall space clearing away their equipment at the end of each day. They would prefer a dedicated space but would be open to sharing if they could have storage, access to the

kitchen and an outdoor space. Current provision runs from 9.30 to 12.30 on weekdays although with better facilities they believe they could extend into the afternoons. They currently pay £16 per hour for one main room, an outside area, and use of a kitchen and storage area. They pay for 3 hours a day, 5 days per week and are given a half hour either side for set up and take down.

They currently have 25 children on the register and would extend if more space was available particularly with the potential to grow for 2 year olds at the moment with the government's voucher scheme. They are keen to move back to the Old Barn and provide for Grange residents again as they see the ethos of their nursery more akin to the community ethos of a future organisation likely to be involved in running the Old Barn. There's also a clear sense from the management team that they would like to 'come home'.

Contact: Anju Jashapara

4.10 Teamy and afterschool clubs

Teamy is the breakfast and afterschool club that operates out of Martin, Garden Suburb and Brooklands schools. Teamy also runs holiday schemes at Martin and suggest if an afterschool club is successful then a holiday scheme would also be. Teamy used to operate at Tudor, Manorside and Our Lady of Lords but stopped recently (mainly due to wishing to manage a smaller operation). Sherpa Kids is now running out of Tudor School (www.sherpakids.co.uk) though Teamy believe there is still an undersupply of breakfast and afterschool clubs in the area.

Teamy would expect to pay £50 per evening for 2.5 to 3 hours each evening at Old Barn if it were to operate an after school club there. Though, for a new provider, they would recommend starting at half this much and stepping up as attendance increases. For holiday schemes, Teamy would expect to pay £400 to £500 per week for 10 weeks a year.

Contact: Peter Matthews (at the time of writing we understand, due to a complaint to Ofsted which has been upheld, Peter Matthews is no longer running Teamy at Martin School and the afterschool club is being taken over by an alternate provider)

We were also contacted by a local child minder who is interested in running afterschool clubs at the Old Barn with other child minders. She has also volunteered for the 'Make Lunch' project that supports disadvantaged children in the holidays with donated food lunches which she would like to develop at the Old Barn.

Contact: Sonile Zimba

4.11 View of public sector and potential synergies

We spoke to Barnet Adult and Community Services who put is in touch with the Alzheimer's Association.

We spoke to a number of officers from Barnet Children's services including the multi-agency support team, family focus team, child minders development team and the business team

that deals with Children's Centre and nursery provision. The key things we learned in relation to the Old Barn include:

- There is significant government funding for 2 year old nursery provision now and an undersupply of places for 2 year olds in nurseries
- Newstead Children's Centre would be interested in extending its nursery provision if it were able to deliver some of its community provision (e.g. parenting classes, sensory library) from the Old Barn.
- There is the potential to bring together local child minders to explore the possibility of joint delivery of breakfast and after school clubs at the Old Barn.
- If Old Barn becomes available the youth and family support services would wish to run a parenting programme there 3 times a year for 8 to 12 weeks. One room would be needed for the programme and a room for a crèche.
- The Council's library service is currently under review and at the time of writing the consultation on the three options was closed. Spending on libraries will be reduced and community libraries are being considered. What this means in practice in East Finchley remains to be seen and a further report is expected on the outcomes of the consultation and proposals at the Children, Education, Libraries and Safeguarding Committee this spring. During this piece of work some suggested the exploration of the Old Barn as a community library of some nature, however we felt it too early in the Council's process to explore this and too inflammatory locally given the strength of feeling over library reductions amongst East Finchley's residents. However, it should also be noted for the purposes of this report, that it is possible that further community space could be made available at East Finchley library through this process, which could affect the market for space at the Old Barn and even potential future management options.

Contacts: Blaise Mc Donald (Multi-agency support), Caroline Quinlan (youth and family support), Julie Paice (Child minders), Johanna Goslin (childcare business team)

4.12 Consultation and findings

Mobilise supported Barnet hold two public meetings to discuss the future of the Old Barn. Each of the meetings was lively and there was strong interest and some concern about the plans for the new build. The first meeting was held in November 2014 and attended approximately by 100 people. It gave the Council an opportunity to update residents on the progress of the project and hear their ideas for the future management of and activities offered by the Old Barn. After the public meeting section, break out group discussions were held on the following topic areas:

- Old Barn Youth and Community Association – more information on what has happened
- Plans for a new build centre to replace the centre that was used by the Bravanese community on Coppetts Road
- Organisations or groups that want to be considered for future management of the Old Barn

Participants actively engaged in the workshops, expressing interest in the new centre to organise chess and games clubs, computer courses for young and old, kitchen and café facilities for community cooking and socialising and other social activities that would create cohesion within the community. In addition, participants asked many logistical questions regarding the terms of the lease agreement and plans for the empty land adjacent to the facility. Some expressed interest in playing a role in the management of the new centre.

A further public meeting was held in February 2015 to share the feedback gathered from local organisations about their interest in using the Old Barn and to further understand the community's expectations for the centre and new build proposal. After a briefing, which included updates on the new building adjacent to Old Barn and the refurbishment plans, the group broke into three break out groups. These discussed plans for the new site and building; potential tenants, activities and uses; and groups or organisations that wish to manage the centre. In addition, Grange Big Local announced at the meeting that they were going to hold a break out group discussion also.

Over 200 residents attended the meeting. Many of them were interested in making sure that the new centre provides youth activities, expressing interest in football or basketball pitches or some other outdoor area where young people can play sports. Some of the attendees came forward with ideas for the centre, such as providing exercise classes for women or starting a youth coaching programme run by local volunteers. Others said they thought the list of activities that we reported were "*excellent.*" Overall there was much enthusiasm about seeing the site developed and brought into full use, saying they look forward to "having nice spaces for the whole community to use and get to know each other." The main concerns were about parking and speed restrictions.

5 Constructing the Business Case

We have developed an outline business case for the Old Barn in the following way. We have proposed suggested rental rates for different types of spaces based on work around local comparators. We have understood potential costs by using costs from other facilities and information from the Old Barn itself. We have also estimated potential income using actual interest from the work we have undertaken with potential tenants and activity providers and looking at different combinations of tenants and uses.

5.1 Rental Rates Comparison and Proposed Rates for Old Barn

We have developed an understanding of local rental rates using a series of comparators in the local area to develop an average cost per square meter for small meeting or classroom space (50 square meters or under); for hall space (50 square meters or more); and office space. The comparators used for this exercise were the Green Man Community Centre (Strawberry Vale), East Finchley Methodist Church, Quaker meeting house (Muswell Hill), the Arts Depot, East Finchley library, and Martyn Gerrard Commercial (see Appendix 2).

