

MEETING

COUNCIL

DATE AND TIME

TUESDAY 27TH JULY, 2021

AT 7.00 PM

VENUE

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
12.4	REFERRAL FROM POLICY & RESOURCES COMMITTEE - PROPOSED HENDON HUB REDEVELOPMENT FULL BUSINESS CASE	3 - 338
16.	MOTION TO EXCLUDE THE PRESS AND PUBLIC	
17.	REFERRAL FROM POLICY AND RESOURCES COMMITTEE - HENDON HUB FULL BUSINESS CASE (EXEMPT)	339 - 360

Abigail Lewis abigail.lewis@barnet.gov.uk 020 8359 4369

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Council

27 July 2021

Title	Referral from Policy & Resources Committee – Proposed Hendon Hub Redevelopment Full Business Case
Report of	Head of Governance
Wards	Hendon
Status	Public (except for exempt financial Annex 1 which is exempt from publication in accordance with paragraph 3 of Schedule 12A of the Local Government Act 1972 on account that it contains information relating to the financial or business affairs of any particular person including the authority holding the information)
Enclosures	<p>Annex 1 – Report to Policy & Resources Committee, 20 July 2021, Proposed Hendon Hub Redevelopment Full Business Case</p> <p>Appendix 1 – Hendon Hub Development Proposal Full Business Case</p> <p>Appendix 2 – Project Plans</p> <p>Appendix 3 – Equalities Impact Assessment</p> <p>Appendix 4 – Consultation Report</p> <p>Appendix 5 – Risk Schedule</p> <p>Appendix 6 – Master Programme</p> <p>Appendix 7 – Library Design Survey Responses</p> <p>Appendix 8 – Addendum to Appendix FBC Hendon Hub Equalities Impact Assessment</p> <p>Appendix 9 – Amendment to Recommendation 10.d</p> <p>Appendix 10 – Public Interest Test</p> <p>Exempt Annex 1 – Financial Information</p> <p>Exempt Annex 1a – Supporting Financial Information</p>

Officer Contact Details	Andrew Charlwood, Head of Governance, 020 8359 2014, andrew.charlwood@barnet.gov.uk
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Summary

At the Policy & Resources Committee meeting on 20 July 2021, the Committee considered the Proposed Hendon Hub Full Business Case. In accordance with Article 2.3 (e) of the Constitution, three members of the Committee requested to refer the decision to Council for determination and that updated information from Heritage England should be reported to Council. Council are therefore requested to consider and approve the recommendations as set out in the report to the Policy & Resources Committee attached at Annex 1. Council are requested to note and approve the amendments and addendums as listed in Appendices 8 and 9.

Officers Recommendation

That Council consider and approve the recommendations as set out in the report to the Policy & Resources Committee attached at Annex 1 including the amendments and addendums contained in Appendices 8 and 9.

1. WHY THIS REPORT IS NEEDED

- 1.1 At the Policy & Resources Committee meeting on 20 July 2021, the Committee considered the Proposed Hendon Hub Full Business Case. In accordance with Article 2.3 (e) of the Constitution (see section 5.4.1), three members of the Committee requested to refer the decision to Council for determination and that updated information from Heritage England should accompany the referral. Council are therefore requested to consider and approve the recommendations as set out in the report to the Policy & Resources Committee attached at Annex 1. Council are requested to note and approve the amendments and addendums as listed in Appendices 8 and 9.
- 1.2 In making the referral, the Committee requested details of any comments received from Historic England. Details of the comments will be circulated to Council as a separate item once the comments have been collated.

2. REASONS FOR RECOMMENDATIONS

- 2.1 As set out in the report attached at Annex 1.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 As set out in the report at Annex 1.

4. POST DECISION IMPLEMENTATION

4.1 As set out in the report attached at Annex 1.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 As set out in the report attached at Annex 1.

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

5.2.1 As set out in the report attached at Annex 1

5.3 Social Value

5.3.1 As set out in the report attached at Annex 1

5.4 Legal and Constitutional References

5.4.1 Council Constitution, Article 2 (Members of the Council), Section 2.3 (e)

“Members’ Rights to Refer Matters to Parent Body

Unless the matter is urgent three members of a committee or sub-committee may refer a key decision (for definition see below) to Council or parent committee but any such reference must be requested before the decision on the matter is made by the committee. The reasons for the referral must be stated. In making the referral, the committee or sub-committee can make recommendations to Council or parent committee. Non-key decisions, Members’ Items and reports to the Urgency Committee cannot be referred.”

5.5 Risk Management

5.5.1 As set out in the report attached at Annex 1.

5.6 Equalities and Diversity

5.6.1 As set out in the report attached at Annex 1.

5.7 Corporate Parenting

5.7.1 As set out in the report attached at Annex 1.

5.8 Consultation and Engagement

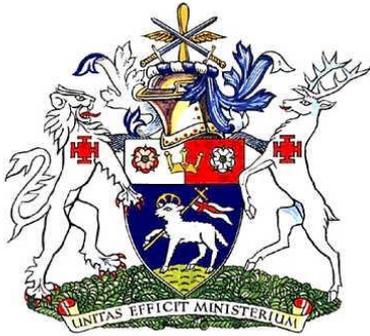
5.8.1 As set out in the report attached at Annex 1.

5.9 Insight

5.9.1 As set out in the report attached at Annex 1.

6. BACKGROUND PAPERS

6.1 Report to Policy & Resources Committee, 20 July 2021 – attached at Annex 1.



Policy and Resources Committee

20 July 2021

Title	Proposed Hendon Hub Redevelopment Full Business Case
Report of	Chairman of the Policy and Resources Committee
Wards	Hendon
Status	Public (except for exempt financial Annex 1 which is exempt from publication in accordance with paragraph 3 of Schedule 12A of the Local Government Act 1972 on account that it contains information relating to the financial or business affairs of any particular person including the authority holding the information)
Urgent	No
Key	Yes
Enclosures	<p>Appendix 1 – Hendon Hub Development Proposal Full Business Case</p> <p>Appendix 2 – Project Plans</p> <p>Appendix 3 – Equalities Impact Assessment</p> <p>Appendix 4 – Consultation Report</p> <p>Appendix 5 – Risk Schedule</p> <p>Appendix 6 – Master Programme</p> <p>Appendix 7 – Library Design Survey Responses</p> <p>Exempt Annex 1 – Financial Information</p> <p>Exempt Annex 1a – Supporting Financial Information</p>
Officer Contact Details	<p>Cath Shaw, Deputy Chief Executive, cath.shaw@barnet.gov.uk</p> <p>Stephen McDonald, Director of Growth, stephen.mcdonald@barnet.gov.uk</p>

	Chris Smith, Assistant Director of Estates, chris.smith@barnet.gov.uk , Assistant Director of Estates
	Suzi Carter, Programme Manager, suzi.carter@barnet.gov.uk

Summary

This report seeks approval of the Full Business Case (FBC) for the proposed regeneration of three main sites in Hendon, plus several ancillary sites, with a view to submitting a planning application in Summer 2021. This business case recommends a private finance route for funding the scheme, more particularly private placement as opposed to an income strip deal. In addition, it recommends that the main contractor is procured by way of the Crown Commercial Service (CCS) framework, and that an agent is procured through an approved framework to secure final funding offers and to provide further structuring advice. It also recommends and details scheme changes that have come about as a result of feedback from the public consultation, which took place from March 2021 to June 2021. It also makes a request for further funding for fees of £4.53m, noting that this budget should be reimbursed as part of a funding deal, and details further risk mitigation measures that have been put in place since the Outline Business Case was approved in December 2020. The scheme is proposed to provide a relocated, upsized and future-proofed new Hendon Library, and a further rationale is provided for that, with a final approval for moving the library being sought. The business case also provides an update on the negotiations on the Agreement to Lease with Middlesex University (MDX)

Officers Recommendations

- 1. That having, considered the consultation responses (Appendix 4) and the Equalities Impact Assessment (Appendix 3), the Committee approves the Full Business Case (FBC) for Hendon Hub as set out in Appendix 1.**
- 2. That the Committee approves, in principle, private financing for the development, in particular private placement relying on the Middlesex University (MDX) covenant. That the Committee further approves in principle that, in the event that market conditions are such at the time of seeking final funding offers, meaning that it is not possible to secure a funding offer using the Middlesex University covenant consistent with the parameters set out in the business case, a London Borough of Barnet (LBB) guarantee is made available subject to suitable risk mitigation.**
- 3. The Committee approves that the process of obtaining formal funding offers from the market, the decision on final structure of the deal, the final choice of funding partner(s), and the negotiation and completion of the legal agreements are all to be delegated to the S151 Officer, in consultation with the Chairman of Policy & Resources Committee after taking appropriate legal and financial advice, and acting in the best interests of the Council.**
- 4. The Committee approves the procurement, through an approved framework, of a professional advisor to secure final funding bids and advise on the**

structuring of the transaction. The development of the procurement process, including the negotiation and completion of legal agreements is delegated to the S151 Officer, in consultation with the Chairman of Policy & Resources Committee after taking appropriate legal and financial advice, and acting in the best interests of the Council.

5. That, having considered the consultation responses (Appendix 4), the library engagement process (Appendix 7) and the Equalities Impact Assessment (Appendix 3), the Committee approves Hendon Library moving to the new proposed location within Hendon.

6. That the Committee approves the changes to the scheme since the Outline Business Case (OBC) was approved, as detailed in the FBC, including:

- Reduction of the proposed student accommodation unit numbers, with the introduction of 33 independent homes for young adults on Meritage Centre site, plus 28 affordable housing units above the proposed new library.
- No loss of car parking spaces, with The Burroughs and Osidge Lane car parks removed from the scheme. 100% reprovision of the Fuller Street car parking spaces and the reprovision of the Town Hall car park in the main Middlesex University car park.
- Introduction of a health and wellbeing centre (subject to finalising terms with the relevant NHS bodies).
- Creation of a 'community hub' located in a prominent location on the Ravensfield, Fenella and Town Hall Car Park (RFC) site.
- The PDSA veterinary practice to be relocated to Fuller Street Car Park with the parking spaces lost re-provided on the Prince of Wales estate, together with improved landscaping.
- The Met Police's Safer Neighbourhood Team facility proposed to be located adjacent to the proposed new Library (subject to final agreement), and improved lighting and enhanced CCTV locally.
- Enhanced public access to the current historic Hendon Library building, including access to the ornate 2nd floor reading rooms and staircase. Removal of the temporary library site from the programme.

7. To approve the development of the procurement process for the building contractor(s) for the scheme and the recommendation to proceed to procure via the Crown Commercial Service (CCS) framework, the progression and completion of which was delegated at OBC stage to the Deputy Chief Executive in consultation with the Chair of Policy & Resources Committee.

8. To approve an additional budget of £4.53m for design and development fees, further land assembly acquisitions, deal structuring advice and legal fees, in order to proceed to procure one or more contractors and secure funding for the scheme recommended in this paper, noting that expenditure from this budget should be reimbursed as part of a funding deal.

<p>9. That the Committee agrees to the use of the Community Benefit Assessment Tool (CBAT) on grant of new leases in respect of the following units, and delegates approval to the Deputy Chief Executive, in consultation with the Chairman of Policy & Resources Committee:</p> <ul style="list-style-type: none"> a. The RFC unit, initially allocated to Meridian b. The RFC unit, initially allocated to the African Cultural Association c. The new RFC community hall d. 154 Station Road, initially allocated to Mencap e. The RFC unit, initially allocated to the Metropolitan Police
<p>10. That the Committee agrees to the following and delegates authority to the Deputy Chief Executive, in consultation with the Chairman of Policy and Resources Committee, to negotiate, approve finalise and complete all legal and other documentation and associated actions in connection with and to give effect to:</p> <ul style="list-style-type: none"> a. Related S106 and CIL agreements; b. Any and all other Agreements to Lease and/or other occupational arrangements on the Hendon Hub site (retail units / CBAT leases / health uses / affordable housing and others as required); c. Related construction contracts; d. Any other matters required, such as the appropriation of land required for planning purposes and any non-material or minor amendments to the scheme.
<p>11. That the Committee notes that good progress is being made with regard to negotiations on the Agreement to Lease and Lease with Middlesex University (MDX), approval of which was delegated at OBC stage to the Deputy Chief Executive in consultation with the Chair of Policy & Resources Committee.</p>
<p>12. That the Committee approves that any actions arising from the results of the Environmental Impact Assessment Scoping Opinion Request are to be delegated to the Deputy Chief Executive in consultation with the Chairman of Policy & Resources Committee.</p>
<p>13. The Committee approves that any land acquired by the Council by private treaty within the area shown red on the plan at Appendix 2, in order to facilitate the Hendon Hub Scheme, shall be acquired for planning purposes pursuant to section 227 of the Town and Country Planning Act 1990.</p>
<p>14. That the Committee notes that pursuant to sections 203 and 204 of the Housing and Planning Act 2016, land acquired under sections 226 or 227 of the Town and Country Planning Act 1990 may then be developed and used in accordance with planning permission for the proposed scheme notwithstanding any interference with any subsisting interests, rights or restrictions (subject to the payment of compensation calculated in accordance with sections 7 and 10 of the Compulsory Purchase Act 1965).</p>
<p>15. The Committee delegates to the Deputy Chief Executive, in consultation with the Chairman of Housing and Growth Committee and the Chairman of Policy and Resources Committee any actions required to take the scheme forward in relation to property and title aspects to deal with any appropriation,</p>

statutory consultation and applications for consents or statutory and/or procedural compliance in order to lawfully deliver the scheme.

16. The Committee delegates to the Executive Director for Children’s Services, in consultation with the Chairman of the Community Leadership and Libraries Committee, any actions required in association with the proposed new library.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Full Business Case (FBC) appended to this paper, provides analysis of the proposed Hendon Hub development scheme, in accordance with HM Treasury’s Green Book. The purpose of this paper is to seek approval of the FBC for the development, which it is considered will deliver a number of benefits including a new modern public library, new facilities for Middlesex University, which will be available for use by local residents, a new prominent community hub, continued access to the existing Hendon library building and improved green spaces and public realm. Following presentation of the OBC to P&R Committee in December 2020, the number of proposed student units has been reduced, and affordable housing introduced into the scheme, after a period of public consultation. Committee approval is sought for changes to the scheme since OBC.
- 1.2 To seek approval for the preferred financing and contractor procurement strategies, such that commercial and construction risk is reduced to a minimum as far as is possible.
- 1.3 To seek decisions from Committee and to highlight next steps and budget implications.

Governance process

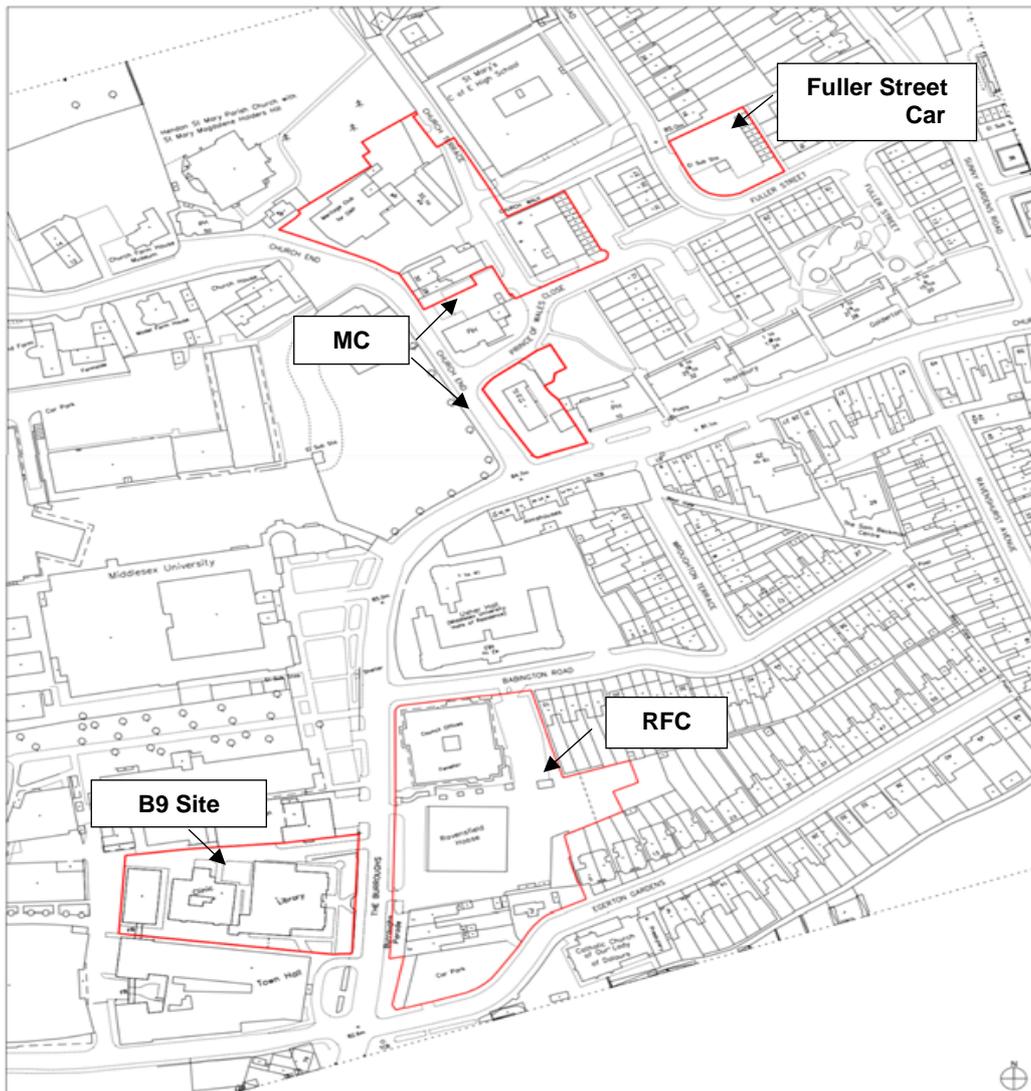
- 1.4 The Strategic Outline Case (SOC) was approved by the former Assets and Regeneration Committee (ARG), now renamed as the Housing and Growth Committee (H&G). The Outline Business Case (OBC) was presented to the Policy and Resources Committee (P&R) in December 2020.

The Proposal

- 1.5 Following approval of the SOC by Committee in June 2019, and the presentation of the OBC to Policy and Resources Committee (P&R) in December 2020, London Borough of Barnet (LBB) has progressed the evolution of Hendon Hub, the proposed mixed-use development in Hendon. This has been done in conjunction with its key stakeholder Middlesex University (MDX), to Full Business Case (FBC), in alignment with HM Treasury Green Book requirements and LBB’s Growth Strategy.
- 1.5 The agreed objectives established at OBC have not changed, with the project aiming to deliver against the following:
- Contribute towards regeneration and place-making of the area
 - Support LBB and Middlesex University (MDX) housing objectives
 - Minimise design, funding and construction risk
 - Maximise social returns
 - Maximise the pace of returns

- 1.7 The three main sites remain the same as those proposed at OBC:
- Ravensfield, Fenella and Town Hall Car Park site (“RFC”)
 - Meritage Centre (“MC”), including Fuller Street car park
 - Building 9 (“B9”) which includes the current Hendon Library building.
- 1.7.1 Additional third-party properties will also be acquired. The figure below shows the updated red line boundary for the scheme, and current scheme designs can be found attached as Appendix 2. Where third parties, such as the community uses, need to move locations those relocation sites have been agreed with the operators, which has been captured in the Equalities Impact Assessment (EQIA).
- 1.7.2 Good progress is being made with regards to third-party acquisitions. Should acquisition of all third-party interests not prove possible by private treaty, the Council will need to consider following due legal and governance process using statutory powers available under the Compulsory Purchase Act 1965, the Acquisition of Land Act 1981 and other relevant enactments conferring powers of compulsory acquisition on local authorities. In addition, there will be the requirement to appropriate 17 Meritage Centre / Prince of Wales Close properties, from the Housing Revenue Account (HRA) to the General Fund. Reporting on the general appropriation of 3rd party rights will be prepared for the Deputy Chief Executive as necessary. In order to deliver the scheme, there will also be a requirement to decant any existing secure/flexible tenancies and compliance with the statutory processes, and, further, where the tenant does not vacate the property any application for a possession order will require compliance with schedule 10a of the Housing Act 1985 and availability of suitable alternative accommodation

1.7.3 The revised scheme proposed for Committee approval is described below:



Capita Property and Infrastructure Limited T/A ESA, Reg'd in England & Wales (Co. No. 02018542) at 30 Berners Street, London, W1T 3LR, UK

esa
architecture | design | town planning

65 Gresham Street
London EC2V 7NQ
t: 020 7580 5886
e: info@esa-ibd.com
w: www.esa-ibd.com

Project
Hendon Hub
Drawing Title
Combined Site Redlines

Client
LBB Barnet

SK 170621 FOR INFORMATION
CS/097063

Scale: 1:500

Deliverable	Area GIA
Ravensfield, Fenella, and Car Park (RFC)	
Retail	415 sqm
Arts and Cultural Institute (ACI)	4,450 sqm
Student Accommodation	388 units (8,623 sqm)
MDX Estates Office	100 sqm
Affordable living accommodation	28 units (2,329 sqm)
Proposed new library	830 sqm
African Cultural Association (ACA)	65 sqm
Meridian and Community Hall	400 sqm
Citizen's Advice Bureau (CAB)	340 sqm
Parking and external works	35 spaces
Meritage Centre (MC)	

Student Accommodation	195 units (5,704 sqm)
Health provision (potential GP Surgery)	470 sqm
Independent Living Units	33 units (1,556 sqm)
Building 9 (B9)	
Academic Space	3,490 sqm
Library ground floor conversion for MDX	689 sqm
Library upper floor conversion	880 sqm
New Town Hall Lease	N/A
Offsite	
MENCAP to move to 154 Station Road	65 sqm
PDSA to move to Fuller Street Car Park	510 sqm
Schools Library Resources Service (SLRS) to move to Quinta Club, EN5 2AP	332 sqm
Landscaping Improvements to:	N/A
<ul style="list-style-type: none"> • Land to rear of Sunnyfields Sports Pitch • Land to West of Almhouses, The Burroughs • Land to East of Almhouses, The Burroughs • Prince of Wales Estate / Fuller Street Playground 	
Total GIA	31,248 sqm

- 1.8 Since the OBC was approved, there has been a 14-week public consultation period, with the aim to engage with local residents and other stakeholders, with regard to the proposals, and seek their feedback. The Committee will wish to note that Officers have taken the feedback from this consultation very seriously. These are discussed in more detail in 5.13, below. Council Officers do realise that for some residents the proposed changes won't sufficiently address concerns raised. All objections have been carefully considered and discussed. In some cases, however, it has been considered that there is a strong rationale for maintaining aspects of the original proposals. In these circumstances, LBB has attempted to mitigate concerns where possible.

Having reflected on the feedback, detailed in the consultation report, and the equalities impact assessment (EQIA) attached in the appendices, Officers believe there are a number of opportunities to improve the scheme in line with that feedback. These predominantly include a reduction in the quantum of student accommodation and the provision of additional benefits to the local community. The suite of scheme changes recommended for approval in this FBC are:

- 1.8.1 Reduction of the proposed student accommodation unit numbers from 792 to 583 (26% reduction) with the introduction of 33 independent homes for young adults on Meritage Centre site, plus 28 affordable housing units above the proposed new library. The smaller average size of student units (28 sq. m) plus the national minimum space and amenity standards for residential accommodation and the requirements of the particular user groups mean that not all the student accommodation can be replaced like for like. The amended scheme shows a reduction in total housing numbers as a result. The heights of two of the blocks closest to the Meritage Centre have also been reduced to better suit their adjacency to the listed St Mary's Church.

- 1.8.2 No loss of car parking spaces, with development over two car parks now removed from the original scheme that was taken to OBC, namely The Burroughs car park, and Osidge Lane Car Park. There will also be a 100% re-provision of the Fuller Street car parking spaces, facilitated by reconfiguration of existing spaces and improved landscaping. The car parking spaces currently provided by the Town Hall car park will be re-provided by bookable spaces in the main Middlesex University car park. There will be spaces closer to the Town Hall made available for those Members who may have restricted mobility.
- 1.8.3 Introduction of a health and wellbeing centre (subject to finalising terms with the Clinical Commissioning Group (CCG)). The project team are hoping to be able to provide a GP surgery which would provide improved primary health services to the area.
- 1.8.4 Creation of a 'community hub' located in a prominent location on the RFC site, adjacent to the proposed new library building. This will include community uses to be relocated from the Meritage Centre in new, modern facilities and is proposed to include Citizen's Advice Bureau, Meridian (formerly Chinese Mental Health), African Cultural Association and the Meritage community hall.
- 1.8.5 The Met Police's Safer Neighbourhood Team have now been offered a facility adjacent to the proposed new Library, to help improve public safety and reduce any anti-social behaviour in the area. This security presence will be amplified by improved lighting and enhanced CCTV locally. Middlesex University (MDX) are also taking action to attempt to reduce the number of incidents of anti-social behaviour by students in the area.
- 1.8.6 There will be enhanced public access to the current historic Hendon Library building, including access to the ornate 2nd floor reading rooms and staircase. The majority of the existing Hendon library building will be retained, and none of the listed features in this building (or any other buildings) will be demolished, internally or externally, and are in fact proposed to be restored as part of the scheme, subject to planning. Enhancements are proposed in rooms that have lost their original features. The programme has been amended so that the library should only now need to move once, and therefore the temporary library on the Burroughs car park, which was proposed at OBC stage, will not be required.
- 1.8.7 The PDSA is now proposed to be moved circa 170 yards away from where they are currently located with their new building proposed to be located on the current Fuller Street car park just to the rear of their current facility. Moving PDSA to Fuller Street, rather than to Osidge Lane (as in the OBC scheme), will mean they can still provide services to Hendon, with the additional benefit of enhanced landscaping and play spaces within the area. The time to walk from the existing to the proposed facility is likely to be less than three minutes for a person without mobility issues. The new facility will be modern, fit for purpose accommodation with dedicated car parking spaces and has been designed to PDSA's specification and requirements. It is proposed that a long lease of the site is provided to PDSA. The spaces that will be lost from Fuller Street Car Park will be re-provided on the Prince of Wales estate.

- 1.9 The African Cultural Association (ACA), Meridian and the community hall are proposed to be relocated to a community hub that is to be located approximately 0.3 miles away from their existing facilities, on the RFC site. The time to walk from the existing to the proposed facility is likely to be circa 6 minutes for a person without mobility issues. The new facilities will be located adjacent to the proposed library building and will occupy a prominent location on The Burroughs. It is recommended that the Committee agrees to the use of the Community Benefit Assessment Tool (CBAT) on the grant of the new leases in respect of the following units. All these uses are currently assessed on the CBAT tool for their existing units. The Citizens Advice Bureau (CAB) will also be located in the same 'community hub' on the RFC site.
- 1.10 The MENCAP unit is proposed to be relocated to 154 Station Road, Hendon, which is a council-owned building located approximately 0.6 miles away from their current facility on the Meritage Centre (a circa 14 minute walk for a person without mobility issues, or a 5 minute drive). MENCAP have a proposed change in service offer that this building will better facilitate, and this relocation site has been worked up in tandem with them. It is recommended that the Committee agrees to the use of the Community Benefit Assessment Tool (CBAT) on the grant of the new lease in respect of this unit.
- 1.11 African Cultural Association, Citizen's Advice Bureau, Meridian and the community hall will all require temporary facilities, whilst the development is taking place, with the earliest being required by May 2022. It is proposed that these are located locally to the existing facilities to ensure minimal service disruption. The project team are actively working on finding temporary relocation sites either on Brent Street, on the Burroughs or in other local facilities. The team are working with Middlesex University and also looking at the programming of the development, to ensure that the users who currently use the community hall can be fully facilitated during the development. Equalities Impact Assessments will be undertaken for both the temporary and permanent moves.
- 1.12 The Schools Library Service (SLS) is proposed to be relocated to the Quinta Club, which is located circa 6.3 miles away from its current facility in Hendon Library (or a circa 16-minute drive, depending on traffic). It is a destination use as it will be used specifically by schools and will not be a facility that is generally open to the public. It will provide a far superior facility for the Schools Library Service, who currently operate in cramped conditions in Hendon Library. It will provide larger, fit for purpose accommodation for the SLA as a designated facility, with better car parking and access for local schools. The accommodation is a Council owned facility and as such will be rent free for the service.
- 1.13 Equalities Impact Assessments will be undertaken for all proposed moves, in conjunction with the individual service uses. All units will be the same size as their existing units or, if different, will reflect their current service needs and have been agreed in consultation with the individual users
- 1.14 The design of all sites has been modified in line with discussions that have been ongoing as part of the formal pre-planning application process with LBB planning department. This includes the design on the RFC where the building height now significantly 'steps down' to the rear to ensure that those living close by are less affected by the size and scale of the new buildings.
- 1.15 The Barnet Library Service launched an engagement exercise in parallel to the Hendon Hub consultation. The Library Services' intention was to understand the sentiment of

users of this existing library and to define from feedback what features and services users would like to see in a new Hendon Library, shaping what would be an improved future library service.

- 1.15.1 The engagement was hosted separately but in alignment with the Hendon Hub Consultation and was hosted on the Engage Barnet <https://engage.barnet.gov.uk/proposed-new-hendon-library> between March to June 2021
- 1.15.2 A summary of the Hendon Hub plans and a link to the engagement for the new Hendon Library survey were also made available to respondents online on the Barnet Library Service webpage. Details of the library survey and Hendon Hub consultation were also emailed to library users and stakeholders. The online questionnaire was widely promoted, and alternative formats were made available on request.
- 1.15.3 A petition has been prepared in opposition to the Library moving to a new facility and the Committee will wish to note that Officers have taken seriously the concerns of local residents in this regard. This petition is reported elsewhere on the agenda in accordance with the provisions of Article 3 (Residents and Public Participation) of the Constitution. There were 1382 signatories to the petition which centred around relocating the library from its existing location, with all signatories opposing the proposed move. Some of those signing the petition may have been misinformed by the petition which wrongly claims that the existing library building is to be demolished. However, Officers still recommend to Committee that from both a place-shaping and service delivery perspective, the optimum solution is to move the Hendon Library to a brand-new building. Barnet Library service are fully supportive of the relocation of the library to a modern facility on the RFC site, and it reflects the ambition highlighted in the Activist Report (which contained an independent evaluation of the Library Service in Barnet) due to:
 - 1.15.3.1 The opportunity for an open frontage, bringing a light-filled and welcoming facility that will attract a larger footfall, inspire a new generation, and provide access to 21st century technology
 - 1.15.3.2 The opportunity for more flexible and efficient spaces, adapted to deliver a more dynamic set of services to the community and an improvement to the Local Studies Service
 - 1.15.3.3 The return to a three-storey library offer not being deemed economically viable within Hendon due to the high operational, staffing, and security costs which would have to be met by a restricted libraries budget. Hendon Library does not occupy the most central and busiest location within the borough and, therefore, is not an appropriate location for the largest library
 - 1.15.3.4 The current facilities consisting of cramped and substandard spaces, with little natural daylight penetration into the building, creating poor quality areas.
 - 1.15.3.5 The high operational costs of the existing facility and its inflexible footprint.
- 1.15.4 The library is proposed to move across the road on The Burroughs circa 110 yards away (a circa 2-minute walk away for a person without mobility issues). It is proposed to include an improved disabled access, better planned space to take into account

equalities for all users with circa 100 sq. m being proposed for the use of the community and local groups. The library will be rent free.

- 1.16 As described at OBC stage, the Hendon Hub development will be largely facilitated by 40-year leases with the University over the new academic space, offices and student accommodation, pump priming the development of other additional assets including retail, residential accommodation, buildings reserved for community organisations and the public realm.
- 1.17 There is, understandably, concern over the strength of university covenants in the light of the recent Covid-19 pandemic. MDX's financial year ends on 31st July and it is understood that that they will report a loss of circa £12m for 2020/21. However, £9m of that will be attributable to pension deficits and the University has maintained its cash position. Take up of courses for the 2021/22 financial year appears to be strong, and they are forecasting that they will return to making operating surpluses. This situation will be monitored carefully in conjunction with MDX.
- 1.18 The Agreement for Lease (AfL) with MDX was delegated at OBC stage to the Deputy Chief Executive in consultation with the Chair of Policy and Resources (P&R) Committee. Good progress has been made on this to date and it is anticipated that it will be signed prior to the submission of the planning applications. Whilst there maintains a risk that the AfL will not proceed, MDX have now obtained Governor's approval to move forwards and sign the AfL at the current rents proposed. The key terms remain as highlighted in the OBC, but the academic term length has reduced from 42-weeks to 40-weeks, with the cap and collar rate moved to 1%-5% RPI. MDX will take individual leases over each building and the terms of the leases with MDX are between 40-42 years (depending on when each building reaches practical completion) and are co-terminous.
- 1.19 The economic context remains in line with that detailed at OBC, with a strong demand for student accommodation from MDX and the need for improved academic space and teaching facilities. In addition, the introduction of affordable accommodation and independent living into the proposed scheme since OBC fulfils a core strategic priority for the Council. Despite the reduction in student accommodation numbers this is still a viable proposition for MDX.
- 1.20 The reduction in the number of student accommodation units has resulted in a marginal reduction in income from the MDX lease arrangement, but this is replaced by an increased annual income payable to the Council from the proposed affordable accommodation above the new Library and retail units, as well as the young persons' independent living facilities that have now been introduced into the scheme. The Committee will wish to note that it is projected that an income of circa £0.7m per annum will be paid direct to the Council from these additional uses, with circa £0.3m of this being payable to the HRA as residential income.
- 1.21 The OBC detailed the various routes available to fund the scheme, which included:
 - Public Works Loan Board (PWLB)
 - Private financing based on either an income strip or private placement

- Private financing based on MDX covenant
- Private financing based on LBB guaranteeing the MDX lease covenants

The OBC concluded that financing through borrowing from HM Treasury's Public Works Loan Board (PWLB) was suitable as the base case. It was proposed that a final recommendation would be brought forward for decision at FBC stage on the basis of whether the private funding approach could better PWLB borrowing financially, and from a balance of risk perspective, following more analysis and soft market testing.

- 1.22 This FBC consequently confirms that the private funding approach is the best performer. In comparison, the PWLB funding is sub-optimal for the following reasons:
- Relatively low net present value (NPV) financial return compared with even the most prudent private funding solution
 - Additional interest payments to cover the cashflow deficit in the first seven years, due to interest and MRP payments during the construction phase of the programme whilst no income is being generated.
 - Poor affordability implications for the General Fund in the short term, with a loss of circa £4m in the first five years
 - LBB bearing risk across the 40 years post scheme completion, being wholly beholden to the financial performance of MDX as its tenant. The Council is also exposed to this risk under the LBB Guarantee option for private placement, but not the case under MDX covenant private placement scenario (see below)
- 1.23 The PWLB's poorer value for money and affordability implications support this funding route now being dismissed as an option. The recommendation therefore in this FBC is to pursue a private financing route.
- 1.24 Further soft market testing with potential funding partners has confirmed that there continues to be strong interest from the private finance markets to fund the transaction as either an income strip (IS) or private placement (PP), as discussed at OBC, and subject to a 40-year lease with MDX as tenant. In all scenarios, the Council's costs of working up the scheme will be recoverable from the selected funding partner(s) as part of any deal.
- 1.25 An income strip is a funding arrangement where the financier would buy a long leasehold interest in the site, develop the buildings and enter into a long lease to LBB or MDX for a 40-year period. The rent would be fixed and subject to annual increases linked to Retail Price Index (RPI) or Consumer Price Index (CPI) (inflation measures). At the end of the lease term LBB would have the right to acquire the asset for £1. A private placement structure is where unlisted debt securities are offered directly to a limited group of institutional investors rather than through the public markets. In the proposed structure, a special purpose vehicle (SPV) would issue 40-year debt to a financier, use the proceeds to develop the asset and lease the asset to MDX for 40 years, using rents received to repay the debt. Similar to the income strip option, the Council would have reversionary rights to the asset for £1
- 1.26 Two further variations for each private funding route have also been considered:
- 1.26.1 Funding based on the MDX Covenant i.e. LBB would exchange an Agreement for Lease with MDX and sell the right to receive the income over the 40-year lease term to a funding partner. Whilst LBB would provide a guarantee over the period of the

construction, it has the ability to step away from the transaction at practical completion (PC). Any investor(s) would pay a revenue premium to LBB for its interest at PC, which would be drawn down annually over the 40 years. Liability would end at this point, reducing LBB's risk over the term of the lease. At the end of the 40-year lease, LBB would have a right to acquire the asset for a nominal price – usually for £1.

- 1.26.2 An alternative approach would be for LBB to provide a guarantee to MDX's covenant over the term of the 40-year lease. Whilst this deal would attract a better yield in the market (as a local government covenant is considered to be more attractive in the market than a university's) and it would therefore give a higher return, it exposes LBB to significantly more risk should MDX default, because then LBB would be required to step in and pay the rent to any funding institution(s), plus fulfil other lease obligations.
- 1.26.3 At OBC stage, the soft market testing found that funding institutions were nervous about funding universities on the back of their perceived financial strength, driven by fears that Covid-19 would have a serious impact on student numbers and university income. Since the OBC was presented, another round of soft market testing has been undertaken by KPMG on behalf of LBB. This suggests both funding routes are now deliverable, on both an income strip and a private placement basis, with the improving market being driven by the Covid recovery and recovering demand from students to return to university. However, at this stage, no UK funds have expressed an interest in the MDX covenant, but overseas investors were willing to make an indicative offer in principle on this basis. There are signs that UK funds may re-enter the market this year to fund covenants such as MDX's.
- 1.27 Having undertaken detailed financial analysis, in compliance with HM Treasury's Green Book, the value for money and affordability for private placement is better than that of income strips and offers increased flexibility of terms of the deal and timings. Therefore, private placement is recommended as the preferred funding route, and the income strip model is proposed to be disregarded, owing to its more limited economic return and flexibility. At this stage the MDX covenant remains the most preferred funding route as, although it currently yields lower returns to the council in comparison to the LBB guarantee option, the cash receipt is still sizeable, and this route presents significantly lower risk to the council. However, should the MDX covenant not be fundable in the market at the time the LBB guarantee route may still be recommended, with appropriate risk mitigation in place.
- 1.28 As part of the soft market testing exercise undertaken by KPMG, potential investors agreed with the principle that the capitalisation of the MDX rental income in the proposed development will also provide circa 4,770 sqm of new debt free income producing assets and circa 2,032 sqm of new debt free income community assets (including the proposed new library). The construction of the non-MDX accommodation in the development can therefore be funded by the private placement funding solution. All third-party rents have been verified by CBRE.
- 1.29 Structuring advice has been obtained from KPMG on the most tax efficient delivery structure, with a Special Purpose Vehicle (SPV) being recommended due to potential tax advantages.
- 1.30 Another important element of this FBC is the recommendations on contractor procurement and reducing development risk. It is recommended that a contractor in the top 100 be appointed on a Joint Contracts Tribunal (JCT), design and build contract. The

preferred approach for contractor procurement is via the Crown Commercial Service (CCS) Framework, as against the alternative option of conduct of a public procurement tender process, in the light of the factors stated below:

- Procurement value supported through engagement with appropriate contractors qualified on CCS framework
- Framework meets Barnet requirements and provides access to suitable qualified top 100 contractors

- 1.31 An extensive process of soft market testing of those contractors represented on the framework has recently been undertaken in order to ensure that there was top 100 contractor interest, with relevant experience and desire to be involved in a competitive process. It also confirmed that those qualified on the framework have the experience, expertise, capacity, and interest to carry out this contract
- 1.32 Delegation of the procurement strategy was provided at OBC stage, and Members are asked to note and endorse the recommended route set out in the FBC.
- 1.33 Other measures will be implemented, in order to reduce development and construction risk, including large development and construction contingencies and an incentive mechanism linked to timely delivery. The approach to phasing of the planning applications and the programme has changed since the OBC, and it is now proposed that separate planning applications are submitted for each site, post FBC. The OBC programme allowed for 2 phases of planning applications. This has now been revised to a single phased approach to fit with likely funders requirements who need planning certainty before lending together with requirements from the Local Planning Authority who wish to consider the suite of applications as one package, less the provision of new facilities for the Schools Library Resource Service at the old Quinta Club in Chipping Barnet, which will be delivered separately. The planning applications for the primary sites will now be submitted as a suite of applications in the summer of 2021.
- 1.34 A schedule of pre-app meetings have been undertaken and completed with LBB planning department. Historic England have also been consulted and the sites have been discussed with them.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The Hendon Hub proposal is intended to achieve:
- A more integrated, customer-focused and unified community offer and a brand-new modern Library
 - Improvements to the public realm, green spaces, and overall connectivity across The Burroughs
 - Middlesex University reinforcing their commitment to engage with residents to share their facilities and properly address concerns raised by the public about student behaviour
 - The Met Police's Safer Neighbourhood Team co-location to a unit adjacent to the proposed new Library, which will help improve safety in the area. This will be amplified by improved lighting and CCTV.
 - Contributions to affordable housing demand in the area, through improved access to student accommodation, affordable housing, and independent living units for young adults, fulfilling the strategic objectives of the council

- New PDSA veterinary facility on Fuller Street, with dedicated car parking on a 125-year lease
- New modern facility for the Meritage Centre community uses, with a prominent community hub on RFC site
- Enhanced access to the current Hendon Library building, including access to the primary listed elements of the building, including the ornate 2nd floor reading rooms
- Reduced negative impact on car parking since OBC, with previously proposed development over two car parks removed from the scheme, and 100% replacement of one car park proposed (Fuller Street relocation)
- Best Value for the Council
- Regeneration in line with LBB and MDX's wider objectives and core strategies in Barnet 2025 including significant contributions to placemaking and providing a potential catalyst for future investment in the area
- Embodiment of the Borough's environmental ambitions to a BREEAM Excellent standard
- Improved university facilities, which is likely to escalate Middlesex University up the Higher Education rankings, enhance the student experience, and stimulate investment into the local economy.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The recommendations in this paper have been determined through rigorously assessing alternative options and financial testing at all three stages of the business case development.
- 3.2 Other funding options for the scheme were also considered at all stages with various options dismissed at each stage.
- 3.3 Cancellation. Further work on the project could be halted but because the scheme is extremely viable and offers many benefits, this option has been disregarded.