We have therefore based the business case work on the following rental rates for space at the Old Barn:

Space	Area/Msq	Suggested rent/month	Cost per desk/month	Suggested Rent per hour
Meeting Room	32.2			£19
Small Hall	81.7			£19
Large Hall	122.9			£28
Classroom 1	25.8			£15
Classroom 2*	23			£13.36
Classroom 3*	23.4			£13.59
Staffroom**	15.4		£108.58	
Office 1	15.2	£321.52		
Office 2	18.7	£395.55		

* There being little difference in size of classrooms and to avoid unnecessary complications for management, we have assumed all classrooms will be rented for £15 per hour.

** We have assumed that a staffroom may not be required and have suggested that this room could accommodate individual desks that could be rented to different organisations.

5.2 Indicative Costs of Running the Old Barn

To estimate the costs of running the Old Barn, we first took a real budget from a similar centre (The Froud Centre). Then we either inserted real costs from information found at the Old Barn

regarding previous running costs or, estimated costs for Old Barn in proportion to the difference in size of the buildings. For both of these methods, we adjusted for inflation.

In summary, we estimate the following to be the costs of running the Old Barn:

Item	Estimated Costs
Total Staff Costs	£47,461
Total Administration Costs	£5,480
Total Property Costs	£31,439
Total Finance Costs	£200
Total Governance Costs	£2,400
Total Fundraising and Publicity Costs	£1,000
Total estimated costs	£87,980

A full break down of the cost estimate can be found at Appendix 3. The costs assume that the building will be staffed by a manager/community developer 2 days per week; a support worker 3 days per week; a book keeper 1 day per week; and a caretaker 28 hours a week. In addition an allowance for a cleaning contract is given within the budget.

5.3 Potential tenant and activity scenarios

From the work we undertook with potential tenants and activity providers at the Old Barn, there is already a wide array of potential tenants and activities for the Old Barn moving forward. The work we have done should be caveated with a word of caution in that, although this is the current potential list of tenants and activities, by the time the Old Barn is refurbished and ready for use, some may have found alternative accommodation. Of course, at that time, others might be looking for accommodation or space to provide community activity, so we hope this snapshot of opportunities now is a reasonable case of what should be possible for the Old Barn moving forward.

Overall, quite significant options are on the table moving forward. We have developed 2 options for the Old Barn; one with the Alzheimer’s Society as the anchor tenant, and another with a nursery as an anchor tenant. For each, we have also tried to programme use of other rooms in the building at different times of the day and on different days of the week.

5.3.1 Alzheimer’s Society as anchor tenant scenario or similar (scenario 1)

In this scenario, the Alzheimer’s society would be permanently assigned use of the meeting room (as an office for them), the office next to that (office 1), office 2, and classroom 1 for a mix of their office requirements, small group work, and interview rooms. (see Appendix 4 for proposed internal layout for Old Barn going forward). The small hall would also be assigned to them from 9 to 5pm every weekday. Again, due to the needs of the client group, it is likely that a tenant like this will want to limit access to their space in the building while operating.

The staffroom would be assigned as a shared office for Art Against Knives, East Finchley Altogether Better and Grange Big local. We have then accommodated the needs of an afterschool club, the Monday Club, EFAB and the East Finchley Theatre Group in the large hall, with Classroom 2 being used by Newstead, EFAB, Grange Big Local, and Barnet Lone Parents for their activities when needed. Classroom 3 would be needed by the theatre group for storage of props, staging and equipment for roughly 20 weeks per year. The first chart in Appendix 5 represents the proposed usage in scenario 1. In this scenario, the Old Barn would not be able to accommodate a nursery, the local music school, and parenting courses for the LB Barnet.

5.3.2 Nursery as anchor tenant scenario (scenario 2)

In scenario 2 the nursery that contacted us (Old Barn pre-school) or other nursery could become an anchor tenant and would be assigned the meeting room, office 1 and office 2 on a permanent basis as well as use of the small hall from 9 till 6 every day. The nursery would also need use of the kitchen during hours of operation, the toilet area designed for use by a nursery, an external area accessible from the nursery for outdoor play, and the ability to secure their area of the building during hours of operation and ideally have their own entrance. Similarly to the first scenario, the Old Barn should still be able to accommodate the needs of an afterschool club, the Monday Club, EFAB and the East Finchley Theatre Group in the large hall, with Classroom 2 being used by Newstead, EFAB, Grange Big Local, and Barnet Lone Parents for their activities when needed. Classroom 3 would be needed by the theatre group for storage of props, staging and equipment for roughly 30 weeks per year. This scenario would also be able to accommodate the local music school but there would not be space for the Alzheimer’s society or Barnet parenting courses. See Appendix 5 scenario 2 for a chart representation of how this would fit the accommodation.

5.4 Business Case

Income Table (actual potential tenants and activities)

Organisation	Current rent per annum	Rent according to Usage	Suggested rent
Alzheimer's Society	£56,000	£84,080	£45,000
Art Against Knives		£3,023	£3,023
East Finchley Theathre Group		£7,459	£5,000
East Finchley Altogether Better		£9,904	£7,428
Grange Big Local		£4,338	£4,338
Local Music School	£15,600	£36,953	£15,600
The Monday Club		£4,499	£4,499
Barnet Lone Parent Centre		£3,596	£3,596
Old Barn Pre School	£11,040	£68,436	£18,000
Afterschool club		£17,653	£13,240
Newstead community activity		£7,193	£5,394.58
LB Barnet parenting programme		£5,395	£5,395

The above income table shows our suggested rent for each of the potential tenants/activity providers identified in the scenarios above. You will see a fuller version of this table in Appendix 6 with notes about the identified needs and how the suggested rents were arrived at. In general the following rules have been applied:

- Where annual rent has come in at £5,000 or under, full rental prices have been applied according to the proposed rates per room in the table above.
- Where annual rent has come in at more than £5,000 we have applied a 25% discount on the overall rent to reflect our understanding of how the market operates.
- Where ‘rent according to usage’ is clearly significantly beyond what the market will pay, we have adjusted suggested rent to reflect a more realistic market rate (rent according to usage applies the hourly rates that are suitable for ad hoc or regular ‘few hours a week’ hirers, but do not represent a realistic market rate for significant hirers.)

5.5 Business Case based on Scenarios 1 & 2

Based on the indicative costs of running the Old Barn the following table represents the outline business case for each of the scenarios:

Scenario 1	Alzheimer’s Society or Equivalent as Anchor Tenant
Income	£91,518
Running Costs	£87,980
Surplus/Deficit	£3,538
Scenario 2	Preschool/nursery as anchor tenant
Income	£80,118
Running Costs	£87,980
Surplus/Deficit	-£7,862

On the surface of it, there would seem to be a reasonable business case for either of the scenarios above albeit with a small surplus in scenario 1 and a small deficit in scenario 2. However, it should be noted that for either of the scenarios, while running costs could be somewhat higher than estimated, none of the following have been taken into consideration when assessing income or business case.

- It is possible that Barnet will offer pepper corn rent in the first year of operation stepping up to full rent over say a 5 year period.
- Any charitable organisation taking on the lease for the Old Barn is likely to engage in some fundraising from charitable sources to supplement the rental income

- Any organisation taking on the lease for the Old Barn is likely to look for opportunities to bid for the delivery of some local services either alone or in consortium, offering further potential sources of revenue.
- Most significantly, no ad hoc rental revenue has been estimated for the purposes of developing this outline business case. That is, we would expect, on top of the regular tenants and hirers outlined above, there to be an array of ad hoc hires for meetings, short-term activities, parties and other events. There are still certainly plenty of rooms and hours to be hired and we would expect any organisation managing the Old Barn to take advantage of this.

5.6 Alternate Income Projection

To give some indication of the potential for income generation from the Old Barn, we looked at projecting income in an alternative way. We undertook this exercise by using the rental rates per room generated through the same approach as described above, but using utilisation rates based on the following conservative assumptions:

- the centre will be open 5 days per week 9am to 9pm
- classrooms will be utilised 4 hours per day on days open
- halls will be utilised 4 hours per day on days open
- office space will be rented out 90% of the time, as we know it is in short supply locally particularly in community settings
- the meeting room would be rented 2 hours per day

The projected income using this method would be £112,285 per year. Although this is not a 'real life' projection like the first income projection we undertook, it should give some comfort to the final bullet point in the last section, that is, that there are significant further income opportunities to be had through effective management of the Old Barn beyond the potential tenants and activities identified in the scenarios.

5.7 A Second Floor and Business Case Implications

At the outset of this study, the Council were planning to build a new facility alongside the Old Barn primarily for the Bravanase community. During the course of this work, it has become apparent that the Council also wish to fully explore the option of building a second floor onto the Old Barn for this purpose. Here, we explore the potential impacts of that on the business case set out above.

Ostensibly, the impact of this scenario on the business case for the main areas of the existing Old Barn (refurbished) going forward are likely to be minimal though marginally positive. This is because even if this does become the preferred option of the Council and the community:

- The 2nd floor is likely to be leased/subleased to the SBWA in its entirety and mostly needed by them for their community activities.

- The rent for the space is likely to be agreed between the SBWA and the Council and the additional property costs of the 2nd floor would need to be understood and apportioned for payment by the SBWA.
- The staff costs of running the SWBA floor of the building are likely to be different to that of the ground floor (its core purpose is different and these are now met by a mix that includes volunteers from their community) and met by them
- SBWA would be entitled to any rental income for space not always needed by them on the 2nd floor from external hirers

However, there are likely to be some efficiencies to be had by sharing a bookings system, perhaps some providers of services (e.g. IT systems, fire and security systems), or through the sharing of cleaning contracts or a care taker, etc. We would also strongly urge that booking for any space in the building is undertaken through one system also – we've seen other community buildings where different parties own different spaces within them and different bookings systems for each created an unhealthy internal market.

6 Management Options Appraisal

We contacted and spoke to a number of organisations about becoming the leaseholder and managing the Old Barn. The next section documents the organisations we met not that did not express interest in being considered for the more detailed management options appraisal or did not feel ready to engage in the process.

6.1 Organisations not interested in managing the Old Barn

Finchley Charities have 3 sites locally for housing with 200 residents housed in 156 properties. Each site has an office for a sheltered housing officer, a communal hall that usually incorporates a laundry, kitchen, guest suite, and activity space. They also own the Anne Owens Centre which is currently rented to Age UK Barnet. Finchley Charities did not express interest in taking on the lease of the Old Barn and see this as outside of their remit. However, depending on future use of the Anne Owens Centre and given its geographic proximity to the Old Barn, there may be potential to share a manager in the future or other common services.

Martin Primary School is always looking for space and ways to support the local community. If there was no other option, they may consider getting involved in helping manage the Old Barn, though day to day there would need to be a centre manager, which would need paying for through rental income. The school will run out of space in a couple of years time and it would be useful for them to be able to rent space in the Old Barn for drama, toddler music groups, enrichment activity and similar activities. Strawberry Vale, which is now out of the catchment for Martin and Grange Estate, is where many children that come to Martin Primary School reside. The school suggest that getting involved in the running of the Old Barn or holding enrichment activities would help send a positive message to children who live on the Grange. They suggested that a breakfast club run there for Grange children might attract more children that really need that facility (compared to Martin's own breakfast club).

Archer Academy is a new secondary free school serving N2, N3 and NW11. They are currently located in the old Institute Arts Centre next to East Finchley tube station and their new building is currently being built on the Stanley Road playing field. The Archer is in a similar position to Martin School in that getting involved in the management of a local community facility is not core to their purpose. However, given their intake and their desire to build strong links in particular with disadvantaged communities that are in their catchment, they might be persuaded to do so if there were no other options and use of the site could help support their enrichment activity.

Grange Big Local is one of 150 Big Local's around the country that is supported by the Local Trust and funded by the Big Lottery. The programme brings £1m into the Grange Big Local area (see map below) to enable the community to make Grange a better place to live. The idea is that local residents will get involved, develop their skills and identify what matters most to them to take action to change things for the better. In developing their profile, Grange Big Local consulted 355 residents in the area. Within the scope of the profile, community facilities were identified as in short supply to the programme: *'Residents suggest*

a weakness of the area is a lack of a 'community heart', a place to bring its diverse population together. Respondents in the survey conducted expressed a strong desire to see more community events and activities, specifically for young people and children. However, without a central community location it is unclear how more events and activities can take place.'

Some of the key activists involved in Grange Big Local were also involved in the Old Barn Action Group and were instrumentally involved in campaigning to get the building back into wider community use. We therefore engaged with Grange Big Local at the outset of this study believing that they were keen to potentially form a legal entity to take the management of the Old Barn forward and ensure there were strong links to the Big Local programme.

A workshop was held with Grange Big Local steering group in early January, subsequent meetings were arranged for them with the Council and with the Bravanese community, and they were well represented at the public meetings that took place in November and February about the Council's proposals for the site. However as a partnership and not a legal entity itself, the Grange Big Local would not be in a position to hold the lease on the Old Barn. At the time of writing this report, we understand progress has not been made in moving towards developing a legal entity for the purposes of managing the Old Barn and it is therefore not possible to include Grange Big Local in any significant way in this management options appraisal at the current time. The Council's plan to build a new community centre adjacent to the Old Barn seems to have caused concerns for the Grange Big Local Group. Our understanding is that Grange Big Local believe that the best solution for the area is an Old Barn with a 2nd floor built onto it for use by the Bravanese community with one organisation managing a larger community facility for the benefit of all. The Grange Big Local group are actively pursuing this option with the Council.

East Finchley Community Development Trust is a limited company with charitable status set up to promote and improve East Finchley. It is managed by a committee of local residents and supported by volunteers. Its best-known projects are the East Finchley festivals with one run in the summer in Cherry Tree Wood and the other on the street near Christmas. The trust do not have any paid staff and have no ambition to get involved in managing any local facilities at the current time.