4. POST DECISION IMPLEMENTATION

- 4.1 Agree and sign Agreement for Lease with MDX.
- 4.3 Submit a planning application during Q2 of the 2021 financial year.
- 4.3 Procure a construction partner during Q2 and Q3 of the 2021 financial year and implement other risk mitigation measures.
- 4.4 Procure a funding partner post planning and monitor the market on an ongoing basis.
- 4.5 Continue to monitor MDX's financial performance and the appetite from funding partners for their covenant.
- 4.6 Continue to negotiate with third party interests to attempt to purchase them by private treaty.
- 4.7 To consider use of CPO and appropriation powers.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.2 Barnet 2025 Corporate Plan has a strategic objective to encourage a thriving borough, which is a place fit for the future, where all residents, businesses and visitors benefit from improved sustainable infrastructure and opportunity.

5.2 Hendon Hub is part of the Growth Strategy of the borough and is designed to strengthen The Burrough's position as a thriving space within Hendon, creating inspirational public spaces that promote health, happiness, and well-being, and reinvigorate the area, breathing life into assets that are strategic priorities for the Council.

5.4 The project aligns with the objectives in the corporate strategy to help residents and young people into work, by protecting jobs at MDX, providing construction jobs and the introduction of homes for independent living. Further, through its ambition for a BREEAM Excellent rating, it aligns with Barnet's aspirations to be a sustainable borough.

5.5 The Corporate Plan also prioritises a clean, safe and well-run borough to include anti-social behaviour being dealt with so residents feel safe. The recent consultation highlighted some anti-social behaviour locally that is now being addressed immediately and into the longer term through the introduction of the Met Police, buildings which aim to design out crime and CCTV as well as policies being implemented by MDX.

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

5.5.1 Finance and value for money

The willingness of LBB to invest in Hendon Hub is subject to a test of value for money in relation to a preferred option. Accordingly, four streams of options testing were performed at OBC stage, with further options being considered in the FBC, namely the public vs private finance route; income strip vs private placement, and MDX covenant vs LBB guarantee route.

5.5.2 The financial modelling currently shows that the private finance route is the most financially viable to the LBB General Fund over the life of the project. The recommendation to proceed is based on a private placement funding solution with a preference for the MDX covenant due to its reduced risk for the Council. Under the MDX covenant a stand-alone or 'orphan' Special Purpose Vehicle (SPV) could be created for which the Council would have no liability post construction.

5.5.3 In the MDX scenario, stamp duty land tax (SDLT) will be payable whilst in the LBB guarantee route SDLT savings could be made. In an LBB guaranteed deal, an orphan SPV can be set up, or LBB can wholly own the SPV at a reduced risk. However, there is still some risk in this scenario as the financial results would also be incorporated within the Council's group accounts. Also, if MDX were to default the single entity (LBB) would need to make a financial provision for this. Where the SPV is in Council ownership, there is the opportunity for SDLT savings as the land is not being transferred/sold outside of LBB.

- 5.5.4 There will be a loss of income during the construction phase that will be managed through the Medium-Term Financial Strategy.
- 5.5.5 In order to proceed with the scheme an additional capital funding of £4.53m is requested. These are forecast costs to be spent prior to obtaining funding in March 2022. Should the funding date move out, an additional bid for fees may be required. In the FBC, the costs associated with this budget are captured in the modelling and reflected in the General Fund impact statements. The final funding offer presented will take into account the position of the scheme and the offer will be on the latest gross development value (GDV) which will take into account acquisitions and costs incurred. The request is detailed below:

Acquisition costs	
Legal transfer costs	£50,000
Communications, planning & s106 Agreement	£331,042
LBB s106 costs	£82,438
Acquisition costs	£784,000
Development Costs	
Design & Management Fees	£1,532,000
CPO	£247,938
Project Costs	
Third Party Costs	£660,000
Developers Legals, Tax & Deal Structure	<u>£845,082</u>
	£4,532,500

5.6 Staffing

- 5.6.1 This project will be undertaken using the existing project team, with additional project resource bought in, as required, subject to affordability.

5.7 Risk Management

- 5.7.1 An extensive HM Treasury Orange-Book compliant risk register has been produced around the preferred scheme, outlining key risks and mitigating actions to be taken. Regular Gateway reviews are being undertaken in line with the LBB Project Management Toolkit and the risks are also reviewed monthly as part of the internal project board. The option that has been recommended balances risk with return and mitigates risks as far as possible.
- 5.7.2 An abridged risk register is appended to the business case, and the full and comprehensive risk schedule is updated by the project team monthly.

Risk	Mitigant
MDX Financial Risk	General
	Higher Education Institutions' (HEI) performance and reputation in the market have seen an improvement since OBC, with greater confidence in the covenants in the higher education sector as vaccinations are rolled out and in-person lectures begin to resume. Although funding institutions have shown a preference

for the top 15 Universities, including the Russell Group of HEIs, it is considered that the position of others appears to be more secure as the risks from Covid etc, have become known and are mitigated.

At present, no agreement to lease has been signed with MDX. There still remains a risk that this will not be achieved, albeit good progress is being made on agreeing this document and it is anticipated that it will be in a position to be signed shortly. Similarly, this does expose LBB to risk of the rentals not being achieved as predicated in this paper and in the business case. In the case of the deal being aborted it has been agreed that MDX agree to bear half of LBB's costs incurred from March 2020 until the date they withdraw. However, Middlesex University have approval from their Board of Governors to sign an agreement for lease, subject to LBB receiving the same approval.

There is, understandably, concern over the strength of university covenants considering the Covid-19 pandemic. MDX's financial year ends on 31st July and it is understood that that they will report a loss of circa £12m for 2020/21.

However, £9m of that will be attributable to pension deficits and the University has maintained its cash position. Take up of courses for the 2021/22 financial year appears to be strong, and they are forecasting that they will return to making operating surpluses. In addition, MDX have £85m in cash reserves (140 days cash) so there are no insolvency issues, with predicted operations surplus this year expected to be £5m so MDX finance remains strong. This situation will be monitored carefully in conjunction with MDX.

Should MDX default the consequences would depend on the structure of the funding deal that is pursued and the conditions at the time.

Middlesex University (MDX) Covenant

LBB could release its guarantee to the SPV at practical completion (PC) of the development.

LBB Covenant

Should MDX fail at any point over the 40-year term of their leases, and another university did not take over MDX and its assets and liabilities, the flexible nature of the building design could facilitate relatively swift conversion to other use types if necessary. Both circumstances have been modelled and assume a 2-year loss of rental, in addition to 12 months' rent-free allowance as an incentive to achieve maximum occupancy of the new space. These are estimated to continue to return a favorable NPV to the PWLB option and further modelling will take

	place post-FBC if it becomes clear that it is necessary to consider using the LBB covenant.
Programme Delays	<p>Should this occur, necessary adjustments to key workstreams could be made to mitigate any slippages. A workstreams action plan is regularly reviewed in conjunction with the Master programme to ensure all timescales are achievable. The project team provide weekly updates regarding progress. A CPO has been factored into the programme should this be required.</p> <p>There are various conditions that need to be satisfied in order to appoint a funding partner(s) at the desired time, including 3rd party rights or acquisitions, receipt of planning permission and finalization of lease arrangements. These have been identified as key workstreams within the programme. Should delays occur, it has been advised by KPMG that there is likely to be some flexibility in negotiating a restructuring of payments from the fund, with some phasing of funding being introduced.</p>
Construction Risk	<p>Subject to approval, the following are to be implemented post-FBC:</p> <ul style="list-style-type: none"> • Commence procurement of a contractor • 15% contingency on construction cost, 0.5% design reserve contingency maintained • Incentive fee with construction partner and performance bond in place • Recommended early appointment of an Employer’s Agent to oversee the scheme and work with the LBB procurement department to appoint a construction partner to work up the scheme
Public Opinion	<p>Public consultation has been carried out, with changes made to the scheme as a result, and engagement with local stakeholders and residents will continue throughout. Listen to public concerns and continue to work closely with the local community to mitigate any impacts on, and maximise benefits for, local residents. Proposed FBC scheme updates respond to some public concerns and are aimed to increase community benefits. Minimise any negative impacts locally during construction by providing method statements and plans coordinated with the local community</p>

5.7.3 Further there are still large contingencies in the appraisal which are appropriate for this stage of the project.

5.8 Property

5.8.1 The overarching aim of this programme is to achieve the best outcomes in relation the Council's assets.

5.9 Social Value

5.9.1 The main source of job creation with regards to the Hendon Hub Scheme is in construction, where a net equivalent number of full-time employees will be 40. A significant number of the existing MDX workforce will also be safeguarded by the development of the academic facilities and student accommodation. Other than construction, the number of full-time equivalent end-user jobs created by the scheme is 24, with the gross number of jobs safeguarded at 476.

5.9.2 The current community uses and library will be relocated in new modern accommodation, meaning they should be better able to serve the local residents in Hendon.

5.9.3 There will be a Community Infrastructure Levy (CIL) associated with the scheme.

5.10 Legal and Constitutional References

5.10.1 The Council's Constitution, Article 7 sets out the terms of reference of the Policy and Resources Committee including:

To be responsible for: strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget; Medium Term Financial Strategy and Corporate Plan to Full Council; Strategic Partnerships(2) (2) To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.

5.10.2 Article 7.5 of the Constitution states "If any report appears to come within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy and Resources Committee."

5.10.3 The Constitution- Article 9.1 (b) - Chief Officers – Management Structure- Delegated Authority to Chief Executive and Chief Officers states (i) Chief Officers (Deputy Chief Executive, Executive Directors for Adults, Children and Environment, Director of Resources and Director of Assurance have the delegated powers in respect of all matters which are not key decisions (as defined in Article 2) and not reserved for decision by the Council or by a Committee of the Council as set out therein. Committees may also delegate to these officers.

5.10.4 Post Brexit, the State Aid rules have been replaced by the Subsidy Control Rules 2021. The Procurement of public works and services contracts over the relevant financial thresholds must still observe the requirements of the Public Contracts Regulations 2015, and Subsidy Control Rules 2021 where applicable. There is a new process for advertising the tender in the Contracts Finder. The Public Services (Social Value) Act 2012 requires the Council to consider whether it can achieve an improvement to the economic, social and environmental wellbeing of an area as part of the procurement of these services. If so, the social value objectives identified must be written into the

procurement process. All of this must be achieved with regard to value for money and in a way that is compliant with existing public procurement law. "Social value" objectives can include the creation of employment, apprenticeship and training opportunities for local people, trading opportunities for local businesses and the third sector through contract delivery.

- 5.10.5 The Council will need to consider, comply with and obtain any statutory and legal requirements /consents to give effect to the preferred option. Unless there is a general consent available which dispenses with the need to obtain express consent from the Secretary of State, the disposal and/or appropriation of the Sites may require ministerial consent under Section 123(2) of the Local Government Act 1972, section 233 of the Town & Country Planning Act 1990 or by virtue of sections 19 and/or 32 of the Housing Act 1985.
- 5.10.6 The Council has a range of powers including the general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation and Section 111 of the Local Government Act 1972 which provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions.
- 5.10.7 The Localism Act 2011 goes on to say at section 4, that if a local authority is carrying out activities "for a commercial purpose" then it must do so through a company (meaning a company limited by shares). Therefore, the objectives underpinning the Hendon Hub project must be reviewed to ascertain whether the project is to be carried out "for a commercial purpose".
- 5.10.8 Caselaw provides that where there is more than one purpose for an activity, the local authority must identify its "dominant purpose". The FBC makes it clear that the dominant objectives for the project fall within the categories of place-making, socio-economic improvements and local economic growth and wellbeing. As such it is not considered that the Council will be required to deliver the project through a company (although it may do so, using the SPV route referred to in this report, if it wishes).
- 5.11 In relation to the specific activities that are likely to form part of the project, the following powers are noted:-
- 5.11.1 The Council may prudently borrow and invest for any purpose relevant to its functions under any enactment or for the purposes of the prudent management of its financial affairs. "Investment" also covers loans made by a local authority to one of its wholly-owned companies or associates, to a joint venture or to a third party (sections 1 and 12 of the Local Government Act 2003);
- 5.11.2 The Council may acquire and dispose of land to place-shape an area (sections 120 and 123 of the Local Government Act 1972);
- 5.11.3 The Council has wide-ranging powers to buy, sell and develop land, set out in various statutes including:-
- Local Government Act 1972;
 - Housing Act 1985;
 - Town and Country Planning Acts;

- Local Authorities (Land) Act 1963.
- Housing and Planning Act 2016
- Highways Acts

5.11.4 Section 227 of the Town and Country Planning Act 1990 provides that a Council may acquire by agreement any land which they require for any purpose for which a local authority may be authorised to acquire land compulsorily under section 226. Officers consider that any land within the area edged red on the plan at Appendix 2 that may be acquired by negotiation from now on should be held by the Council for planning purposes, consistent with the purposes for which that land would be held by the Council were the land to be acquired compulsorily pursuant to section 226.

5.11.5 Once acquired for planning purposes, these areas of land will benefit from the operation of Section 203 of the Housing and Planning Act 2016, which (subject to the payment of compensation) extinguishes all existing third party rights that could prevent the development or use of the land from proceeding. The costs of compensation will be limited to the statutory basis as provided by section 204 of the 2016 Act.”

5.12 Procurement

5.12.1 The Council has developed its procurement strategy for the scheme to ensure delivery of the scheme is compliant within the meaning of the Public Contracts Regulations 2015 (PCRs), with support from HB Public Law and external legal advisers Pinsent Masons LLP.

5.12.2 The Council’s financial and tax advisers, KPMG, have led on the structuring of the finance arrangements and in preparing for the prospective funding competition. This competition is for funding/loans and therefore Regulation 10 (f), which is an exemption from the requirement to run a compliant procedure pursuant to the Public Contracts Regulations (PCRs), would apply. The Council will separately require to satisfy any internal governance requirements relating to the raising of funds and its best value obligations.

5.12.3 With respect to the agreement being entered into with MDX, MDX is a contracting authority and the Agreement for Lease is a public works contract within the meaning of the PCRs 2015. MDX therefore requires to have a legal basis in procurement law to make a direct award to the Council to develop the scheme i.e. in the absence of a competition. MDX has sought its own legal advice from external legal advisers who have confirmed there is a reasonable basis on which it can be argued that the Agreement for Lease will be exempt from a competition under Regulations 32 (2) (b) i.e. on the basis of exclusive rights. MDX has been directed to substantiate this argument via an options analysis of the non-suitability of alternative sites, and this activity is ongoing. Whilst the risk of a procurement challenge to this approach cannot be fully discounted, it is mitigated by:

5.12.3.1 Ensuring the works are tendered compliantly to mitigate the risk of an economic operator being in a position to argue they have lost an opportunity to deliver the works by virtue of MDX’s direct award. The Council intends to utilise a compliant CCS Framework to procure its contractor(s); and

5.12.3.2 Issuing a Voluntary Ex-Ante Transparency Notice (“VEAT notice”) to the market in advance of entry into the Agreement for Lease to discharge the time period for any remedy of ineffectiveness i.e. where the contract is set aside, which risk will be discharged after 10 days of the VEAT (assuming the VEAT is effective). MDX’s lawyers will draft the VEAT notice and the Council’s legal advisers Pinsent Masons will be instructed to review and approve on the Council’s behalf. On the basis that MDX will be the entity claimed against it would potentially stand for damages, which limitation period would be discharged within 30 days of the VEAT notice.

5.13 KPMG have been advising on the transaction to date, specifically on the structuring, and seeking indicative funding offers through the two soft market testing processes that have been undertaken. In order to seek final funding offers, and final structuring advice, a procurement of an advisor will be required to be undertaken under an approved framework due to the size of the potential fee in this regard. This fee will be netted off the final financial settlement from a fund(s). The Committee is requested to approve this procurement. The development of the procurement process, including the negotiation and completion of legal agreements is requested to be delegated to the S151 Officer, in consultation with the Chairman of P&R.

5.13 Consultation

5.13.1 As a matter of public law the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in four circumstances:

- Where there is a statutory requirement in the relevant legislative framework;
- Where the practice has been to consult or where a policy document states the council will consult then the council must comply with its own practice or policy;
- Exceptionally, where the matter is so important that there is a legitimate expectation of consultation and
- Where consultation is required to complete an equalities impact assessment.

5.13.2 Regardless of whether the council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:

- Comments are genuinely invited at the formative stage;
- The consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response;
- There is adequate time given to the consultees to consider the proposals;
- There is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision.
- The degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting and;
- The consultation is clear on the reasons and extent to which alternatives and discarded options have been discarded.

5.13.3 Ward councillors, residents, communities and other key stakeholders local to each site have been consulted as part of a public consultation process. The consultation started on Friday 26 February 2021 and concluded on Monday 7 June 2021, lasting over 14 weeks. The full consultation report is appended to this paper.

5.13.4 A project website was set-up (www.hendonhub.co.uk) to allow people to find out more about the consultation and feedback via the online survey. A total of eight online presentations were held via Zoom and an additional four in-person events were held at the Scholars Courtyard at Middlesex University during the week commencing Monday 17 May.

5.13.5 The project team has sought to consult and engage with neighbours and local community groups prior to the finalisation of the project and the submission of planning applications. As well as meetings held with Council planning officers, extensive stakeholder and public consultation has been undertaken through several virtual and in-person consultation events, the use of a dedicated virtual consultation platform, regular briefings for local councillors and other stakeholders, and meetings with members of the public. In total, 341 feedback forms were completed with feedback also received via phone and email.