6.2 Organisations Expressing Interest in Managing the Old Barn

For the purposes of this report the following organisations will be considered for the more in depth management options appraisal.

Community Barnet is Barnet's membership organisations for the voluntary and community sector. They offer a range of networks, a community accountancy service, support for consultation and organisational development and help promote both volunteering and job opportunities in the sector.

Community Barnet are evolving to meet the changing funding environment and have not settled in a permanent home over the last few years after moving from Barnet to Colindale. They are now housed temporarily in Barnet House. They are interested in moving into a community setting both to reduce their own overheads and to support the delivery of local community activity. They need office space of about 2,500 feet² (232 metres²) for 17 to 25

people. They would like to turn the Old Barn into a community hub and explore developing 'incubator space', operating the volunteer centre, and supporting the development of community activities.

Peabody Housing is a 150 year old housing association and charity with 27,000 homes across London. Peabody support 58 community halls and centres across London with a team of 4 experienced community development workers. One of those centres is the Green Man Community Centre that is located near the Old Barn on the Strawberry Vale Estate that Peabody acquired in 1998 through stock transfer. (See section 2, the East Finchley context)

Peabody has expressed interest in managing the Old Barn for 18 months whilst supporting the development of a local group to take over the longer term management. They would assign a community development worker 2 days a week and the services of a part time book keeper (at a cost), and 'throw in' the services of their administrator at the Green Man Community Centre to support bookings, and other support such as web development and publicity. They would focus on 2 areas of work for their period of management: Working with potential tenants and activity providers to get a core programme of activity running and begin generating income; and working with Grange Big Local and other interested parties to develop a longer term management option going forward (including supporting the set up of a new local legal entity if required).

Tiddly Tots Nursery is a private limited company that recently took the lease on the nearby Grange community hall to run a private nursery. They manage two other nurseries in London, one in Hackney and one in Islington. They have fitted out the Grange community hall internally and externally to create a safe and warm nursery environment. Barnet has approved them for funded nursery places. They became aware of the local issues surrounding the Old Barn when they held an open day at the nursery and noted that three quarters of the visitors to their premises were visiting out of curiosity and talking about the Old Barn and the lack of local community facilities. Given their local involvement now, and the potential for cross over, they wanted to offer to run the Old Barn, both developing a breakfast and afterschool club and ensuring the spaces are available for a range of community activities. They suggest putting a manager into the space, providing much additional support during the set up phase to get it up and running.

We asked each of the above organisations to provide further information about using the same proforma and the following table represents the information that was provided

Management Options Appraisal Table

	Type of Org/age	Primary Focus	Experience/Expertise	Personnel	Finances	Involvement with, Ambition and Vision for Old Barn
Community Barnet	Charity & Company Limited by Guarantee since 1979	Local Infrastructure Organisation to support local charities, community and voluntary organisations, and social enterprises	Programme management, project delivery, community engagement and development. Strategic knowledge, supporting volunteers, managing a community hub. Management of Grahame Park One Stop shop for Barnet Homes.	15 staff employed on a range of contracts. A pool of in house experts and expert volunteers. Also a board of trustees from different backgrounds and with a range of professional qualifications.	Turnover is £750,000 per year of which 80% is through commissioned services. There are some reserves but they would not choose to draw on them.	Community Barnet has been actively involved with the Old Barn since 2006 and first contacted the Charity Commission demanding action. Wish to become anchor tenant for Old Barn and extension, assume responsibility for facilities management for both, and sub lease the extension to the SBWA. As newly appointed Local Trusted Organisation for Grange Big Local would want to support GBL market the centre.
Peabody Housing	Charitable Trust / 153 years old	Provision of affordable housing, community regeneration and personal development	Long record of housing management and regeneration across London. Stock transfer of Strawberry Vale and built Green Man community centre into thriving, sustainable centre managed by local residents.	Large staff team across London including highly skilled community development team of 4 supporting 22 resident led centres. 500 volunteers across London. All relevant disciplines among staff including youth work, parenting, older people's, volunteering, child protection, fundraising.	Turnover £165 million. Available liquidity £423 million. Community programmes budget £3m with 1/3 of this funded through external sources.	Been neighbours to Old Barn and many Grange residents use Green Man. Vision is open to all and complimentary to nearby facilities. Strengthening cohesion and community activity. To become a focal point joining programmes like EFAB and Big Local Over 18 months, would develop a resident led management committee able to take on a full lease with the council.
Tiddley Tots	Private Ltd Company / 4 years old	Provider of day care from 0 years to 5 years	Led by Directors who are qualified psychiatric nurse and teacher and also have experience in membership and customer management. Experienced in meeting Council frameworks and Ofsted	The company has 25 employees many of whom are education or nursery sector qualified. caring for 120 children on 3 sites.	Turnover £580k per year including grant support making up approx. £100k per year	Run a nursery on the Grange Estate and understand the diversity of the area. Wish to offer both 'premium services' and services for those needing social support. Want to recruit staff from community to run services for under 5s and families; sports/gym; youth programme.

6.3 Management Options Appraisal - Analysis

Of the three organisations that have put themselves forward for managing the Old Barn, there are 3 interesting and credible options for the borough to consider.

Community Barnet clearly has the expertise and experience to support the running of a local community facility. They have a long history of supporting the voluntary sector in Barnet, and the Old Barn Community Association in the past and have much expertise within the team that would support the successful running of a community facility. They also have new local links, having just become the Local Trusted Organisation for the Grange Big Local programme. In terms of potential fit and ensuring there is community use of the Old Barn, we are less clear that this option is a good fit. Their requirements for space are 232m², yet all classroom and office space on the ground floor of the Old Barn under the proposed modified layout totals 163.4m². In order to meet Community Barnet's needs alone, the small hall of the Old Barn would need to be given over to Community Barnet as office space in addition to the classrooms and offices. This might only leave the large hall for community usage. Community Barnet suggest that flexible and remote working by their team will help with the pressure around space needs.

We are also unclear as to whether Community Barnet taking on the lease of the Old Barn is what the Council envisage with regards its Community Participation and Leadership Strategy. Although there is not a local community led management / leaseholder solution emerging at the present time, this might still be a medium term ambition for the Council. Perhaps if Community Barnet took on a short term lease and worked to develop a local organisation with the capacity to manage the Old Barn then that might help deliver a community led solution at the Old Barn in the longer term.

Peabody Housing is a long established, highly experienced organisation in the sector with significant building, financial and people based assets. Its purpose as an organisation with a focus on community regeneration and personal development is a good fit for the Old Barn. It already manages 22 centres across London and has established and supported resident management committees in each of them and developed and experienced community development team to support this. With the Green Man located close by, and with the offer of community development expertise, a (free) bookings coordinator and a book keeper, this is clearly an attractive offer for Barnet. Peabody suggest that the building could be leased to them on a short term licence while they are supporting its development and the emergence of a new community organisation to manage for the longer term. Should Barnet wish for a community led solution to emerge for the Old Barn, this is the only offer that has arisen from this work offering a credible temporary solution with a longer term vision that could be a good fit. This approach would seem to be a good fit with Barnet's community participation and leadership strategy.