5.13.6 The major themes that were raised during the consultation and how they have been addressed are as follows:

Consultation Objection	How Addressed in FBC Scheme Changes
Loss of parking due to development proposals on car parks where no alternative parking provision was to be made	Osidge Lane Car Park and The Burroughs car park removed from scheme; all Fuller Street parking spaces replaced; proposed CPZ; MDX to control the use of cars by students.
The scale of proposed student accommodation with the concern this might lead to a rise in an increase in anti social behaviour locally	26% reduction in the number of student accommodation units; Proposed Met Police Safer Neighbourhood base adjacent to new Library; increase in CCTV on MDX grounds and locally; Improved lighting; Proposed development has been configured to design out crime in conjunction with the relevant teams at LBB and Met Police
The scale and mass of the development	Reductions in height to the rear of the RFC site; separation of RFC into 3 buildings to reduce the mass of the development; reduction in student numbers; Meritage Centre building height adjacent to Church End Road to be reduced;
Comments that the scheme has many benefits for Middlesex University (MDX) but few community benefits; concerns that MXU are 'taking over the local area'.	26% reduction in student accommodation numbers since OBC; inclusion of affordable housing; inclusion of prominent community hub; more green spaces and public realm improvements proposed; some public access to be maintained to the current Hendon library building, to include access to listed features not currently accessible to the public; new modern library building; continued and access to MDX facilities by the local community where possible; introduction of a health and wellbeing centre / GP surgery; PDSA now retained locally.
Library services moving from the existing listed library building to a new modern building located on the opposite side of The Burroughs; a petition has been submitted in this regard.	The objections have been carefully considered; LBB Library Service officers believe that there is strong rationale to move the library to allow improved service provision. Public access will be maintained to the current Hendon library building, to include some access to the second floor, containing listed features not currently accessible to the public

5.13.6 After carefully listening to the consultation feedback, LBB Officers have presented a number of proposed changes to the scheme, as detailed above, which are recommended for approval.

5.13.7 The Committee will wish to note that Officers do realise that for some residents the proposed changes won't sufficiently address concerns raised. All objections have been carefully considered and discussed. In some cases, however, it has been considered that there are strong community benefits and business rationale for maintaining aspects of the original proposals. Where scheme changes have not accommodated stakeholder concerns, Officers have attempted to mitigate concerns where possible - for example maintaining public access to the listed library building.

5.13.8 In conjunction with the main consultation, library users were encouraged to complete a short survey (online and paper) which asked residents how a new library could look and for their opinions on a variety of additional services that might be provided from a new building. This survey was conducted between 3 March and 4 June 2021 and, in total, 112 responses were received.

5.13.10 The survey was split into three sections as outlined below:

- **Section 1:** The first section of the questionnaire looked at the services currently provided from Hendon Library and how to balance the requirements and wishes of different library customers within the proposed new building.
- **Section 2:** The second section looked at how the Library Service could improve the different sections of the library in the proposed new building.
- **Section 3:** The third section considered what **new** services could be provided.

5.13.10 The results of the survey are detailed in the consultation report appended to this paper. Several respondents voiced their opposition to the library moving from its current location, and the survey also provided feedback as the type of current and future services valued by current and prospective users. The Libraries Service will use this feedback, as well as their continued engagement with library users, to shape the nature of the future library service in Hendon.

5.13.11 Should approval be given for the submission of planning, interested local residents and stakeholders will have a further opportunity to provide comments and feedback through the Council's public access system as part of the statutory consultation that is undertaken on all applications.

5.13.12 An Environmental Impact Assessment Scoping Opinion Request for the Hendon Hub project consisting of the Ravensfield & Fenella, Meritage Centre and Building 9 was submitted on 21st May 2021. To date a scoping opinion has yet to be adopted by LBB planners, although this is expected shortly. Any further actions arising from this are requested to be delegated to the Deputy Chief Executive, in consultation with the Chairman of Policy & Resources Committee.

5.14 Equalities and Diversity

5.14.1 Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The Equalities Impact Assessment takes into account the consultation that has taken place but it will be revisited on each of the proposals as they are developed, as required. Consideration of the duties should precede the decision. It is

important that the Committee has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

- A public authority must, in the exercise of its functions, have due regard to the need to:
 - a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.14.2 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

5.13.3 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

5.14.4 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- a) Tackle prejudice, and
- b) Promote understanding.

5.14.5 Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

5.14.6 The relevant protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion or belief
- Sex:
- Sexual orientation
- Marriage and Civil partnership

5.14.7 Two equalities impact assessments took place at previous stages. The link is attached here.

<https://barnet.moderngov.co.uk/documents/g10199/Public%20reports%20pack%2008th->

- 5.14.8 A full equalities impact assessment has been collated and appended to this report, which has been prepared based on feedback received during the recent consultation, and which details how any negative impacts will be mitigated across the project's lifetime.
- 5.14.9 The approach to equalities was a collaborative effort between key stakeholders, LBB, MDX, and external contractors (such as GL Hearn and Capita) through online events (which were necessitated due to COVID restrictions in operation at the time), in person consultation events and from feedback obtained via the scheme website www.hendonhub.co.uk. A series of workshops have also taken place. Anonymised feedback forms were provided so that people with protected characteristics could feedback on the ways that the scheme may affect them.
- 5.14.10 At this stage, the Hendon Hub development is not seen to have a significant impact on the protected characteristics identified. It is important that this status is consistently monitored across the course of the project and, if need arise, mitigations and changes are made to ensure no group is negatively impacted. The adjustments proposed within the Hendon FBC improve the equalities position since OBC, with inclusions such as a potential GP Surgery, local relocations, zero loss in parking provision, and gender-neutral bathrooms providing benefits to service users that were not previously available. An Improvement Plan has been put together to mitigate any further impacts. The main equalities concern raised in public consultation is that of the increase in student population in the area, which will need to be carefully monitored going forward to ensure anti-social behaviour and hot spots are properly addressed.
- 5.14.11 Significant attention is being paid to the impact on equalities and vulnerable people, especially concerning the community uses within the scheme, which will be relocated to new, modern accommodation. The impact on equalities in regard to other residential tenants and / or leaseholders affected has been reviewed and will be monitored regularly.
- 5.14.12 The council recognises that equality will require regular review to ensure that citizens are treated equally, with understanding and respect, and have equal access to quality services which provide value to the taxpayer. MDX will also act as a responsible body in complying with equalities.
- 5.14.13 From the total of 341 feedback forms which were received during the 14-week consultation period, 58 feedback forms were completed with those responded completing the equalities questions. Once the equalities questions were added to the feedback form questionnaire a further 283 feedback forms were completed.
- 5.14.14 6% of respondents who completed the consultation questionnaire chose not to disclose whether they considered themselves as having a disability, 89% stated that they did not, and 5% reported that they did. Of those that answered that they had a disability, the majority said that they objected to the proposals when asked to what extent did they support or oppose the Hendon Hub proposals overall. However, due to the limited sample size it is considered that this data does not allow for a direct conclusion to be drawn between disabled individuals objecting to the scheme.
- 5.14.15 There were concerns raised over a potential net loss of parking from the development impacting accessibility to key services for disabled residents, however the scheme has

now changed to accommodate this so that there no net loss of parking. There is a provision made for of disabled individuals and blue badge holders across all parking areas.

- 5.14.16 There is a small negative impact on faith groups in Hendon, with a slight disruption in parking for church goers during the construction period due to the need to access St Mary's Church as it is adjacent to the Meritage Centre. However, this disruption is only temporary, with construction method statements issued to ensure site safety. Churchgoers, some of whom are elderly, attend services at the two churches close by and use the town hall car park for services. Disruption to key church services and dates are intended to be minimised, with few or no works to take place on a Sunday. Alternative parking arrangements will be discussed with the relevant groups.
- 5.14.17 The change in premises and potential temporary relocation of community assets could cause a temporary service disruption, impacting the provision and services delivered by organisations including, Meridian, Mencap, Citizen Advice Bureau (CAB) and African Cultural Association (ACA). It is recommended that LBB support these services with a coordinated and assisted transition into new premises and where needed support with community and user engagement. Any temporary relocation and/or permanent provision of services will be configured to best support their needs. All service hours of the proposed facilities will remain consistent with that provided currently. In addition to this, most of these facilities will also be permanently relocated locally, within a short walk from where they are currently situated, as discussed earlier. The impact of the above will be regularly reviewed.
- 5.14.18 A number of local residents will need to be rehoused, of which some may be vulnerable or disabled or with mobility issues. The residential occupiers will have an equalities impact assessment going forward and this will also include leaseholders and secure or flexible tenants or indeed owners or tenants where we are seeking to acquire the property. For all residents a thorough needs assessments will be undertaken to fully understand these resident's requirements especially those that are disabled/vulnerable prior to any move and in accordance with the London Borough of Barnet allocations policy and procedures, ensuring they are rehoused into suitable accommodation. If any issues are raised where extra support is required Barnet Homes will liaise with any supporting services such as Occupational Health, Mental Health etc. Any equalities impacts from purchasing residential premises will also be mitigated or alleviated.
- 5.14.19 The consultation feedback highlighted that local residents have concerns around students and the potential strain on the local infrastructure. Residents were keen to see more community facilities such as a community hall, more green spaces, and a GP surgery. The project team are currently in discussions with the Clinical Commissioning Group (CCG) to introduce a healthcare service on the MC Site to help mitigate this strain and improve local support for age-related health issues. A relocated community hall is included in the proposals as are green spaces improvements.
- 5.14.20 The LGBTQ+ society at Middlesex University commented that unisex bathrooms would be appreciated to accommodate the non-binary and transgender student community. This facility is being proposed in some new facilities. In relation to welfare facilities, the overall impact of the scheme on pregnant individuals is considered to be negligible but positive. Lift provisions where required to ease strain on pregnant individuals. Further to this, access to toilet facilities in public spaces will be part of the design. The new library is

designed to be a more flexible and accessible space, reducing the strain on any pregnant staff.

5.15 Corporate Parenting

- 5.15.1 The 33 Homes for Independent Living will be focused towards young people who are at the end of their supported housing journey, have made the transition into employment or training, and require that final step of an affordable home in order to become truly independent.
- 5.15.2 As Corporate Parents our ambitions for young people are to enable them to live independently, be able to access learning or employment confidently, be successful in what they do and have dreams and ambitions for their future. Care leavers have additional vulnerabilities and often need additional support to be confident, effective adults and this project will support young people on their road to independence with the necessary guidance, and support.
- 5.15.3 We can create opportunities for our young people and an environment that is conducive to education, training and employment so that we can fulfil our ambitions for our care leavers
- 5.15.4 The corporate parenting principles that local authorities must have regard to when exercising their functions in relation to looked after children and young people, as follows:
1. to act in the best interests, and promote the physical and mental health and well-being, of those children and young people;
 2. to encourage those children and young people to express their views, wishes and feelings;
 3. to take into account the views, wishes and feelings of those children and young people;
 4. to help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners;
 5. to promote high aspirations, and seek to secure the best outcomes, for those children and young people;
 6. for those children and young people to be safe, and for stability in their home lives, relationships and education or work; and;
 7. to prepare those children and young people for adulthood and independent living.

5.16 Insight

- 5.16.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 The link to the SOC decision can be found here:

<https://barnet.moderngov.co.uk/documents/g9928/Printed%20minutes%2013th-Jun-2019%2019.00%20Housing%20and%20Growth%20Committee.pdf?T=1>

6.2 The link to the OBC decision can be found here:

<https://barnet.moderngov.co.uk/documents/g10199/Printed%20minutes%2008th-Dec-2020%2018.00%20Policy%20and%20Resources%20Committee.pdf?T=1>

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Hendon Hub Development Proposal

Full Business Case

July 2021



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Appendix 4 Hendon Hub FBC Master Risk Register July 2021

Appendix 5 Hendon Hub FBC Master Programme

Appendix 6 Hendon Hub FBC Library Design Survey Responses July 2021

Glossary

Crown Commercial Services (CCS) – the UK’s largest public procurement organisation

Discount Rate – the rate to express future income and costs as at today

Discounted Cashflow – a valuation method used to estimate the value of an investment based on its expected future cashflows, discounted by the HM Treasury Green Book approved rate

HM Treasury Green Book – sets out the best practice approach for how major public sector investment projects should be assessed

Income Strip (IS) - A funding arrangement where the financier buys a long leasehold interest in the site, develops the buildings and enters into a long lease to LBB or Middlesex University (MDX) for a 40-year period. LBB or MDX are liable for the rent, which is fixed and subject to annual increases linked inflation measures. At the end of the lease term LBB has the right to acquire the asset back for £1.

Net Present Value (NPV) – an assessment of all costs and receipts under each option, expressed in terms of the value as at today

Place making – a multi-faceted approach to the planning, design and management of public spaces, reinventing the heart of every community and strengthening the connection between people and the places they share

Private Placement (PP) –unlisted debt securities offered directly to a limited group of institutional investors rather than through the public markets. In the proposed structure, a special purpose vehicle (SPV) would issue 40-year debt to a financier, use the proceeds to develop the asset and lease the asset to MDX for 40 years, using rents received to repay the debt. LBB would have reversionary rights to the asset for £1.

Public Works Loan Board (PWLB) – Central Government lending opportunity available to support local authorities in service delivery, regeneration, and housing

Red Book Valuation (RBV) – valuation of assets designed to ensure that high standards of inspection, investigation, analysis, definitions, and justification and presentation are met

Retail Price Index (RPI) – a measure of inflation used to calculate the cost of living escalation, indexing the price of various goods and services in the market

Royal Institution of Chartered Surveyors (RICS) – a professional body promoting and enforcing the highest international standards in the valuation, management, and development of land, real estate, construction, and infrastructure. Issuers of the RBV guidance.

Value for Money (VfM) – the utility in terms of minimum purchase price, maximum efficiency, and effectiveness, derived from a particular purchase/investment

Yield – earnings generated on an investment over a particular time period, expressed as a percentage based on invested amount or current market value

Abbreviations

LBB: London Borough of Barnet

MDX: Middlesex University

RFC: Ravensfield, Fenella, and Car Park

MC: Meritage Centre

B9: Building 9

SOC: Strategic Outline Case

OBC: Outline Business Case

FBC: Full Business Case

Executive Summary

1. Overview

Purpose

Following approval of the Strategic Outline Case (SOC) in June 2019, and Outline Business Case (OBC) in December 2020, London Borough of Barnet (LBB) has progressed Hendon Hub: a unique opportunity for a mixed-use development on The Burroughs, Hendon. The scheme is being developed in conjunction with its strategic partner Middlesex University (MDX) and community operators across the sites.

The FBC has three functions: (1) it highlights proposed changes to the project since OBC for approval; (2) provides a clear recommendation for approval on the funding approach, delivery vehicle for the project to proceed, and further clarity on the construction procurement strategy; and (3) requests approval for various matters including delegations to advance the project. It primarily concludes that:

- Proposed changes to the scheme, as a result of public consultation and further analysis, continue to align with the wider strategic policy context and economic demand
- A private financing option is modelled as the most financially advantageous to the General Fund and should be pursued in lieu of a public funding option
- A private placement funding route using the Middlesex University (MDX) covenant is the recommended financing solution for LBB
- It is recommended that the procurement for the contractor be undertaken via an existing framework
- It is recommended that LBB use a Special Purpose Vehicle (SPV) as part of the structuring of the transaction. This will be the most beneficial for the financing deal, the procurement, and the tax affairs of the venture.

Opportunities

The Hendon Hub scheme (as detailed in the Strategic Case section of this FBC) has been designed to provide modern community facilities, fit for purpose academic space, and student accommodation. The provision has further been enhanced through the addition of affordable residential accommodation. The proposed development has been prepared in alignment with LBB's Growth Strategy and Corporate Plan (Barnet 2025), and the HM Treasury Green Book guidelines.

Hendon Hub is designed to strengthen The Burroughs' position as a thriving space within Hendon, create inspirational public spaces that promote health, happiness, and well-being, and reinvigorate the area.

In addition to this, the scheme has the **opportunity to deliver:**

- Improved services for Middlesex University (MDX) to **further enhance the university's reputation and further integrate itself into and invest in the local economy**
- **Contributions to affordable housing demand** in the area through improved access to student accommodation, affordable housing, and homes for independent living, fulfilling the strategic objectives of LBB
- A more **integrated, user-focused and unified community offer**, and a **new state of the art modern Library**
- **Improvements to the public realm**, green spaces, and overall connectivity across The Burroughs
- Fulfilling central Government's One Public Estate (OPE) objectives by **promoting economic growth** through new homes and jobs

Community Infrastructure Levy (CIL) contributions from the scheme will secure funding for local infrastructure.

Consultation and Scheme Changes Since OBC

Since the OBC was approved, there has been a 14-week public consultation period, commencing 27 February 2021, concluding on 7 June 2021, with the aim to obtain feedback from local residents and stakeholders with regard to the proposals. A project website was set-up (www.hendonhub.co.uk) to allow people to find out more about the consultation and feedback via the online survey. A total of eight online presentations were held via Zoom and an additional four in-person events were held at the Scholars Courtyard at Middlesex University (MDX) during the week commencing Monday 17 May 2021.

The project team has sought to consult and engage with neighbours and local community groups prior to the finalisation of the project and the submission of planning applications. As well as meetings held with Council planning officers, extensive stakeholder and public consultation has been undertaken, and meetings with members of the public. In addition to the feedback from the virtual and in-person consultations a total of 341 feedback forms were completed with feedback also received via phone and email.

The feedback from consultation has significantly influenced the proposed scheme and how the consultation process has evolved. However, it is appreciated that, for some residents, the proposed changes will not sufficiently address all concerns raised. All the concerns have been carefully considered. In some cases, however, it has been considered that there are strong rationales for maintaining the original proposals. Where possible, concerns have been mitigated - - for example maintaining some public access to the existing listed library building.

Once planning applications have been submitted, interested local residents and stakeholders will have a further opportunity to provide comments and feedback as part of the statutory consultation that is undertaken on all planning applications.

The recommended changes, since the OBC approval, offer improved placemaking opportunities, including a reduction in the quantum of student accommodation units and further changes intended to mitigate resident concerns and provide further benefits to the local community in Hendon. The suite of scheme changes recommended for approval in the FBC are:



• **Reduction of student accommodation unit numbers by 26% (from 792 to 583)**, with the introduction of 61 affordable accommodation units in its place. Reducing the number of student accommodation units gives LBB the opportunity to develop more much-needed affordable housing both for young adults who need support in beginning to live independently and, likewise, for individuals who may find their income may not enable them to live locally. Note that the exact number of units may change slightly as the design is finalised.



• **Retention of car parking provision**, with 2 car parks removed from the scheme (The Burroughs car park, and Osidge Lane Car Park), and 100% re-provision of the Fuller Street car parking spaces. Removing the Burroughs car park from the scheme means residents and visitors can still access this public car park for school drop-offs, and for visiting local businesses and places of worship. Similarly, keeping the Osidge Lane Car park means dog walkers wishing to access Brunswick Park, parents dropping of children to the local school, or residents needing to shop locally, can still access this parking facility. With re-provision of parking within the Fuller Street estate, residents will still have access to the same quantum of parking locally.



• **MDX to provide residents' access to the current historic Hendon Library building coupled with the delivery of a brand new Library building which will be designed for multi-generational use.** Some public access to the ground floor will be preserved and enhanced access will be facilitated to the 1st floor, and the ornate 2nd floor reading rooms in the existing library, meaning that residents can obtain more access to the architecture and heritage of the building.



• Introduction of a **health and wellbeing building** (subject to advancing discussions with the local Clinical Commissioning Group (CCG)). It is hoped that this will include a GP surgery which would provide improved access to primary care services in the local area.



• The veterinary centre, PDSA, are to be relocated locally to Fuller Street Car Park with the parking spaces lost re-provided on the estate. Moving PDSA to Fuller Street, rather than to Osidge Lane, will mean the service to local residents will continue, with the additional benefit of enhanced landscaping and play spaces within the Prince of Wales estate.



• The Metropolitan Police Service's **Safer Neighbourhood Team** have been offered a facility adjacent to the proposed new Library to help **improve public safety in the area.** Public safety will be further enhanced by improved lighting and enhanced CCTV presence across that area.