Tiddley Tots Nursery clearly have much relevant expertise, have shown they can take over and make operational a local community facility, and are doing well as a swiftly growing nursery provider. Their focus and legal form are not necessarily the best fit for running a community facility like the Old Barn and they would need to grow their expertise significantly in order to run a community centre effectively with activities for all ages. Barnet would also

need to understand better what is being suggested with their 'premium services' and how community benefit could be protected if a for-profit, private provider was allowed to move in.

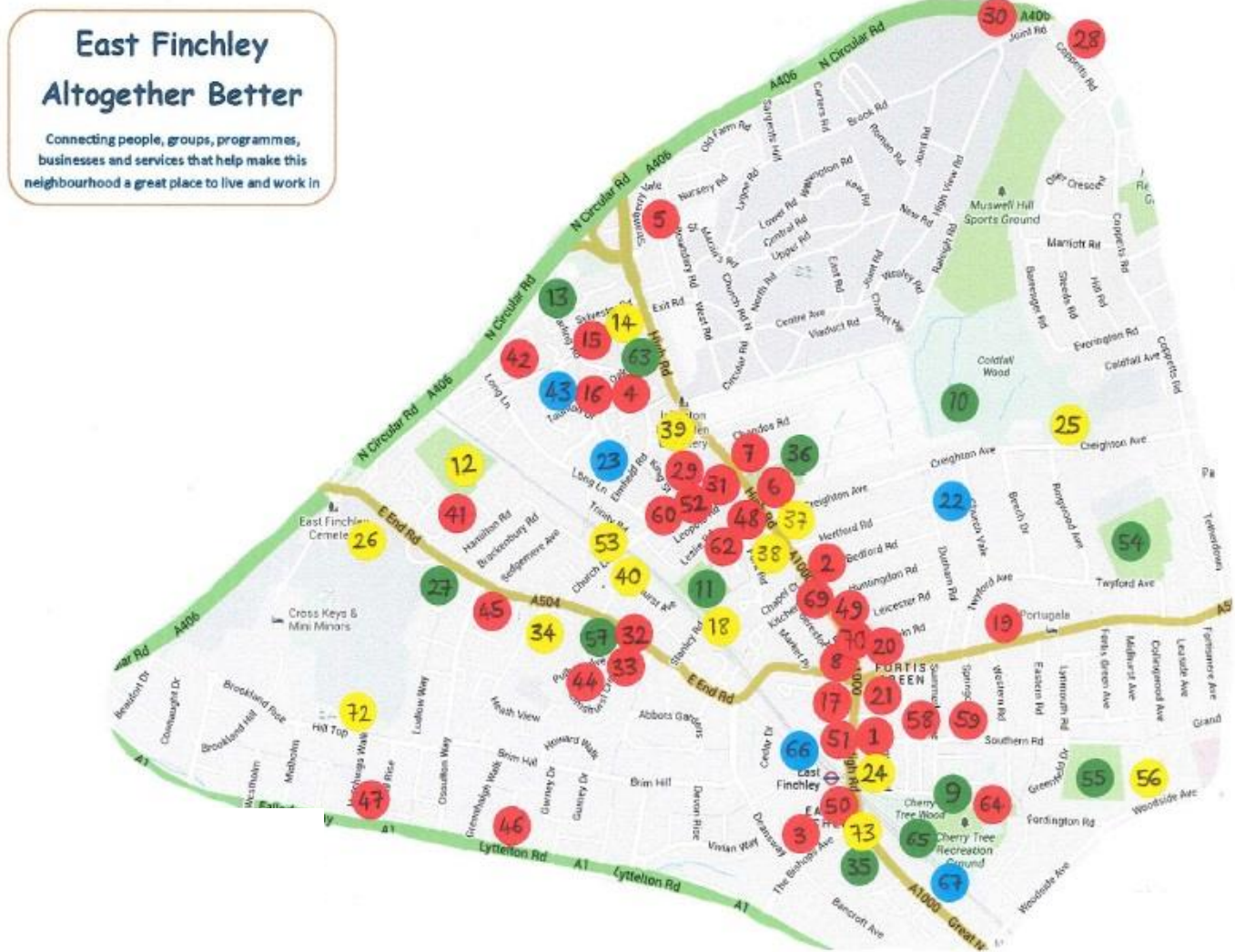
6.4 A 2nd floor to the Old Barn and the management options appraisal

We discussed at the end of the last section the potential impacts of a 2nd floor on the Old Barn to the business case for the Old Barn. Here we begin to touch on any considerations the Council may need explore with regards the management options appraisal in this scenario. Firstly the Council will need to explore fully the potential leasing arrangements – is this one building that will be leased to one managing organisation with enshrined rights for the other through a sub lease written into the head lease or is there a better way of organising this? We would advise the Council seeks legal advice on these matters. Secondly, is there any role that the Council would expect a head leaseholder or managing organisation to play with regards supporting the SBWA? These are perhaps some of the questions the Council will need to consider if this becomes the preferred option that is moved forward.

Appendix 1 – East Finchley Altogether Better Community Asset Map

East Finchley Altogether Better have developed a map of community assets in the Grange Big Local area but also more widely. This map highlights key educational establishments, businesses, health facilities, outdoor spaces, residential areas and more. The map is featured below, and the key is on the following page.

The Community Asset Map really shows the strength of the community, and the opportunities and social value within the Grange area.



East Finchley wide/non map specific:

- 61 The Archer newspaper
- 66 East Finchley Festival
- 67 Christmas Fair
- 68 Finchley Memorial Hospital and grounds
- 71 Casserole Club

Businesses/shops/cafes with community aspect:

- 1 Phoenix Cinema
- 2 Finchley Youth Theatre
- 3 Hampstead Garden Institute (Arts Centre)
- 4 Anne Owens Centre
- 5 Green Man Community Centre
- 7 East Finchley Library
- 8 Post office
- 15 Old Barn Centre
- 16 Oak Lane Children's Health Centre
- 17 Bobath centre
- 19 Manor Gym
- 20 LA Fitness gym
- 21 Campbell & Signe Coffee Shop
- 22 Finchley Open Arts Fair led by artists in East Finchley - homes in the area.
- 23 The Grange Big Local
- 28 Somali & Bravenese Centre
- 29 Boyden's Café, Church Lane
- 30 Power League
- 31 East Finchley Combat Academy
- 32 Five Bells Pub, East End Road
- 41 Thomas More Estate
- 43 Finchley Charities – Willmott Close
- 45 Local shops
- 46 Market Place Shops & Post Office
- 47 Hampstead Garden Suburb Volunteers Library
- 48 Seasons Cafe
- 49 East Finchley Town Centre
- 50 White Lion Pub
- 51 Bald Faced Stag Pub, High Street
- 52 Windsor Castle Pub
- 62 Constitutional Club

- 64 Cherry Tree Wood cafe
- 65 Cherry Tree Wood Pavillion
- 69 Bike and Run shop
- 70 Chorak Cafe

Educational/Religious establishments:

- 6 Martin School
- 12 Bishop Douglas School
- 14 Newstead Children's Centre
- 18 Holy Trinity School
- 24 Monkey Puzzle Nursery
- 25 Eden Primary School
- 26 Christ College
- 54 Fortismere School
- 56 Treehouse School
- 72 Brookland School
- 73 Archer Academy
- 53 Holy Trinity Church
- 34 Nazareth House
- 37 East Finchley Baptist Church
- 38 East Finchley Methodist Church
- 39 St Mary's Catholic Church
- 40 Shree Aden Mithramandal Community Centre

Residential centres:

- 42 Sheltered housing
- 44 Sheltered housing
- 33 Fairacres Care Home

Health Centres:

- 58 East Finchley Medical Practice
- 59 Cherry Tree Surgery
- 60 Woodlands Medical Practise

Outdoor spaces:

- 9 Cherry Tree Woods
- 10 Coldfall Woods
- 11 Stanley Road Fields
- 13 Vale Farm Allotment
- 27 New tennis club (coming soon)
- 35 Allotments
- 36 Fuel Land Allotment
- 63 Brownswell Playground
- 55 Tennis Club
- 57 Children's Play Area

Appendix 2 – Comparator Rental Rates and Averages

Small Meeting Room/Class room					
Organisation		cost per hour	size (sqm)	cost/sqm/hr	Average
Green Man		£15.00	19	£0.79	
EF Methodist Church 1 (The South Room)		£12.50	30	£0.42	
EF Methodist Church 2 (The Fellowship Room)		£32.50	48	£0.68	
EF Methodist Church 3 (The Middle Room)		£12.50	24	£0.52	
Quaker Metting House Muswell Hill		£15.00	30	£0.50	£0.58
Hall Space					
Organisation		cost per hour	size (sqm)	cost/sqm/hr	Average
Arts Depot dance space		£25.00	72	£0.35	
Arts Depot creation space		£35.00	110	£0.32	
Green Man		£25.00	111.5	£0.22	
EF methodist church		£37.50	151	£0.25	
East Finchley Library - for charities		£20.00	90	£0.13	
East Finchley Library - commercial hires		£30.00	90	£0.20	
Quaker Metting House Muswell Hill		£20.00	50	£0.13	£0.23
Office Space					
Organisation		annual cost	size (sqm)	cost/sqm/yr	Average
Martyn Gerrard eg Finchley		£6,000.00	27.5	£218.18	
Martyn Gerrard eg East Finchley		£16,500.00	57	£289.47	£253.83

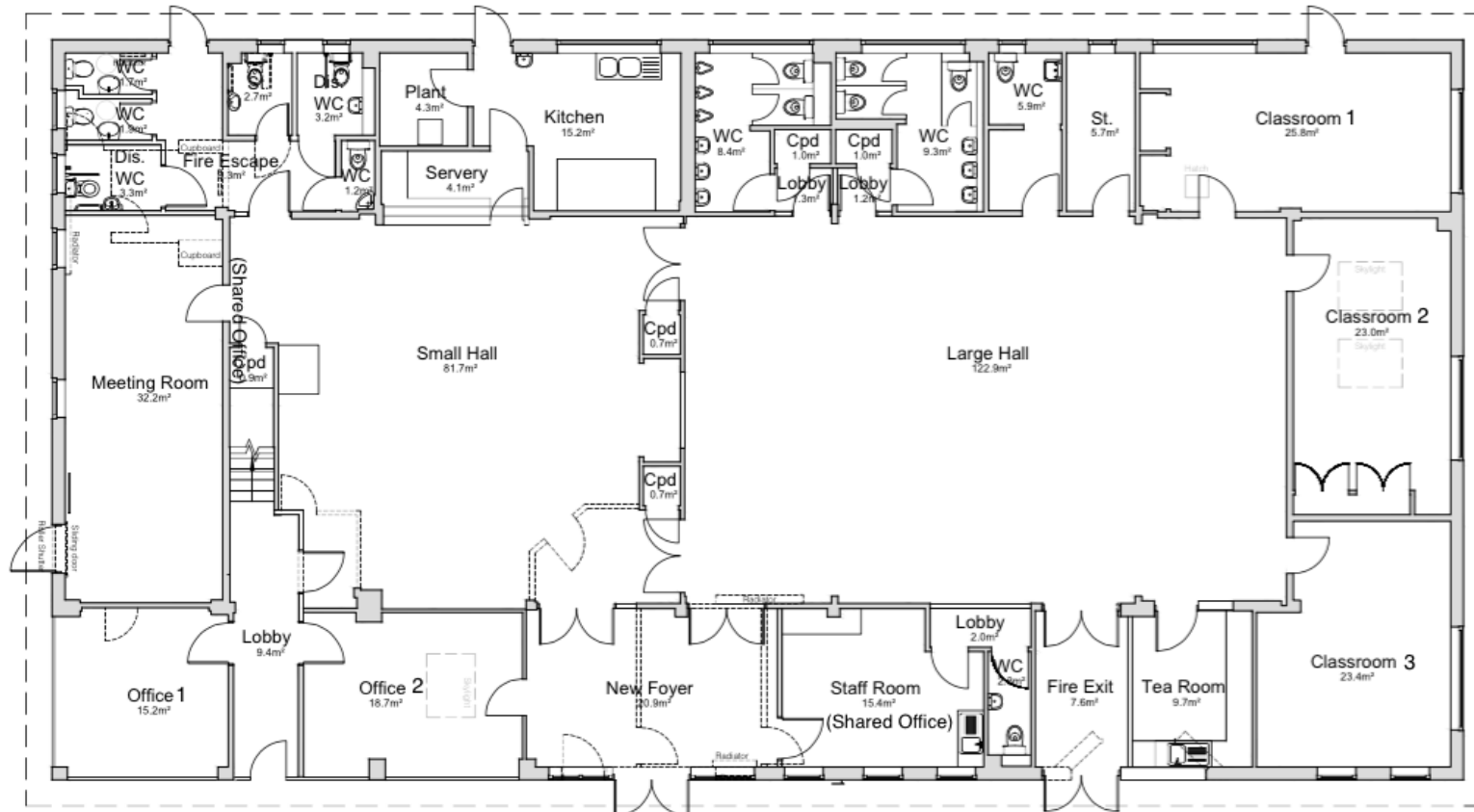
Appendix 3 – Estimate of Costs of Running Old Barn