It should also be noted that:

- Middlesex University (MDX) are **reinforcing their commitment to further engage with residents** to share their facilities where possible, and properly address concerns raised by the public about some student behaviour
- There has been a **reduction in building height on the MC Site**, improving views of St Mary's Church
- There is **no net loss of public parking** from the Hendon Hub development - the 31 existing car parking spaces on the Fuller Street site will be re-provided through reconfiguration and landscaping in the Prince of Wales estate. The proposals include dedicated parking for the PDSA facility on the Fuller St car park. In addition, the University will be requiring students to sign an agreement in their accommodation contracts asking them to not bring cars to the University campus nor the new accommodation, unless they have exceptional reasons for doing so (to ensure MDX meet their own equalities requirements). This should mean that car usage by students will show some reduction as a result. It is also proposed that there is an extended controlled parking zone (CPZ), which will be the subject of a separate CPZ consultation.
- The Council's Town Hall car park spaces will be **re-provided in the Middlesex University (MDX) main car park**.
- LBB have listened to the substantial concerns locally, including those voiced in a petition, about the relocation of the library services to a new position on The Burroughs. The Council have taken this very seriously however, on balance still believe that these **new facilities will create a substantial opportunity** to provide a modern building that will best serve all generations. As a result, this FBC still recommends proceeding with a new, relocated library facility.
- The phasing of the scheme has been reconfigured to eliminate the need for the **relocation of the existing library to a temporary site**, pending the move to the new location. If it transpires that this is not possible, any temporary relocation will not go ahead without further committee approval.
- **None of the listed elements in the existing library building will be demolished**, internally or externally, with the Library building fully retained save for the 1970s extension. Enhancements are proposed in rooms that have previously lost their original features.
- The University recognise that, whilst the majority of students are respectful of the local area, there is a minority of students who do not uphold these standards. MDX is **working to address the significant concerns about student behaviour that have been raised during the feedback from the consultation**, by implementing various measures including:
 - **Increased security patrols** across the campus, student residences, and the wider area

- **Increased CCTV monitoring** on campus to detect and address any antisocial behaviour, and working with LBB to improve CCTV coverage and tackle antisocial behaviour in the wider Hendon area
- Close working with the **Metropolitan Police Service** and LBB Community Safety Team

The changes to the scheme proposed in this FBC are intended to reduce the amount of student accommodation relative to that proposed in the OBC, increase the quantum of community benefits, alleviate car parking concerns, ensure access to valued heritage assets is maintained, and provide much needed affordable accommodation to the area.

The major themes that were raised during the consultation and how they have been addressed are as follows:

Consultation Objection	How Addressed in FBC Scheme Changes
Loss of parking due to development proposals on car parks where no alternative parking provision was to be made	Osidge Lane Car Park and The Burroughs car park removed from scheme; all Fuller Street parking spaces replaced; proposed CPZ; MDX to control the use of cars by students.
The scale of proposed student accommodation with the concern this might lead to a rise in an increase in anti-social behaviour locally	26% reduction in the number of student accommodation units; Proposed Met Police Safer Neighbourhood base adjacent to new Library; increase in CCTV on MDX grounds and locally; Improved lighting; Proposed development has been configured to design out crime in conjunction with the relevant teams at LBB and Met Police
The scale and mass of the development	Reductions in height to the rear of the RFC site; separation of RFC into 3 buildings to reduce the mass of the development; reduction in student numbers; Meritage Centre building height adjacent to Church End Road to be reduced;
Comments that the scheme has many benefits for Middlesex University (MDX) but few community benefits; concerns that MXU are 'taking over the local area'.	Significant reduction in student accommodation numbers since OBC; inclusion of affordable housing; inclusion of prominent community hub; more green spaces and public realm improvements proposed; some public access to be maintained to the current Hendon library building, to include access to listed features not currently accessible to the public; new modern library building; continued and access to MDX facilities by the local community where possible; introduction of a health and wellbeing centre / GP surgery; PDSA now retained locally.
Library services moving from the existing listed library building to a new modern building	The objections have been carefully considered; LBB Library Service officers believe that there is strong rationale to move the library to allow

located on the opposite side of The Boroughs; a petition has been submitted in this regard.

improved service provision. Public access will be maintained to the current Hendon library building, to include some access to the second floor, containing listed features not currently accessible to the public

Structure of the FBC

This Full Business Case (FBC) has been structured using the 5 Case Model comprising of the following sections:

- **Strategic Case** – reviews the strategic context from OBC to ensure there remains a strong alignment between the proposal and LBB’s ambitions, in addition to substantiating changes to scheme composition since OBC
- **Economic Case** – determines which funding option is the best Value for Money (VfM) solution and revisits the demand for the assets delivered through the scheme
- **Commercial Case** – discusses whether the financial recommendations are market proven, making commentary on the results of soft market testing as performed by KPMG post OBC and details the procurement strategy and preferred delivery vehicle
- **Financial Case** – analyses whether the project is capable of being financed, and how, outlining affordability implications, sensitivities, and quantitative benefits
- **Management Case** – investigates the capacity within LBB to manage and develop the project and highlights any potential risks, dependencies, and constraints

A summary of the findings of each of these 5 sections is found below, together with the recommendations and next steps which details the decisions and delegations sought upon sign off of the FBC. The detail can be found in the subsequent chapters.

2. Strategic Case

The Scheme

The three major sites remain the same as those proposed in the OBC:

- Ravensfield, Fenella and Town Hall Car Park site (“RFC”)
- Meritage Centre (“MC”),
- and Building 9 (“B9”) which includes the Hendon Library building.

Additional third-party ownerships will need to be acquired. These are as presented at OBC. The figures below show the updated red line boundaries for the scheme and the masterplan for the development. The most up to date scheme designs can be found attached as Appendix 1.

Community Relocations

The PDSA is proposed to be moved circa 170 yards away from where they are currently located with their new building proposed to be located on the current Fuller Street car park just to the rear of their current facility. The time to walk from the existing to the proposed facility is likely to be less than three minutes for a person without mobility issues. The new facility will be modern, fit for purpose accommodation with dedicated car parking spaces and has been designed to PDSA’s specification and requirements. It is proposed that a long lease of the site is provided to PDSA.

The African Cultural Association (ACA), Meridian and the community hall are proposed to be relocated to a community hub that is to be located approximately 0.3 miles away from their existing facilities, on the RFC site. The time to walk from the existing to the proposed facility is likely to be circa 6 minutes for a person without mobility issues. The new facilities will be located adjacent to the proposed library building and will occupy a prominent location on The Burroughs. It is recommended that the Committee agrees to the use of the Community Benefit Assessment Tool (CBAT) on the grant of the new leases in respect of the following units. All these uses are currently assessed on the CBAT tool for their existing units. The Citizens Advice Bureau (CAB) will also be located in the same ‘community hub’ on the RFC site.

The MENCAP unit is proposed to be relocated to 154 Station Road, Hendon, which is a council-owned building located approximately 0.6 miles away from their current facility on the Meritage Centre (a circa 14 minute walk for a person without mobility issues, or a 5 minute drive). MENCAP have a proposed change in service offer that this building will better facilitate, and this relocation site has

been worked-up in tandem with them. It is recommended that the Committee agrees to the use of the Community Benefit Assessment Tool (CBAT) on the grant of the new lease in respect of this unit.

ACA, CAB, Meridian and the community hall will all require temporary facilities, whilst the development is taking place, with the earliest being required by May 2022. It is proposed that these are located locally to the existing facilities to ensure minimal service disruption. The project team are actively working on finding temporary relocation sites either on Brent Street, on the Burroughs or in other local facilities. The team are working with Middlesex University and also looking at the programming of the development, to ensure that the users who currently use the community hall can be fully facilitated during the development. Equalities Impact Assessments will be undertaken for both the temporary and permanent moves.

The proposed library is proposed to move across the road on The Burroughs circa 110 yards away (a circa 2-minute walk away for a person without mobility issues). It is proposed to include an improved disabled access, better planned space to take into account equalities for all users with the addition of 100 sqm for the use of the community and local groups. The library will be rent free.

The Schools Library Service (SLS) is proposed to be relocated to the Quinta Club, which is located circa 6.3 miles away from its current facility in Hendon Library (or a circa 16-minute drive, depending on traffic). It is a destination use as it will be used specifically by schools and will not be a facility that is generally open to the public. It will provide a far superior facility for the Schools Library Service, who currently operate in cramped conditions in Hendon Library. It will provide larger, fit for purpose accommodation for the SLA as a designated facility, with better car parking and access for local schools. The accommodation is a Council owned facility and as such will be rent free for the service.

Equalities Impact Assessments will be undertaken for all proposed moves, in conjunction with the individual uses.

The red line boundary plan for the scheme is:



Capita Property and Infrastructure Limited TIA ESA, Reg'd in England & Wales (Co. No. 02018542) at 30 Berners Street, London, W1T 3LR, UK

esa
architecture | design | town planning

65 Gresham Street
London EC2V 7NQ
t: 020 7580 5886
e: info@esa-td.com
w: www.esa-td.com

Project
Hendon Hub
Drawing Title
Combined Site Redlines

Client
LBB Barnet

Drawing No. **SK 170621** **FOR INFORMATION**
Revision No. **CS/097063**

Scale: 1:500 Date: 17/06/21
Site Classification: Document Template Number: 1.00



The revised scheme proposed for Committee approval is summarised as:

Deliverable	Area GIA
Ravensfield, Fenella, and Car Park (RFC)	
Retail	415 sqm
Arts and Cultural Facility	4,450 sqm
Student Accommodation	388 units (8,623 sqm)
Middlesex University (MDX) Estates Office	100 sqm
Affordable living accommodation	28 units (2,329 sqm)
Proposed new library	830 sqm
African Cultural Association (ACA)	65 sqm
Meridian and Community Hall	400 sqm
Citizen's Advice Bureau (CAB)	340 sqm
Parking and external works	35 spaces
Meritage Centre (MC)	
Student Accommodation	195 units (5,704 sqm)
Health provision (potential GP Surgery)	470 sqm
Independent Living Units	33 units (1,556 sqm)
Building 9 (B9)	
Academic Space	3,490 sqm

Library ground floor conversion for Middlesex University (MDX)	689 sqm
Library upper floor conversion	880 sqm
New Town Hall Lease	N/A
Offsite	
MENCAP to move to 154 Station Road	65 sqm
PDSA to move to Fuller Street Car Park	510 sqm
Schools Library Resources Service (SLRS) to move to Quinta Club, EN5 2AP	332 sqm
Landscaping Improvements to: <ul style="list-style-type: none"> • Land to rear of Sunnyfields Sports Pitch • Land to West of Almhouses, The Burroughs • Land to East of Almhouses, The Burroughs • Prince of Wales Estate / Fuller Street Playground 	N/A
Total GIA	31,248 sqm

All relocation sites have been agreed with the relevant operators, including: MENCAP, PDSA, SLRS, Hendon Library, ACA, CAB, and Meridian.

Concept Visual: RFC Site (Work in Progress)



Concept Visual: B9 Site (Work in Progress)



Concept Visual: MC Site (Work in Progress)



Equalities

A full description of the potential impact of the proposed development on protected characteristics¹ can be found in the appended Equalities Impact Assessment (EQIA, Appendix 2), which details how any negative impacts will be mitigated across the project's lifetime. The impact on equalities has been assessed collaboratively amongst the project team and key stakeholders through a series of workshops across the FBC development period. At this stage, the Hendon Hub development is not seen to have a significant impact on the protected characteristics identified. It is important that this status is consistently monitored across the course of the project and, if need arise, mitigations and changes are made to ensure no group is negatively impacted. It is considered that the adjustments proposed within the Hendon FBC improve the equalities position since OBC, with inclusions such as a potential GP Surgery, local relocations of community services, zero loss in parking provision, and gender-neutral bathrooms providing benefits to some service users that were not previously available.

Third-Party Acquisitions

To facilitate the scheme, a number of third-party acquisitions are required, which remain as described in the OBC. The project team continue to make progress to secure these properties via private treaty. Whilst LBB are attempting to avoid the need for Compulsory Purchase Orders (CPOs), this process remains available to the Council. This is in the base case development programme, and CPO timescales and costings are included within all financial modelling. Responding to specific resident concerns, it is confirmed that there is no requirement to acquire parts of any garden land in Egerton Gardens to facilitate the proposed development.

As part of the approvals sought through this FBC, it is requested that the community groups, currently located on the Meritage Centre, are transferred to proposed new locations on the RFC site, directly adjacent to the proposed new library building, creating a hub for the local community. Commercial arrangements for these uses will be similar to agreements currently in place. African Cultural Association (ACA) and Meridian currently occupy rent free space as these organisations have been previously assessed using the Community Benefit Assessment Tool (CBAT) and meet the LBB criteria to receive rent free accommodation going forwards. This will also apply to MENCAP in their new relocation site at 154 Station Road, NW4 3SP. As part of the approvals sought through this FBC, it is requested that consent is provided for the use of the CBAT tool on these premises.

¹ Referring to the specific aspects of a person's identity defined by the Equality Act 2010. The 'protection' relates to protection from discrimination

Strategic Justification and Rationale

It is considered that the proposed development is supported by local and regional strategic policy, and is justified based on:

1. The Placemaking Opportunity

Hendon Hub provides the opportunity to further enhance the environment of Hendon, improve the local community's assets and create public spaces that are intended to promote people's health, happiness, and wellbeing.

The existing community buildings on the MC site are approaching the end of their functional life. These buildings have poor energy efficiency. Hendon Hub provides an opportunity to re-provide more efficient space for community facilities currently in the Meritage Centre, and to provide new energy efficient buildings on the MC site.

The relocation of the library to the modern facilities on the RFC site follow the recommendations of the independent evaluation of the library service conducted by The Activist Group in 2016, due to:

- The opportunity for an open frontage, bringing a light-filled and welcoming facility that will attract a larger footfall, inspire a new generation, and provide access to 21st century technology
- The opportunity for more flexible and efficient spaces to deliver a more dynamic set of services to the community and improved Local Studies Service
- The return to a three-storey library offer not being deemed economically viable within Hendon due to the high operational, staffing, and security costs which would have to be met by a restricted libraries budget. Hendon Library does not occupy the most well-connected and busiest location within the borough and, therefore, is not an appropriate location for a central library
- The high operational costs of the existing facility and its inflexible layout

A detailed rationale for the library relocation is provided in Section 1, starting on page 57 of the main FBC report.

Place making is also important to the University through an enhanced campus. Similar to other Higher Education Institutions (HEIs), the attraction of students to MDX will be enhanced by having much improved academic facilities, together with student accommodation near its main campus. An associated benefit will be a reduced carbon footprint as students will be able to walk to the University, and there is a potential reduction in vehicle emissions.

2. Investment Opportunities and Land Ownerships

As noted at OBC, LBB have the ability to make the greatest impact on the local area and invest in and revitalise the area, as the majority of the sites included in the scheme are within its ownership, a large proportion of which are currently occupied on short term leases by MDX. As a result, it has a pivotal role in enhancing The Burroughs and creating a sustainable and well-connected sense of place.

Most of the buildings being considered within the Hendon Hub scheme are approaching the end of their design life in terms of reduced functionality, efficiency, and environmental standards. This means that retention of the current built environment would offer little return, as established at OBC. The current community facilities are beyond their design life and require further investment.

3. Benefits of Scale

The Hendon Hub scheme provides a unique opportunity to deliver a comprehensive development that will secure investment that delivers on the core objectives.

These include:

- Optimising the opportunity to improve the character and appearance of the area by providing distinct buildings, each with their own architecture according to their purpose, whilst relating to the surrounding architecture. In this way, the proposals extend the historic feature of the current built environment with a family of distinct but related buildings.
- The overall massing is broken up by spaces to allow for appropriate buildings of scale to be introduced to the Burroughs without detracting from an appreciation of the existing historic buildings which will continue to remain important features in the streetscape
- Carefully considered building height variations across the development, with heights tiering downwards to a residential scale to the rear
- Enhancing views along The Burroughs and Church End
- The proportionate saving in costs that can be gained from including all three of the core sites in a single development, maximising value for money, while also creating a unified design across the developments

4. Strategic Partnership between LBB and Middlesex University

LBB remains committed to working closely with Middlesex University (MDX) and supporting their strategic objectives of enhancing student experience. The Council is aware that the public

consultation has raised concerns and comments from some local residents about various aspects of the University as part of the development. There have been comments made that there is a perception that MDX contribute little to the local area, and a number of residents have expressed concern about intensification of the university's presence and student behaviour.

Since COVID, there has been limited opportunity for outreach by the University into the local community, however it is important to highlight the many benefits and contributions the University makes to Hendon and the local area:

- **COVID Response:** MDX has made a very important and significant contribution to supporting local residents and the healthcare system during the pandemic:
 - The University host one of Barnet's testing centres on campus, in addition to training over 2,000 nurses and other practitioners to carry out COVID vaccinations and other front-line services to the local population
 - The Design Engineering and Mathematics Department and fashion students have been developing PPE equipment such as visors and making scrubs for key workers
- **The University is one of Barnet's largest employers**, employing c.1,500 local and London-based staff
- Students provide a potential pool of local labour, which can benefit students and local businesses alike
- **Increased footfall and spend** in the local economy helps sustain local business
- Residents have **access to the university cafes and open spaces**, in addition to a range of sports facilities including the gym, football pitches, and tennis courts
- **Outreach to local secondary schools** in the borough, providing workshops to raise aspirations and get students thinking about skills and careers
- **Hosting public events²** such as the North London Careers Fair, annual science festival, and sports summer camps for children
- The University has set-up a residents' panel to help strengthen relationships between the university and local residents

Further to this, the objective to enhance the existing facilities and student experience rather than expand greatly. There is no planned increase in overall student numbers as a result of this development and, whilst it is appreciated that some students may be in Hendon for more hours of the

² These events have, unfortunately, been unable to go ahead in the past year due to COVID restrictions and the need to protect the safety of students and staff but the university are keen to restart public events when it is safe to do so.

day than they are at present, many students do currently live in Houses in Multiple Occupation (HMO's) locally due to the shortage of local student accommodation.

Objectives

The agreed objectives established at OBC remain constant, with the project aiming to deliver against the following:

- Contribute towards regeneration and place-making of the area
- Support LBB and MDX housing objectives
- Minimise design, funding, and construction risk
- Maximise social returns
- Maximise the pace of returns

3. Economic Case

Market Viability and Lease Arrangements

The Hendon Hub development will be largely facilitated by 40-year lease arrangements with the University over the new academic space, offices and student accommodation, that will then facilitate the development of the additional properties including the retail, residential accommodation, facilities for community organisations, and public realm improvements.

The economic context remains in line with that detailed at OBC, with a high demand for student accommodation from MDX, and the need for improved academic space to enhance teaching facilities for students. Over the 40-year life of the new buildings, it is expected that the demand for accommodation will remain broadly consistent, despite the current impact of Covid-19. The vaccination roll-out and the easing of social distancing restrictions are already helping to restore the economic landscape. Demand in the market for the services proposed from the scheme is detailed further on page 74.

The introduction of affordable accommodation and homes for independent living into the proposed scheme since OBC fulfils a core strategic priority for LBB.

Income Commitment by Middlesex University

The economic case for the development remains robust, with most of the projected rental income guaranteed by Middlesex University (MDX), subject to the final Agreement for Lease (AfL) being

signed. Whilst there maintains a risk this will not proceed, MDX have now obtained Governor's approval to move forwards and sign the AfL at the currently proposed rents. The AfL is progressing well, with final commercial negotiations ongoing to approve the recent scheme alterations. The key terms remain as highlighted in the OBC, although the academic term length has reduced from 42-weeks to 40-weeks. Terms of the leases with MDX are between 40-42 years and are co-terminus, all concluding in the same year despite differing dates of completion.

The reduction in the number of student accommodation units in this FBC has resulted in a reduction in income from the MDX lease arrangements with consequential impact on the funding deal. However, this is mostly replaced by an increased annual income payable to LBB from the proposed affordable accommodation above the new Library, as well as the homes for independent living and the health and wellbeing centre that have now been introduced into the scheme. MDX remain satisfied with the quantum of proposed student accommodation units within the scheme.

61 affordable housing units replace c.190 student accommodation units (that were included at OBC). This significant drop in units is primarily due to the average size per affordable unit being significantly larger (see table below). In addition to this, factors such as self-contained kitchen and living space, and outside amenity space further increase the space requirements.

Student Accommodation	Homes for Independent Living	Affordable Accommodation
11.5 sqm	23sqm	Between 37 - 70 sqm

The difference in accommodation space provided between OBC and FBC is summarised in the table below:

Gross Internal Area	OBC	FBC
Student Accommodation	(792 units) 19,764 sqm	(583 units) 14,327sqm
Independent Living for Young adults	N/A	1,556 sqm
Affordable Accommodation	N/A	2,329 sqm
Total Space	19,765 sqm	18,212 sqm

There has been a decrease in the overall area to be provided for accommodation and residential living due to a reduction in building heights since the scheme proposed at OBC.

Council officers will procure users for the following units, as necessary:

- The retail units on the RFC site

- The 33 homes for independent living for young adults on the MC site
- The 28 key worker accommodation units above the new Library
- The health and wellbeing centre on the MC site

The predicted rental assumptions for these assets have been validated by CBRE.

Discussions are also ongoing with the Metropolitan Police Service regarding a proposed Safer Neighbourhood facility being incorporated within the new library complex which would provide a base of operations for the police within Hendon, and with the local Clinical Commissioning Group (CCG) for the potential introduction of a health facility, such as a GP surgery.

It is anticipated that the affordable housing provision will be leased by Barnet Homes or through a separate tender to a third party, with conversations ongoing to secure an appropriate provider. As part of the soft market testing exercise undertaken by KPMG (detailed further in the Commercial Case), potential investors agreed with the principle that the capitalisation of the Middlesex University rental income in the proposed development will also provide circa 4,770 sqm of new debt free income producing assets and circa 2,032 sqm of new debt free income community assets (including the proposed new Hendon Library). The construction of the non-Middlesex University accommodation in the development will therefore be funded by the private placement funding solution. All third-party rents have been verified by CBRE.

The economic case based on MDX income remains strong, with c.90% of the overall rents on the scheme, resulting from the proposed MDX lease agreements, with interest in the market for the remaining assets.

New accommodation is being re-provided for the existing community uses that are being displaced from the Meritage Centre by the new development. The project team are finalising heads of terms for these units and new CBAT leases will be put in place in due course, subject to approval. A memorandum of understanding is also being agreed with the Library services.

Options Assessment

The OBC detailed the options available to fund the scheme, concluding that financing through borrowings from HM Treasury's Public Works Loan Board (PWLB) was suitable as the base case. It was proposed that a final recommendation would be brought forward for decision at FBC stage on the basis of whether the private funding approach could better this financially, taking into account any additional risk following further analysis and soft market testing.

The FBC confirms that the private funding approach continues to outperform the PWLB route based on returns and risk profile (detailed further in the commercial and financial case), based on the following issues with the PWLB option:

- Poor affordability implications for the General Fund in the short term, generating a loss in the first five years
- Relatively low financial return based on a comparison of Net Present Value (NPV)³ against the most prudent private funding solution
- LBB bearing risk across the 40 years post scheme completion, being wholly beholden to the financial performance of MDX as its tenant

The PWLB value for money (VfM) and affordability implications are detailed further in the financial case and support this funding route now being dismissed as an option.

The impact on equalities across all funding routes is assumed to remain the same. Council officers will undertake due diligence on all potential funding partners to ensure this remains the case.

4. Commercial Case

Soft Market Testing

The recent soft market testing with potential funding partners confirmed that there continues to be strong interest from private markets to finance the transaction. This could be structured as a private placement (PP) or an income strip (IS) as discussed at OBC, and subject to a 40-year leases with MDX as tenant:

• **Option 1: Private Placement** – Unlisted debt securities offered directly to a limited group of institutional investors rather than through the public markets. In the proposed structure, a special purpose vehicle (SPV) will issue 40 year debt to a financier, use the proceeds to develop the asset and lease the asset to MDX for 40 years, using rents received to repay the debt. LBB would have reversionary rights to the asset for £1.

• **Option 2: Income Strip** - A funding arrangement where the financier buys a long leasehold interest in the site, develops the buildings and enters into a long lease to LBB or MDX for a 40 year period. The rent is fixed and subject to annual increases linked to RPI or CPI (inflation measures). At the end of the lease term LBB has the right to acquire the asset back for £1.

³ **Net Present Value (NPV)** is the difference between the present value of cash inflows (e.g. rental income) and the present value of cash outflows (e.g. capital outlay and operational costs) over a period of time.

The OBC considered two potential options for each financing instrument:

- **Middlesex University Covenant:** Whereby LBB would exchange an agreement for lease (Afl) with Middlesex University (MDX) and then sell the right to receive the income agreed in that Afl to an investor(s). The investor(s) pays a premium to LBB for its interest and the right to receive income over the term of the leases. LBB would be required to guarantee the construction phase of the scheme, drawing down money from the fund(s) throughout the build period to pay for the development costs. Upon practical completion, LBB's liability would end and MDX would continue to have a contractual relationship with the investors for the length of the funding agreement. At the end of the 40-year leases, LBB would have reversionary rights to acquire the asset for a nominal price – usually for £1. The total funding amount raised from a funding partner in this scenario would be directly related to the credit strength of the MDX.
- **LBB Guarantee:** The transaction could be structured as above, but LBB would 'guarantee' the transaction during the construction period and over the 40-year lease. In this scenario, should MDX default on their rental payment then LBB would be required to step in under the guarantee and meet any payments due to the funder.

At OBC, the soft market testing in May 2020 found that funding institutions did not have the appetite to fund the MDX. This was in part due to that the impact of Covid-19 on the higher education sector which meant they had restricted appetite to lend to higher education institutions outside of the top 40 HEIs in the UK.

Since OBC approval, another round of soft market testing has been undertaken by KPMG on behalf of LBB. The soft market testing was primarily conducted to inform the structural solution of the transaction and understand what is deliverable (especially MDX v LBB Covenant). The soft market testing confirmed:

- That there is a strong appetite for the LBB covenant as either private placement or an income strip. There was greater interest from UK funds in the LBB covenant option due to its credit strength as a government entity.
- A single UK fund from the income strip market and a US investor from the private placement market stated their interest to finance the transaction with the MDX covenant.

The intention of this soft market testing was not to test every possible provider of finance comprehensively or to run a structured process to get the best terms. It was simply to understand the deliverability of each solution. As such, final offers from funding partners could vary from those

presented at FBC. While none of the UK funds have expressed interest in the MDX covenant for a private placement deal, the market conditions may change by the time of financing. Current trends suggest that the financing market is becoming more comfortable with UK higher education sector risk post COVID-19 pandemic.

The soft market testing highlighted that the cost of debt will be materially lower for the LBB covenant than the MDX covenant. As such, LBB would receive a higher upfront cash receipt. However, LBB is exposed to the long-term risk of MDX making payments under the occupational lease. The financial case provides commentary on the relative risk versus return for each covenant in further detail.

Private Placement vs Income Strip

There has been an improvement in offers since the expressions of interest stage at OBC on the MDX covenant where previously no private placement (PP) funding solution was possible. Both private placement results show strong gross development values (GDV). Alternatively, the offers receiving on an income strip (IS) basis would return lower financing returns.

In addition to return, PP versus IS can be differentiated based on:

Factor	Private Placement	Income Strip
Financing Cost	Generally cheaper due to its greater liquidity and a larger pool of investors.	Generally, more expensive due to its limited liquidity and investor pool.
Investor Pool	One or more investors could fund the transaction.	Typically, only one investor would fund the transaction.
Liquidity	More liquid meaning that the debt securities can be traded. This increases value for the investor.	Limited liquidity, i.e. an investor would need to sell the title to the asset (including resultant transaction costs) to reduce their exposure to the transaction.
Financier repayment profile	The repayment profile can be structured to match the income profile of the asset. The transaction can be structured as fixed rate, index-linked or a combination of both.	The rent is fixed at the beginning of the lease and subject to annual increases typically linked to RPI or CPI.
Delivery Vehicle options	Could be used as a financing instrument for various structures.	Limited options available.

The value for money and affordability for PP is greater than that of IS and should offer increased flexibility of terms of the deal and timings. Currently, PP is a more attractive financial proposition for funds in the market. In the current market, the PP route is recommended as the preferred funding route, and the IS model is recommended to be dismissed at this stage, owing to its limited economic

return and flexibility. This approach has been agreed with the S151 Officer, following analysis by internal Treasury teams and the financial consultants, 31-Ten.

Delivery Vehicle and Construction Risk

Tax and structuring advice have been obtained from KPMG, and a Special Purpose Vehicle (SPV) is recommended due to the ringfencing of risk for the Council, plus additional accounting and tax benefits.

The options for delivering and funding the Hendon Hub project have been narrowed down to the following:

- Using MDX's covenant through an 'orphan' (or stand-alone) SPV; or
- Using LBB's covenant through either a wholly owned LBB SPV or an orphan SPV.

An orphan SPV is a separate legal entity that is a stand-alone entity not under the control of another, i.e. it is not a subsidiary of the Council nor any other entity. The use of orphan SPVs is common in structuring finance transactions. Any proposed orphan SPV would have a governing document which would include requirements on how the SPV should act and contract with various parties. The shareholder of the SPV would typically be a Trust, where a corporate trustee would be appointed to oversee this. The trustee would be a professional organisation, such as a bank or a legal firm, that undertakes this service for clients. At the appropriate point in the process, advice from appropriate parties would be sought, and a shortlist of potential trustees prepared who will be assessed on their experience, level of fees and other matters. The trustee would be appointed during the financing process. LBB, the funding partner, and the trustee would agree a 'Governing Document' which sets out the terms of reference for the Special Purpose Vehicle (SPV) which will include the various responsibilities and obligations of the parties.

Once the funding transaction is completed the Governing Document will commence, and the trustee will start undertaking their responsibilities under it.

Middlesex University (MDX) Covenant

The proposed structure is as detailed in the diagram below, with the current intention to use the orphan SPV to enter into agreements with relevant third parties to:

- Borrow money from a financier;
- Enter into a construction contract to carry out the development works; and

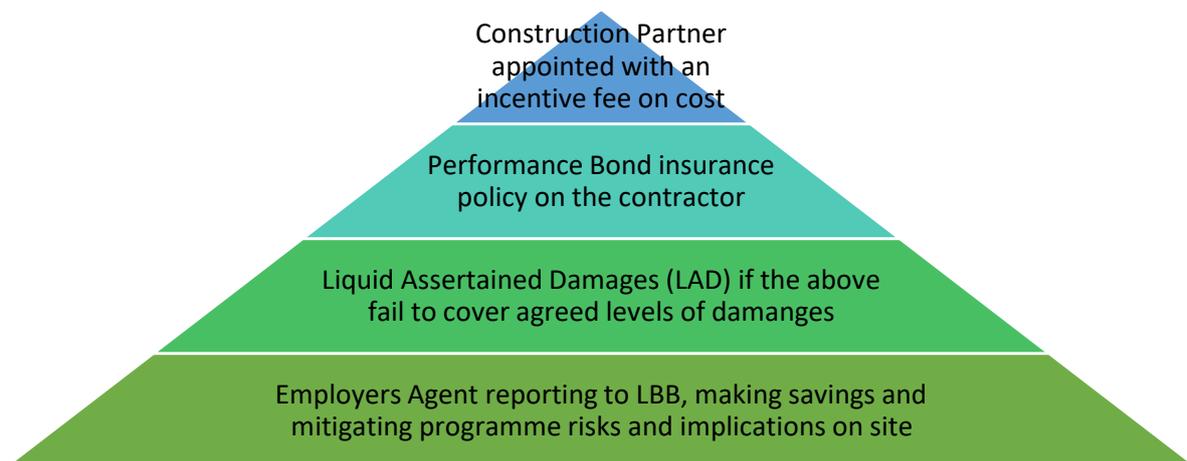
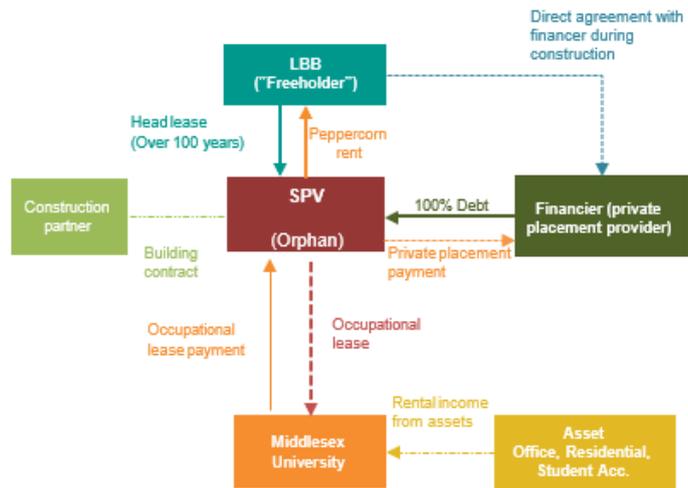
- Enter into the occupational leases with MDX.

Once the development is completed, the SPV would receive rental payments from MDX, as set out in their occupational leases, which would in turn be used to repay the funding partner.

Upon expiry of the MDX leases, providing the financiers have been fully repaid as expected, LBB would have the right to buy the asset for £1.

In all scenarios, LBB would be required to provide a guarantee to any financier until practical completion, ensuring the construction project is properly delivered. This will mean that LBB is exposed to the risk of debt payments to the financier during any period of delay to practical completion. It is considered that this risk can be principally backed off to the construction contractor through a fixed price contract with a robust security package (liability caps, liquidated damages for delay, performance bonding, substantial contingency on cost and design, etc), summarised in the diagram below.

Standalone SPV Structure: MDX Covenant



It is recognised that currently, there are many factors creating construction cost uncertainties such as the normal construction risks as well as Covid, and high construction material inflation rates, and labour shortages. The Council have hence wanted to ensure there are adequate construction cost contingencies for general construction risks as well as for inflation. Hence at this stage of the project

design development, suitable contingency allowance has been carefully applied which include a 15% general risk contingency and a blended cost inflation rate of 9%.

Once practical completion is achieved, the LBB guarantee over the construction period will expire, meaning LBB has no further exposure to the finance for the transaction, i.e. if MDX fail to make lease payments then this will be a loss to the Financier, not LBB.

Subject to the cost of finance achieved, a cash receipt will be payable by the SPV to LBB upfront (how much of this is payable on contract signature and how much at practical completion is to be determined, but would likely be a combination of the two). It has been advised that this receipt will be a revenue receipt that can be drawn down annually over the life of the SPV and until the expiry of MDX's leases.

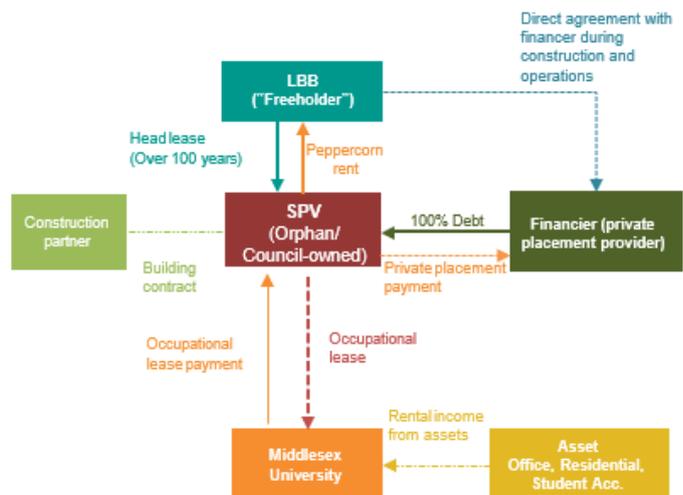
LBB Guarantee

In the LBB guarantee option, the SPV could be either be wholly owned by LBB or an orphan SPV. As with the MDX covenant above, the SPV would:

1. Borrow money from a financier;
2. Enter into a construction contract to carry out the development works; and
3. Enter into the occupational leases with MDX.

The principal difference under this option is that LBB would continue to guarantee the service of the debt from the SPV to the funding partner(s) for the duration of the debt period (the 40-year leases). In simple terms, this means that LBB would be guaranteeing MDX's performance under their occupational leases. As local government is considered to be a highly desirable covenant and hence less risky, the cost of debt will be materially lower and LBB would receive a substantially higher upfront cash receipt. Importantly, however

SPV Structure: LBB Guarantee



LBB would be exposed to the long-term risk of MDX continuing to make payments under the occupational leases over the term.

In this scenario, the SPV would receive rents from MDX to repay the funding partner(s) and LBB would continue to have reversionary rights to the asset (for the payment of £1) at the end of the leases between the SPV and MDX after the full repayment of the debt to the financier.

As noted earlier, a Council-backed SPV would form part of the Council's group accounts and the single entity may be exposed if MDX defaulted on rental payments, with the Council under the requirement to raise provision for the remaining rental. Suitable risk mitigation measures would be put in place should this option need to be pursued, including retention of receipts covering c.3 years of rental payments to cover potential losses. Risk modelling in the event of MDX default has been conducted and continues to provide positive returns to LBB due to the larger cash receipt receivable on the LBB guaranteed approach but could place significant pressures on LBB.

Tax advantages, in the case of the LBB guarantee option, arise as the SPV acts as a subsidiary within the LBB tax group so no Stamp Duty Land Tax (SDLT) is payable by LBB or the SPV. In the Middlesex University covenant option, SDLT is payable but restricted to a proportion of the cash receipt to LBB, net of the cost of the scheme.

Summary and Approvals

In conclusion, the recommendation in this paper is that the private placement private financing route is pursued with a strong preference for the lower risk MDX covenant structure. If this route is not available at the time of going to market for final funding bids, the LBB Guarantee route will be pursued, but only with the appropriate further approvals.

KPMG have been advising on the transaction to date, specifically on the structuring, and seeking indicative funding offers through the two soft market testing processes that have been undertaken. In order to seek final funding offers, and final structuring advice, a procurement of an advisor will be required to be undertaken under an approved framework due to the size of the potential fee in this regard. This fee will be netted off the final financial settlement from a fund(s). The Committee is requested to approve this procurement. The development of the procurement process, including the negotiation and completion of legal agreements, is requested to be delegated to the S151 Officer, in consultation with the Chairman of P&R.

Construction Procurement

The procurement route for the development is yet to be formally agreed but conversations are ongoing between the project team and board members to ensure that the most appropriate solution is chosen.

At this point in time, the preferred approach is to utilise the Crown Commercial Service (CCS) Framework Lot 4 (£30m-£80m) with a view to appointing a Top 100 Contractor on a JCT 2016 Design and Build Form of Contract via a single stage selective Tender process.

The two procurement options that have been considered by the Team are via public procurement tender or the CCS framework. The advantages and risks of both options are outlined in the table below:

Public Procurement Tender	CCS Framework
Strengths	
Can be tailored to suit the needs of the contract	Reduced resource costs
Open to increased competition as not named by set suppliers	Procurement value supported through engagement with named Top 100 contractors and assisted CCS audits for financial stability
Requirement delivered through competitive negotiation	Pre-qualified contractors on the framework
Weaknesses	
Vulnerable to the market demand	Non-framework suppliers cannot participate in the competitive exercise

Following market engagement (Expression of Interest) the CCS Framework has been identified as the preferred option due to the reduced resource cost and access to pre-qualified Top 100 contractors, which supports procuring in line with the programme timeline.

An outline of the tender process and market engagement findings can be found in Section 3 of the main body of this FBC.

The Project Team have presented details of the preferred procurement route to the Project Board and a final recommendation and decision will be made by the project board regarding the procurement route, with involvement and agreement of council members through presentation to the Policy and Resource Committee and Governance Board both of which will be presented at a similar time to FBC sign off and will be reported separately.

Delegations

Delegation of the procurement strategy was provided to the Deputy Chief Executive in consultation with the Chairman of P&R, at OBC stage, and members are asked to note the recommended route set out in this paper.

5. Financial Case

The financial case presents the value for money and affordability implications of the proposed funding routes. PWLB's performance, whilst ruled out in the Economic Case, is presented as a comparison to Private Placement (PP).

Five financial principles which were agreed at OBC sign-off have been modified to best suit the FBC recommendation on the funding route, and are as follows:

•The General Fund to be protected from costs during the term of the lease to MDX insofar as it is practically possible, recognising there may be losses of income in the early years to be managed; and the overall scheme is to generate a long-term financial return to support service delivery.

•Where a recommendation to access Private funding is made, it is preferable the deal should stand on the MDX covenant where it is fundable in the market and subjected to a full risk assessment.

•As part of the overall risk assessment, investigations will be undertaken to consider how to protect LBB from financial risks, through adoption of the MDX covenant where possible

•Where a recommendation to access Private funding is made, the mitigation of construction risk is a priority, with appropriate mitigation methods in place.

•Any leases signed with MDX through the deal are to be full repairing and insuring leases.

Outputs

An assessment has been made on the basis of the:

- **Gross Development Value (GDV):** the sum the funder offers to the Council for the 40-year leases underwritten by MDX on a PP basis, as reported in the soft market testing

- **Net Present Value (NPV):** the difference between the present value of cash inflows and the present value of cash outflows over a period of time (54 years⁴). The NPV allows comparison between PWLB and PP funding models
- **Total Return:** the total revenue return to the Council being the sum of the GDV less development and fund costs in the form of a final amount - in accounting terms the total return is taken as deferred income across the 40 year lease term.