Item	Costs	Notes
Staff costs		
Salaries and wages	£45,161	
Staff support costs	£500	estimate
Staff training	£850	estimate
Staff travel costs	£150	estimate
Volunteer costs	£800	estimate
Total Staff Costs	£47,461	
Administration Costs		
Computer Support	£500	estimate
Telephone Landline & Internet	£500	based on previous bills for Old Barn
Telephone Mobile Costs	£480	estimate
General Insurance	£1,600	based on previous bills for Old Barn plus inflation
Photocopying	£600	estimate
Postage, printing and stationary	£800	estimate
Subscriptions	£400	estimate (eg NCVO)
Educational supplies	£500	based on previous bills for Old Barn plus inflation
Miscellaneous expenses	£100	estimate
Total Administration Costs	£5,480	
Property Costs		
Rent	£9,384	based on LBB actual rent for Old Barn
Building maintenance	£2,000	estimate
General rates	£3,000	estimate
Commercial Waste	£800	based on previous bills for Old Barn plus inflation
Buildings insurance	£2,755	based on LBB actual for Old Barn
Utilities	£4,500	estimate electricity & Gas
Sanitary supplies & waste	£3,500	based on previous bills for Old Barn plus inflation
Alarm/Fire	£500	based on previous bills for Old Barn plus inflation
Cleaning	£5,000	estimate
Total Property Costs	£31,439	
Finance Costs		
Bank charges	£200	estimate
Bank interest	£0	
Total Finance Costs	£200	
Governance Costs		

Accountants	£1,200	estimate
Legal fees	£500	estimate
Surveyors and architects	£0	
Health & Safety	£500	estimate
Translation and interpretation	£0	
Statutory fees	£0	
Other professional fees	£200	estimate
Total Governance Costs	£2,400	
Fundraising and Publicity Costs		
Advertising and publicity	£1,000	estimate
Total Fundraising and Publicity Costs	£1,000	
Total costs	£87,980	

Proposed staffing	Cost	Notes
Manager/Community Development (2 days)	£12,544	based on salary of c. £28,000 pro rata
Support worker (out of hours)	£12,096	based on 3 days per week salary of £18,000 pro rata
book keeper	£5,600	based on 1 day per week salary £25,000 pro rata
Opening/Closing/caretaking	£14,921	based on 4 hours per day 7 days per week at London London Living Wage

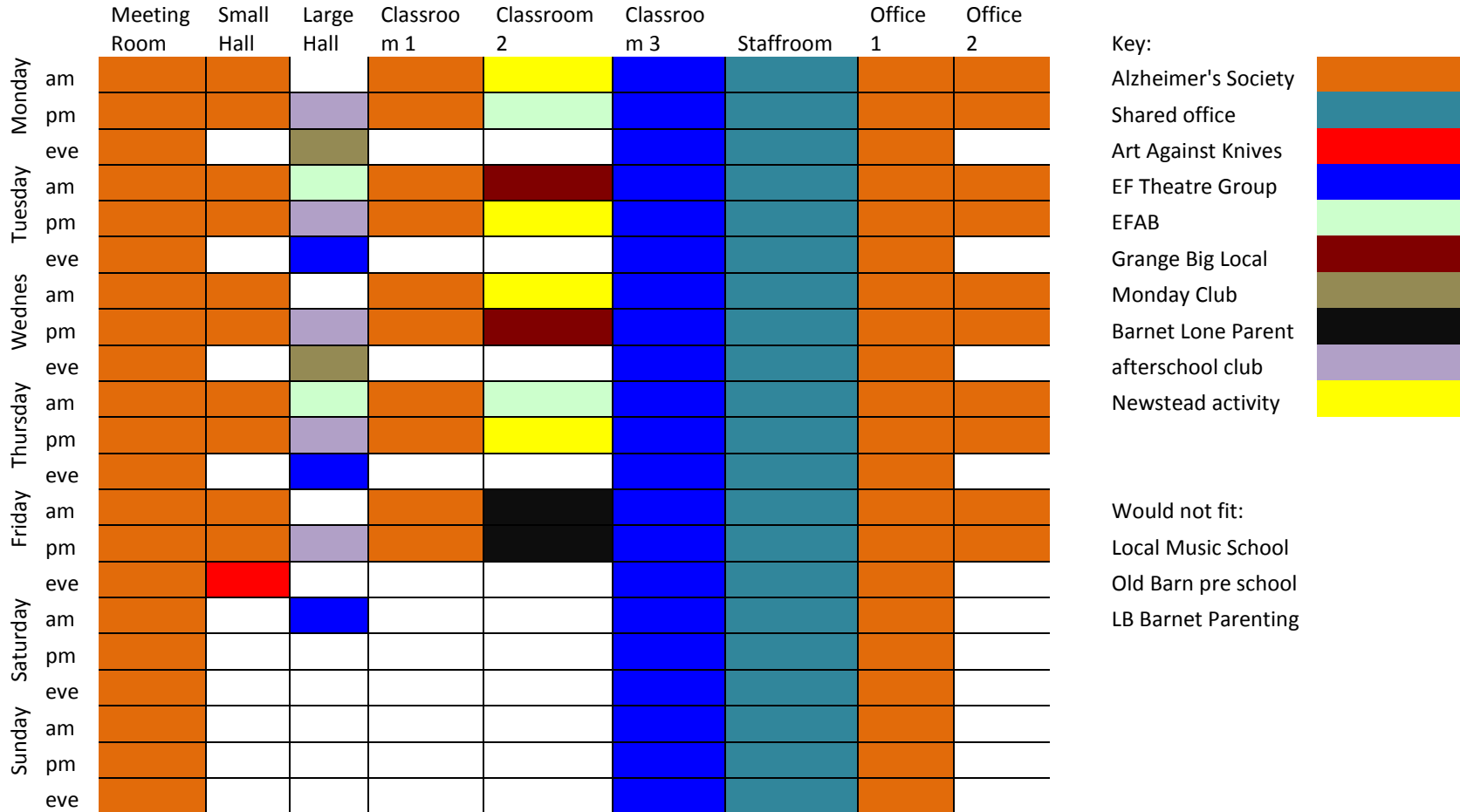
Appendix 4 – Proposed Internal Layout Old Barn