The five financial principles outlined above prioritise the reduction of risk and the protection of the general fund. The recommendation made in the economic case to dismiss PWLB as a funding route is considered to be sound in light of the above, with PWLB outcomes delivering significantly lower NPV and a negative impact on the general fund in the short term.

A PP based on either the MDX covenant or LBB guarantee has the ability to deliver significant returns and a strong NPV. Both routes also have a positive impact on the General Fund across the period. Further, and importantly, in both scenarios LBB's costs spent to date in working up the scheme would be recoverable from the funding partner(s) as part of the net proceeds from the scheme.

However, a private placement deal (PP) based on the MDX covenant is the least risky option for the Council and is the preferred route recommended in this FBC.

Covenant

The decision between which covenant is preferable is requested to be delegated to the S151 Officer, in consultation with the Chairman of Policy and Resources Committee. The decision will be based on a clear set of criteria that are detailed below.

Market engagement will be monitored post-FBC on both covenant options. Five criteria have been agreed with LBB Finance to guide this decision:

1. **Financial Return to LBB** – the relative financial performance of each covenant in terms of GDV and NPV, and total return to LBB post completion
2. **Terms** – the extent to which the terms from the funding partner(s) are agreeable and flexible to LBB
3. **Financial Risk** – the potential impact of MDX's failure to meet rental payments during the operational period of the assets during the 40-year leases

⁴ Modelling has been performed over a 54-year period to account for the 40-year lease with MU, in addition to the construction period and repayment of the 50-year loan in the PWLB option. This has been applied in the private option to ensure like-for-like comparison across all options.

4. **Reputational Risk** – funding partners will be checked carefully to ensure that they do not engage in activities that may affect public perception of LBB or impact the Council’s reputation.
5. **General Fund Impact** – the relative affordability of both options, determining which approach performs best in LBB’s accounts

A discussion on the current position against these criteria is as follows:

Deciding Criteria	LBB Guarantee	MDX Covenant
Financial Return to LBB	The LBB covenant is more highly regarded than the MDX covenant by the market, use of the LBB covenant generates the highest financial return	A lower financial return is generated but with a different risk profile
Terms	Soft market testing has demonstrated more competition and interest in the market due to the strength of the LBB covenant. This would be likely to provide LBB more influence over the terms of the deal	At present, only a US investor is interested in a PP deal on the MDX covenant, so the terms are not as strong as with the LBB offers. However, there is evidence of a greater appetite for the MDX covenant since OBC signalling this may further improve
Financial risk to LBB	There is a significantly increased risk in this scenario as there would be a requirement for LBB to cover rental payments over the 40-year lease in the event of an MDX default until another occupier took over the leases, e.g. another university.	Significantly lower financial risk as LBB would have to provide a guarantee across the construction period only, after which their guarantee would end
Reputational risk to LBB	Due diligence would have to be undertaken on funders in both scenarios. Any potential default by MDX has the ability to impact LBB’s covenant in the future.	Overseas investors are more unknown regarding reputational risk. Detailed investigation of ethical investment policies and full due diligence will be undertaken in both scenarios. UK investors may improve in the market by the time final funding offers are sought
General Fund impact	More positive across the term years	Still positive, with a significant contribution across the term years

The strong preference is to fund the deal based on MDX’s covenant due to the balance of risk and return. At the point of seeking final funding offers, the market may decide that it does not wish to

fund university covenants. In that case there may be no alternative but to pursue the LBB guaranteed option, but this decision will be made at that time, and with the particulars of each deal to hand. Further investigation as to the mitigation of risk would be further modelled in that scenario.

LBB Treasury officers have approved the principle of the proposed financing route and relevant delegations requested.

Quantitative Benefits

The financial case also discusses the quantitative benefits expected to be delivered by the scheme in relation to construction and operational jobs, and gross value added (GVA). These are summarised below:

Quantitative Benefit	Measure
Gross/Net construction jobs	67 FTEs/ 40 FTE ⁵ s
Gross/Net construction GVA	£33.308m
Gross/Net Operational Jobs	24 FTEs/12 FTEs
Net Operational GVA	£315,267 p.a.
Jobs Safeguarded	476 FTEs
Space Developed	33,550sqm

As such, the Hendon Hub development is anticipated to generate substantial value, employment opportunities, and improved space to the local area.

Approvals Sought

In order to proceed with the scheme, authorisation for an additional capital funding of £4.53m is requested, which will be offset in the GDV payment from a fund. These are forecast costs to be spent prior to obtaining funding in March 2022. Should the funding date move out, an additional bid for fees may be required.

⁵ FTE = Full Time Equivalent employee

6. Management Case

Timescales

Key dates and milestones for the construction phase of the development are detailed below⁶.

Milestone	Target Completion Date
Quinta Club Construction	August 2022
Fuller Street Construction	March 2024
RFC Cultural Building	April 2024
RFC Retail/Accommodation	Jan 2025
MC Block 1 & 2	October 2024
MC Block 3	May 2025
MC Block 4	October 2024
RFC Library	October 2024
B9 & Library	June 2025
Landscape Areas	June 2025
Development Practical Completion	June 2025
MDX Relocation Completion	August 2025

Governance

The project team are adhering to LBB’s project management toolkit, have regular internal reporting, and hold regular governance reviews.

Project Assurance

A Project Assurance Plan is in place that outlines key milestones. This includes the phase acceptance criteria for the next stage of the project, along with the controls in place for quality assurance of the project management products.

Deliverable	Milestone	Approvals	Actions / Recommendations	Expected Implementation Date (calendar year)
FBC Approval	P&R Committee to consider FBC	P&R Committee	Prepare Full Planning Application if FBC approved	20th July 2021

⁶ These are correct as at today but may change due to market conditions and some of the key dependencies of the scheme changing.

Agreement for Lease	Middlesex University Sign-off	Delegated at OBC stage to Deputy Chief Exec, in consultation with the Chairman of P&R; Middlesex University Board of Governors	Prepare agreement for lease and sign	Q2 2021
Planning Application	Submission to LBB as Planning Authority	Delegated at OBC stage to Deputy Chief Exec, in consultation with the Chairman of P&R;	Pre-apps now completed. Prepare planning application and submit	Q3 2021
Planning Committee & Satisfaction of Conditions	Planning Committee	Deputy Chief Exec in consultation with Chairman of P&R;	(To be determined by Local Planning Authority)	Est. December 2021
Funding Competition	Receive best and final offers	Proposed to be delegated to the s151 Officer, in consultation with the Chairman of P&R;	Post-planning	Post-planning
Contractor Procurement	CCS Framework (recommended)	Deputy Chief Exec in consultation with Chairman of P&R;	Engage with CCS Framework (see procurement section in the commercial case for process)	Post-planning
Project Completion	TBC	Reporting to H&G Committee	TBD	TBD

Dependencies

The successful progression of the proposed Hendon Hub programme is dependent on:

- The recommended sign off of this FBC
- The continued commitment of MDX to the project
- The acquisition of land and rights from third parties, and surrender of necessary leases
- Planning approval from the Local Planning Authority
- Receipt of consent from the Greater London Authority (GLA) for the RFC development, and listed building and conservation area consent from the National Planning Casework Unit (NPCU) on behalf of the Secretary of State
- An acceptable financial offer from a funding institution(s)

- The ability to procure a construction partner to deliver the scheme within the construction cost estimates

Due Diligence

Due diligence has continued by:

- CBRE regularly reviewing valuation and inputs to the appraisal in accordance with the Red Book
- KPMG preparing a report on the structure of the proposed deal and funding options
- KPMG updating soft market testing for the private funding option
- Construction cost estimates being prepared and validated by Capita student housing specialist QS team
- Legal & structuring advice from Pinsent Mason and HB Public Law (HBPL)
- Governance overview from HBPL
- Procurement advice from Pinsent Mason and HBPL
- LBB Finance and 31-Ten consultancy validating the financial modelling and FBC preparation
- Informal discussions with potential delivery partners about the delivery of the construction
- Internal governance
- Regular Project Management Gateway Reviews

Risks

A fully comprehensive risk register is updated regularly across the project team. The master risk register for the FBC is in accordance with HM Treasury’s Orange Book and can be found in the attached Appendix 4, with a summary of the key risks summarised below:

Risk	Mitigant
MDX Financial Risk	General
	Higher Education Institutions’ (HEI) performance and reputation in the market have seen an improvement since OBC, with greater confidence in the covenants in the higher education sector as vaccinations are rolled out and in-person lectures begin to resume. Although funding institutions have shown a preference for the top 15 Universities, including the Russell Group of HEIs, it is considered that the position of others appears to be more secure as the risks from Covid etc, have become known and are mitigated.

At present, no agreement to lease has been signed with MDX. There still remains a risk that this will not be achieved, albeit good progress is being made on agreeing this document and it is anticipated that it will be in a position to be signed shortly. Similarly, this does expose LBB to risk of the rentals not being achieved as predicated in this paper and in the business case. In the case of the deal being aborted it has been agreed that MDX agree to bear half of LBB's costs incurred from March 2020 until the date they withdraw. However, Middlesex University [have approval from their Board of Governors to sign an agreement for lease, subject to LBB receiving the same approval.](#)

There is, understandably, concern over the strength of university covenants considering the Covid-19 pandemic. MDX's financial year ends on 31st July and it is understood that that they will report a loss of circa £12m for 2020/21.

However, £9m of that will be attributable to pension deficits and the University has maintained its cash position. Take up of courses for the 2021/22 financial year appears to be strong, and they are forecasting that they will return to making operating surpluses. In addition, MDX have £85m in cash reserves (140 days cash) so there are no insolvency issues, with predicted operations surplus this year expected to be £5m so MDX finance remains strong. This situation will be monitored carefully in conjunction with MDX.

Should MDX default the consequences would depend on the structure of the funding deal that is pursued and the conditions at the time.

Middlesex University (MDX) Covenant

LBB could release its guarantee to the SPV at practical completion (PC) of the development.

LBB Covenant

Should MDX fail at any point over the 40-year term of their leases, and another university did not take over MDX and its assets and liabilities, the flexible nature of the building design could facilitate relatively swift conversion to other use types if necessary. Both circumstances have been modelled and assume a 2-year loss of rental, in addition to 12 months' rent-free allowance as an incentive to achieve maximum occupancy of the new space. These are estimated to continue to return a favorable NPV to the PWLB option and further modelling will take

	place post-FBC if it becomes clear that it is necessary to consider using the LBB covenant.
Programme Delays	<p>Should this occur, necessary adjustments to key workstreams could be made to mitigate any slippages. A workstreams action plan is regularly reviewed in conjunction with the Master programme to ensure all timescales are achievable. The project team provide weekly updates regarding progress. A CPO has been factored into the programme should this be required.</p> <p>There are various conditions that need to be satisfied in order to appoint a funding partner(s) at the desired time, including 3rd party rights or acquisitions, receipt of planning permission and finalization of lease arrangements. These have been identified as key workstreams within the programme. Should delays occur, it has been advised by KPMG that there is likely to be some flexibility in negotiating a restructuring of payments from the fund, with some phasing of funding being introduced.</p>
Construction Risk	<p>As mentioned previously, the following are to be implemented post-FBC:</p> <ul style="list-style-type: none"> • Commence procurement of a contractor • 15% contingency on construction cost, 0.5% design reserve contingency maintained • Incentive fee with construction partner and performance bond in place • Recommended early appointment of an Employer's Agent to oversee the scheme and work with the LBB procurement department to appoint a construction partner to work up the scheme
Public Opinion	<p>Public consultation has been carried out, with changes made to the scheme as a result, and engagement with local stakeholders and residents will continue throughout. Listen to public concerns and continue to work closely with the local community to mitigate any impacts on, and maximise benefits for, local residents. Proposed FBC scheme updates respond to some public concerns and are aimed to increase community benefits. Minimise any negative impacts locally during construction by providing method statements and plans coordinated with the local community</p>

Benefits

In addition to quantitative benefits, as detailed in the financial case, the scheme would also benefit key stakeholders in the following ways:

Benefits

To Local Residents:

- Improvements to the public realm, green spaces, and overall connectivity across The Burroughs
- MDX reinforcing their commitment to engage with residents to share their facilities where possible and properly address concerns raised by the public about student behaviour
- The Met Police's Safer Neighbourhood Team are interested in locating to a unit adjacent to the proposed new Library, which will improve safety in the area. This will be amplified by improved lighting and CCTV across the local area focusing on key crime 'hotspots'.
- Contributions to affordable housing demand in the area, through improved access to student accommodation, key worker housing, and homes for independent living, fulfilling the strategic objectives of LBB
- Retaining PDSA facility locally - on Fuller Street, with dedicated car parking
- Access will be facilitated to the current Hendon Library building, including some access to the second floor, meaning that residents can obtain more access to the architecture and heritage of the building
- Reduced negative impact on car parking since OBC, with 2 car parks removed from the scheme, and 100% replacement of one car park proposed (Fuller Street relocation)
- New and modern retail units
- Public access to MDX facilities where possible, including performance in the proposed new arts and cultural building
- An improved community offer and a new state of the art modern Library

To LBB:

- Enhancing the Hendon area in accordance with LBB and MDX's wider strategic objectives, as well as the core strategies in Barnet 2025, including significant contributions to placemaking and providing a potential catalyst for future investment in the area
- Significant contributions to affordable housing demand in the area, through improved access to student accommodation, key worker housing, and homes for independent living, fulfilling strategic objectives of LBB, helping to fulfil environmental ambitions to a BREEAM Excellent standard
- Prestigious, and strengthened, university facility within the Borough with all commensurate economic benefits this provides the Borough

- Value for money for LBB and general fund benefits
- Core OPE objectives by creating economic growth through new homes and jobs, and generating efficiencies through revenue receipts

To Middlesex University:

- Opportunities to redevelop older inefficient buildings
- Allow MDX flexibility to adopt a blended learning model, adapt the use of its estates and facilities to implement its ten-year strategy with a focus on practice-based learning and training.
- Consolidated student accommodation adjacent to the campus
- Allow MDX to build its reputation, improve student experience and continuation

7. Recommendations and Next Steps

A comprehensive development of The Burroughs is recommended as the most suitable option to meet LBB's strategic objectives. There is some public concern over the proposed development which the Council take very seriously and have tried to mitigate any perceived harmful effects through the scheme changes proposed. This FBC makes the case that this project should continue, with the relevant scheme changes recommended in this paper. Council officers will continue to engage with local stakeholders.

Approvals and decisions sought for the scheme are in the main report, to which this FBC is appended. In summary, it is recommended that the development, as detailed in this FBC, is to be delivered with a private placement funding solution using MDX's covenant, via an SPV structure. It is further recommended that contractor procurement is pursued via the CCS framework.

Proposed Key Next Steps

1. Agree and sign Agreement to Lease with Middlesex University
2. Submit a planning application during Q2 of LBB's 2021 financial year (Q3 of calendar year)
3. Procure a construction partner during Q2 and Q3 of the financial year (Q3 and Q4 of the 2021 calendar year) and implement other risk mitigation measures
4. Procure a funding partner post planning and monitor the market on an ongoing basis
5. Continue to monitor Middlesex University's financial performance and the appetite from funding partners for their covenant
6. Continue to negotiate with third party interests to attempt to purchase them by private treaty
7. To consider use of CPOs if absolutely necessary

Section 1 – Strategic Case

INTRODUCTION

- 1.1 London Borough of Barnet (LBB) has progressed a unique opportunity for a mixed-use development in Hendon's The Burroughs. The Strategic Outline Case (SOC) was approved by Assets and Regeneration Committee (ARG) (since renamed Housing and Growth Committee (HaG) in June 2019, with the Outline Business Case (OBC) approved by Policy and Resources Committee (P&R) in December 2020.
- 1.2 This Full Business Case (FBC) expands on evidence presented in the OBC and updates the Committee on the scheme, plus seeks further approvals. The report follows the HM Treasury Green Book best practice process, as agreed post-OBC sign off.
- 1.3 The Green Book is the recommended standard guidance for assessing spending proposals for public and private bodies, by establishing a clear case for intervention and determining the best Value for Money (VfM) option. It adopts the 'Five Cases Model' which, specific to this project, refers to:
 - **Strategic Case** – reviews the strategic context from OBC to ensure there remains a strong alignment between the proposal and LBB's ambitions, in addition to substantiating changes to scheme composition since OBC
 - **Economic Case** – determines which funding option is the best Value for Money (VfM) solution and revisits the demand for the assets delivered through the scheme
 - **Commercial Case** – discusses whether the financial recommendations are market proven, making commentary on the results of soft market testing as performed by KPMG post OBC and details the procurement strategy and preferred delivery vehicle
 - **Financial Case** – analyses whether the project is capable of being financed, and how
 - **Management Case** – investigates the capacity within LBB to manage and develop the project and highlights any potential risks, dependencies, and constraints
- 1.4 This purpose of this FBC is to:

Highlight proposed changes to the project since OBC for approval

- Provide a clear recommendation for approval on the funding approach and delivery vehicle for the project to proceed and give further clarity on construction procurement

- Request approval for various matters including delegations to advance the project (detailed in the covering paper to this report).

- 1.5 The Strategic Case revisits the current situation and the strategic policy context concerning The Burroughs. It ensures the rationale for intervention remains strong, and that the objectives established by Council members at the OBC continue to be relevant. It also outlines the project description, developed from the preferred option at OBC.

PROJECT DESCRIPTION

The Scheme

- 1.6 The proposal is to develop a mixed-use development on The Burroughs, Hendon. The three principle sites remain consistent with those detailed at OBC, namely: Ravensfield, Fenella and Car Park (collectively known as the “RFC” Site); Meritage Centre (“MC” Site); and Building 9 (“B9” Site, which includes the existing Hendon Library building). Other, ancillary, sites are also included, and some land assembly is required in order to progress the development.
- 1.7 The current buildings on these sites are reaching the end of their designed life and detracting from the visual and functional value of the area.
- The old B9 single story building (also known as “the clinic”) currently has poor internal circulation space and is not well laid out and hence inefficient. The whole B9 site as also underutilised.
 - The RFC site has a weak and fragmented urban form, comprising of poor quality and dated buildings.

- The MC Site is made up of poor-quality dated buildings, with poor external spaces and limited sense of place. There is potential to improve links and relationships to surrounding heritage buildings by opening-up key views and landscaping.

Consultation

- 1.8 Since the OBC was approved, there has been a 14-week public consultation period, commencing 27 February 2021, concluding on 7 June 2021, with the aim to obtain feedback from local residents with regard to the proposals. A project website was set-up (www.hendonhub.co.uk) to allow people to find out more about the consultation and feedback via the online survey. A total of eight online presentations were held via Zoom and an additional four in-person events were held at the Scholars Courtyard at Middlesex University during the week commencing Monday 17 May.
- 1.9 The project team has sought to consult and engage with neighbours and local community groups prior to the finalisation of the project and the submission of planning applications. As well as meetings held with Council planning officers, extensive stakeholder and public consultation has been undertaken through several virtual and in-person consultation events, the use of a dedicated virtual consultation platform, regular briefings for local councillors and other stakeholders, and meetings with members of the public. In total, 341 feedback forms were completed with feedback also received via phone and email.
- 1.10 In addition to this, the Library Service has also commenced a programme of library customer engagement aimed specifically at informing the design of any future library provision in the area. This engagement started with a short design survey, for which 112 responses were received.
- 1.11 An overview by type of response is documented in the table below and further expanded within the Consultation Report, attached as Appendix 3 and details of the Library Responses are attached as Appendix 6.
- 1.12 The feedback from consultation has significantly influenced the proposed scheme and how the consultation process has evolved. However, LBB realise that for some residents the proposed changes won't sufficiently address all concerns raised. All objections have been carefully considered and discussed. In some cases, however, it has been considered that there are strong rationales for maintaining aspects of the original proposals. LBB has attempted to

mitigate concerns where possible - for example maintaining public access to the listed library building.

1.13 Once planning applications have been submitted, interested local residents and stakeholders will have a further opportunity to provide comments and feedback through the Council's public access system as part of the statutory consultation that is undertaken on all applications.