Barn Ground Floor Proposed Scale 1:100

Appendix 5 – Usage Scenarios

Scenario 1 with anchor tenant such as Alzheimer's society

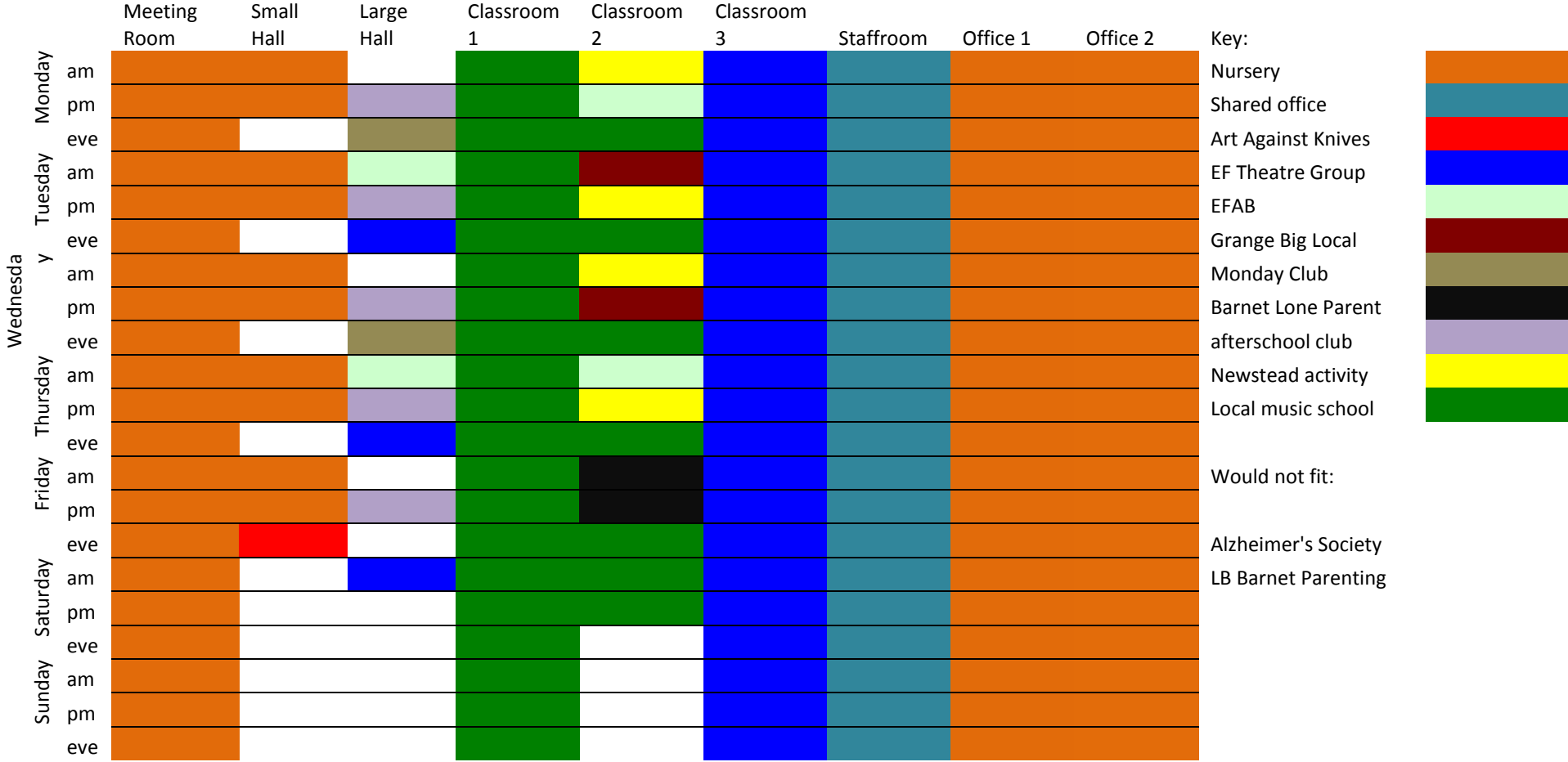


- Key:
- Alzheimer's Society
 - Shared office
 - Art Against Knives
 - EF Theatre Group
 - EFAB
 - Grange Big Local
 - Monday Club
 - Barnet Lone Parent afterschool club
 - Newstead activity

- Would not fit:
- Local Music School
 - Old Barn pre school
 - LB Barnet Parenting

mobilise

Scenario 2 with nursery anchor tenant



Appendix 6 – Income table with notes

Organisation	per annum	Rent according to Usage	Suggested rent	needs	notes
Alzheimer's Society	£56,000	£84,080	£45,000	per annum would need Office 1, 2 meeting room, day time use of small hall and kitchen and use of a classroom	would like to share a café
Art Against Knives		£3,023	£3,023	small hall/kitchen 2 hours per week and hot desk for one	hall rental based on 46 weeks per year
East Finchley Theathre Group		£7,459	£5,000	based on 2 shows per year with 10 week lead in, using space large hall space 3 times per week and storage / exclusive use of a classroom during those periods.	not clear how they could pay and whether they would expect low rent/rent free in return for service offer
East Finchley Altogether Better		£9,904	£7,428	hot desk in shared office 12 hours a week, meeting room 5 hours per week, hall space 5 hours and kitchen 3 hours per week	assumed full rent for desk, and kitchen thrown in at no charge and space rental based on 46 weeks per year
Grange Big Local		£4,338	£4,338	unknown but based on running 2 actviites per week 30 weeks per year in class rooms, 6 meetings per year using the large hall and a desk space for one	
Local Music School	£15,600	£36,953	£15,600	2 small class rooms (for 10 to 12 people) preferably permanent useage but could manage with one permanent only	based on term time only (36 weeks per year) Charging hourly rates extrapolated on a substantive hire is clearly unrealistic
The Monday Club		£4,499	£4,499	based on use of large hall 2 evenings per week for 2 hours each 40 weeks of the year	
Barnet Lone Parent Centre		£3,596	£3,596	based on using classroom 1 day per week (6 hours) 40 weeks per year	would like to start toy library and would need storage for this

mobilise

Organisation	per annum	Rent according to Usage	Suggested rent	needs	notes
Old Barn Pre School	£11,040	£68,436	£18,000	based on growing from 25 children to say 40 & previous research in Barnet on nurseries and rent paid	based on 40 weeks per year. Charging hourly rates extrapolated on a substantive hire is unrealistic
Afterschool club		£17,653	£13,240	no current provider asking for use, but potential in local child minders that wish to provide and local providers such as Sherpa kids	based on 36 weeks 2.5 hours per day of large hall use, and 10 weeks of usage for holiday schemes at £500 per week
Newstead community activity		£7,193	£5,394.58	say 1 classroom for 4 sessions per week 40 weeks per year	
LB Barnet parenting programme		£5,395	£5,395	2 classroom, 30 weeks per year for 6 hours per day (1 for activity and 1 for creche)	

Appendix 7 – Alternate Income Projection based on conservative utilisation rates

Income Projections based on average hire rates and conservative utilisation		
	Projected Income	
Meeting Room	£9,085	
Small Hall	£18,727	
Large Hall	£28,171	
Classroom 1	£15,013	
Classroom 2	£15,013	
Classroom 3	£15,013	
Staffroom	£3,518	
Office 1	£3,472	
Office 2	£4,272	
Total projected income	£112,285	
Assumptions		
usable days per year	253	assumes the centre will be open 5 days per week except bank holidays
usable hours per day	12	based on opening hours 9am to 9pm
Utilisation rate classrooms	33%	ie assumes rented 4 hours per day on days open
utilisation rate halls	33%	ie assumes rented 4 hours per day on days open
utilisation rate office space	90%	assumes office space in short supply in community settings
utilisation rate meeting room	16%	assumes meeting room is hired out 2 hours per day