1.14 As a result of feedback from the consultation, a suite of scheme changes are recommended for approval through this FBC, which include: the removal of two car parks from the scheme, a significant reduction in the quantum of student accommodation proposed, and the introduction of further community benefits including a health and wellbeing centre, a Safer Neighbourhood Team unit, affordable housing and homes for independent living accommodation for local residents and young adults, respectively. The key changes to the project are described below:

Change description	Site	Justification
Removal of the Large Burroughs Car Park and Osidge Lane Car Park from the scheme & 100% re-provision of the Fuller Street Car Parking spaces (see below)	Large Burroughs Car Park and Osidge Lane	Removing The Burroughs car park from the scheme means residents and visitors can still access this public car park for school drop-offs, and for visiting local businesses. Similarly, keeping the Osidge Lane Car park means dog walkers wishing to access Brunswick Park, parents dropping of children to the local school, or residents needing to shop locally, can still access this parking facility. With re-provision of parking within the estate, residents will still have access to the same quantum of parking locally.
Removal of the temporary library relocation site from the scheme	N/A	As a result of the early vacation of buildings by MDX and the rephasing of the programme, the need for the relocation of the existing library to a temporary site is highly unlikely. Whilst it is unlikely, there may be a requirement for the temporary relocation of the library due to programme delays. In this eventuality, further approvals will be sought.
Veterinary clinic, PDSA, to relocate to Fuller Street Car Park, with reprovision of all parking spaces lost to Prince of Wales estate	Fuller Street Car Park	Osidge Lane Car Park is proposed to be removed from the scheme due to public concern about loss of parking and the desire to retain the PDSA service within the community. Relocating to Fuller Street Car Park, with the parking spaces lost re-provided on the estate with enhanced landscaping, will allow services to continue to be provided to local residents with the additional benefit of enhanced landscaping and play spaces within the estate.

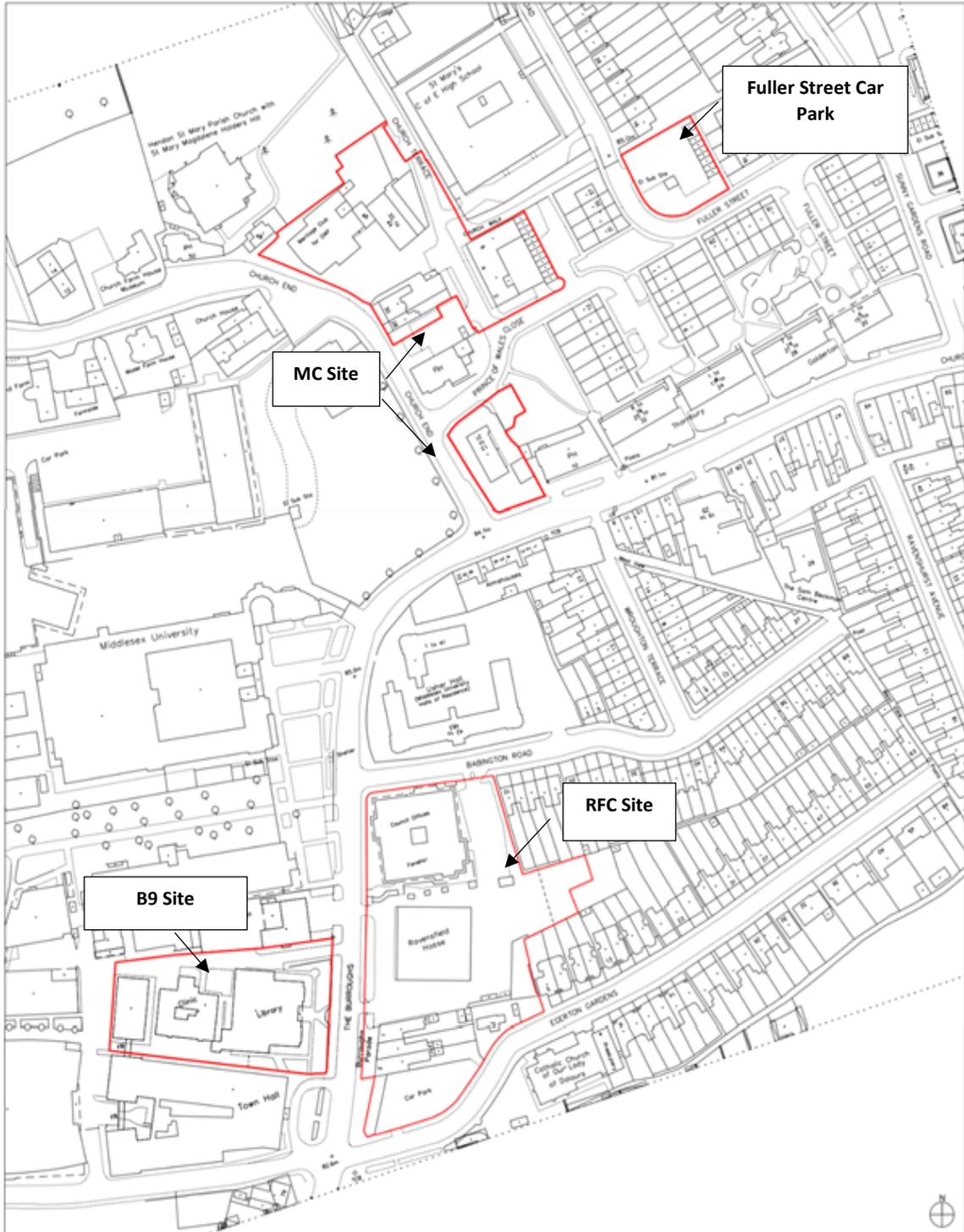
Reduction in the number of student accommodation units from 792 to 583 units (reduction of 26%)	RFC and MC Site	Addresses, to some degree, the concerns of the public raised via consultation regarding the proposed number of students living locally. Reducing the number of student accommodation units gives LBB the opportunity to develop more affordable housing.
Health & wellbeing centre replacing student accommodation	MC Site	Subject to conversations with the local Clinical Commissioning Group, the team are hoping to be able to provide a GP surgery which would provide improved accessibility and additional health services, based from the Meritage Centre site.
Replacement of student accommodation with new homes for young adults to live independently. This would comprise approximately 33 apartments for Young adults	MC Site	To provide additional benefits to the wider community and deliver against a priority for the Council. These dwellings will provide much-needed accommodation, with 24-hour support on site, to help young adults leaving the care system to begin to live independently while they work.
Replacement of 110 student units above new library with c.28 new affordable homes	RFC Site	To provide additional benefits to the wider community and diversify the age of occupants, providing local affordable housing.
<p>Community hub on the RFC site, including space for:</p> <ul style="list-style-type: none"> • Meridian (formerly Chinese Mental Health Association (CMHA)) – currently in facilities on the Meritage Centre site • African Cultural Association (ACA) – currently in facilities on the Meritage Centre site • Citizens Advice Bureau (CAB) - currently in facilities on the Meritage Centre site • Community hall • Retail • MDX marketing suite for student accommodation • Safer Neighbourhood Team base • New Library building to include archives • MENCAP to move to 154 Station Road 	RFC Site	<p>To address the concerns of the public raised via consultation to provide further services and facilities to the local community.</p> <p>Local reprovision will maintain existing services.</p> <p>A prominent community hub will be created on the RFC site that will maximise service usage and promote community collaboration between organisations with a new public community hall being accessible to the local community for events.</p> <p>The Metropolitan Police Service’s Safer Neighbourhood Team have been offered a facility adjacent to the proposed new Library, to help improve public safety in the area. This will be amplified by improved lighting and CCTV, especially concentrated around crime hotspots locally.</p>

Access to MDX Facilities	B9 Site	<p>MDX to provide public access to the current historic Hendon Library building, including some access to the ornate 2nd floor reading rooms. Those who appreciate the architecture and heritage of the existing library building can continue to gain access to the building and enjoy its surroundings.</p> <p>MDX are also exploring the opportunity to make performances open to the public for collaboration in the new theatre suite to be provided by the scheme.</p> <p>MDX will continue to offer access to many of their facilities to the public, including their atrium, sports facilities and meeting rooms where possible</p>
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1.15 The figure below shows the masterplan of the proposed scheme, with scheme designs found attached as Appendix 1.



Red Line Boundary, Hendon Hub FBC



Capita Property and Infrastructure Limited T/A ESA, Reg'd in England & Wales (Co. No. 02018542) at 30 Berners Street, London, W1T 3LR, UK

esa
architecture | design | town planning

65 Gresham Street
London EC2V 7NQ
t: 020 7580 5886
e: info@esa-td.com
w: www.esa-td.com

Project
Hendon Hub
Drawing Title
Combined Site Redlines

Client
LBB Barnet

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1.16 As such, the revised scheme proposed for Committee approval is summarised:

Deliverable	Area GIA
Ravensfield, Fenella, and Car Park (RFC)	
Retail	415 sqm
Arts and Cultural Facility	4,450 sqm
Student Accommodation	388 units (8,623 sqm)
Middlesex University Estates	100 sqm
Affordable living space	28 units (2,329 sqm)
New library	830 sqm
African Cultural Association (ACA)	65 sqm
Meridian and Community Hall	400 sqm
Citizen's Advice Bureau	340 sqm
Parking and external works	35 spaces
Meritage Centre (MC)	
Student Accommodation	195 units (5,704 sqm)
Health provision	470 sqm
Independent Living Units	33 units (1,556 sqm)
Building 9 (B9)	
Academic Space	3,490 sqm
Library ground floor conversion for Middlesex University	689 sqm
Library upper floor conversion	880 sqm
New Town Hall Lease	N/A
Offsite	
MENCAP to 154 Station Road	65 sqm
PDSA to Fuller Street Car Park	510 sqm
Schools Library Service (SLS) to Quinta Club, EN5 2AP	332 sqm
Landscaping Improvements to:	N/A
<ul style="list-style-type: none"> • Land to rear of Sunnyfields Sports Pitch • Land to West of Almhouses, The Burroughs • Land to East of Almhouses, The Burroughs • Prince of Wales Estate / Fuller Street Playground • Other landscaping improvements, as necessary 	
Total GIA	31,248 sqm

Community Relocations

1.17 The PDSA is proposed to be moved circa 170 yards away from where they are currently located with their new building proposed to be located on the current Fuller Street car park just to the rear of their current facility. The time to walk from the existing to the proposed facility is likely

to be less than three minutes for an able-bodied person. The new facility will be modern, fit for purpose accommodation with dedicated car parking spaces and has been designed to PDSA's specification and requirements. It is proposed that a long lease of the site is provided to PDSA.

- 1.18 The African Cultural Association (ACA), Meridian and the community hall are proposed to be relocated to a community hub that is to be located approximately 0.3 miles away from their existing facilities, on the RFC site. The time to walk from the existing to the proposed facility is likely to be circa 6 minutes for an able-bodied person. The new facilities will be located adjacent to the proposed library building and will occupy a prominent location on The Burroughs. It is recommended that the Committee agrees to the use of the Community Benefit Assessment Tool (CBAT) on the grant of the new leases in respect of the following units. All these uses are currently assessed on the CBAT tool for their existing units. The Citizens Advice Bureau (CAB) will also be located in the same 'community hub' on the RFC site.
- 1.19 The MENCAP unit is proposed to be relocated to 154 Station Road, Hendon, which is a council-owned building located approximately 0.6 miles away from their current facility on the Meritage Centre (a circa 14 minute walk for an able bodied person, or a 5 minute drive). MENCAP have a proposed change in service offer that this building will better facilitate, and this relocation site has been worked up in tandem with them. It is recommended that the Committee agrees to the use of the Community Benefit Assessment Tool (CBAT) on the grant of the new lease in respect of this unit.
- 1.20 ACA, CAB, Meridian and the community hall will all require temporary facilities, whilst the development is taking place, with the earliest being required by May 2022. It is proposed that these are located locally to the existing facilities to ensure minimal service disruption. The project team are actively working on finding temporary relocation sites either on Brent Street, on the Burroughs or in other local facilities. The team are working with Middlesex University and also looking at the programming of the development, to ensure that the users who currently use the community hall can be fully facilitated during the development. Equalities Impact Assessments will be undertaken for both the temporary and permanent moves.
- 1.21 The proposed library is proposed to move across the road on The Burroughs circa 110 yards away (a circa 2-minute walk away for an able-bodied person). It is proposed to include an improved disabled access, better planned space to take into account equalities for all users

with the addition of 100 sqm for the use of the community and local groups. The library will be rent free.

1.22 The Schools Library Service (SLS) is proposed to be relocated to the Quinta Club, which is located circa 6.3 miles away from its current facility in Hendon Library (or a circa 16-minute drive, depending on traffic). It is a destination use as it will be used specifically by schools and will not be a facility that is generally open to the public. It will provide a far superior facility for the Schools Library Service, who currently operate in cramped conditions in Hendon Library. It will provide larger, fit for purpose accommodation for the SLA as a designated facility, with better car parking and access for local schools. The accommodation is a Council owned facility and as such will be rent free for the service.

1.23 Equalities Impact Assessments will be undertaken for all proposed moves, in conjunction with the individual uses.

Equalities

1.24 A full description of the potential impact of the proposed development on protected characteristics can be found in the appended Equalities Impact Assessment (EQIA, Appendix 2), which details how any negative impacts will be mitigated across the project's lifetime. The impact on equalities has been assessed collaboratively amongst the project team and key stakeholders through a series of workshops across the FBC development period. At this stage, the Hendon Hub development is not seen to have a significant impact on the protected characteristics identified. It is important that this status is consistently monitored across the course of the project and, if need arise, mitigations and changes are made to ensure no group is negatively impacted. The adjustments proposed within the Hendon FBC improve the equalities position since OBC, with inclusions such as a potential GP Surgery, local relocations, zero loss in parking provision, and gender-neutral bathrooms providing benefits to some service users that were not previously available.

Third-Party Acquisitions

1.25 To deliver the scheme, a number of third-party acquisitions are required. These have been kept to a minimum and remain as set out in the OBC, and the EQIA also considers the impacts for these assets. The project team continue to make progress to secure these properties based on private treaty agreements with owners and occupiers. Whilst the Council are attempting

to prevent the need for Compulsory Purchase Orders (CPOs), this process remains available to the Council, should it be required. CPO timescales and costings are included within all financial modelling to demonstrate that the project and timescales are achievable.

1.26 Responding to specific resident concerns, it is confirmed that there is no requirement to acquire parts of any garden land in Egerton Gardens to facilitate the proposed development.

1.27 the proposed development

1.28 As part of the approvals sought through this FBC, it is requested that the community groups, currently located on the Meritage Centre, are transferred to proposed new locations on the RFC site, directly adjacent to the proposed new library building, creating a hub for the local community. Commercial arrangements for these uses will be similar to agreements currently in place. African Cultural Association (ACA) and Meridian currently occupy rent free space as these organisations have been previously assessed using the Community Benefit Assessment Tool (CBAT) and meet the LBB criteria to receive rent free accommodation going forwards. This will also apply to MENCAP in their new relocation site at 154 Station Road, NW4 3SP. As part of the approvals sought through this FBC, it is requested that consent is provided for the use of the CBAT tool on these premises.

1.29 Further public realm improvements are being investigated as an integral part of the scheme, with aspirations to:

- Retain and increase the number of trees on the streets
- Improve access to green spaces
- Improve the public realm – reducing clutter, improving materials, general greening
- Extend the existing positive landscape character
- Improve connectivity across The Burroughs
- Increase biodiversity

Concept Visual: RFC Site (Work in Progress)



Concept Visual: B9 Site (Work in Progress)



Concept Visual: MC Site (Work in Progress)



Lease Arrangements

1.30 Middlesex University (MDX) have agreed to occupy the academic facilities and student accommodation under occupational leases, subject to final approval of the Agreement for Lease. All the other space is proposed to be leased by the Council to other occupiers, as appropriate.

1.31 Currently, MDX lease the Town Hall (including the Town Hall Annex) and Hendon Library⁷ from LBB. As part of the proposed transaction, it has been agreed that these leases will be surrendered, and new ones issued for a 40-year term. LBB occupy part of the Town Hall under an underlease granted from MDX and this will also be re-granted.

1.32 In summary, the lease arrangements for the development with MDX are as follows:

⁷ Note that Church Farm Museum has been removed from the lease arrangements since OBC, with lease discussions ongoing and to be addressed upon lease renewal in 2026.

- The Town Hall/Town Hall Annex/Clinic (B9)/Library leases between LBB and MDX to be surrendered with the regrant of new leases for each building for a 40-year term. The following is proposed:
 - **Town Hall Annex (THA)** – remain as existing, to abut proposed B9
 - **Town Hall** – remain as existing, current lease surrendered and added to MDX 40-year leasehold
 - **New B9 building** – constructed in place of the clinic
 - **Existing Hendon Library** – relocation and current library building to be refurbished for MDX's for academic teaching and learning space (Middlesex University to provide some public access)
- On the RFC Site MDX's existing leases for Fenella and Ravensfield will be surrendered, with a new 40-year lease to MDX being granted covering a new Arts and Cultural Facility, student accommodation, in addition to a new accommodation marketing suite.
- On the MC site, there are currently no existing leases between LBB and MDX. There will therefore be the grant of a new 40-year lease for the proposed new student accommodation units.

1.33 Council officers will procure, as necessary, tenants for the following units:

- The 3 retail units on the RFC site
- The 33 homes for independent living for young adults on the MC site
- The 28 key worker accommodation units above the new Library
- The health and wellbeing centre on the MC site

1.34 All rental assumptions on these units have been validated with CBRE.

1.35 Discussions are also ongoing with the Metropolitan Police Service regarding a proposed (free of charge) Safer Neighbourhood facility to be incorporated within the new library complex, and also with the local Clinical Commissioning Group (CCG) for the potential introduction of a health facility, such as a GP surgery. As part of the soft market testing exercise undertaken by KPMG, potential investors agreed with the principle that the capitalisation of the Middlesex University rental income in the proposed development will also provide circa 4,770 sqm of new debt free income producing assets and circa 2,032 sqm of new debt free income

community assets (including the proposed new Hendon Library). The construction of the non-Middlesex University accommodation in the development will therefore be funded by the private placement funding solution. All third-party rents have been verified by CBRE.

ADDRESSING KEY CONCERNS

- 1.36 Following the 14-week public consultation period, it is considered that the recommended scheme changes respond to some significant community concerns raised, within the confines of the business case justification for the scheme. The design elements retain the placemaking objectives and fulfil the ambitions already set out in OBC.
- 1.37 LBB has carefully considered all the feedback obtained during the public consultation process and has been concerned to see the negative comments made by some residents and members of the local community. Changes to the scheme have been made as a result of some of the key concerns, as follows:

Library Relocation

- 1.38 Proposals to create a new building for Hendon public library was a key part of the phase 1 Hendon Hub consultation conducted by GL Hearn, with library users encouraged to complete the online form or contact the Hendon Hub team via email or phone and/ or attend the virtual and face to face events to register their views.
- 1.39 Since the OBC, the council was sent a petition on 9 June 2021 in relation to the proposal to relocate Hendon Library. This was submitted for Barnet Council's Policy & Resources Committee for consideration and discussion at the meeting on 16th June 2021. The lead petitioner started the petition in response to the recent SPD consultation. The petition is for "Hendon Hub Library to stay as and where it is" and was signed by 1,382 signatories.
- 1.40 In addition to formal consultation, the Library Service has also commenced a programme of library customer engagement aimed specifically at informing the design of any future library provision in the area.
- 1.41 As mentioned, this engagement began with a short design survey. Of the 112 respondents to the library service's survey, many were generally supportive of the suggested improvements, particularly the provision of larger spaces and a more diverse range of books. However, many

wanted these new and improved services to be provided in the current library building. The Council have taken this very seriously and have carefully assessed these concerns against the benefits of moving the library to a new location as explained below.

Open Frontage and Flexibility

1.42 Much like retail spaces, public libraries benefit from open frontages that can easily showcase the services provided within and which have the capacity to draw the attention of passers-by including those previously unfamiliar with the library offer. Whilst the exterior frontage of the current library is architecturally striking there is little scope for outward promotion and library users are required to enter a long way into the building before they have visibility of any library services. Again, the Activist report references the challenge that this poses particularly within self-service opening (SSO) hours. They comment that ‘some of the older buildings have exteriors that don’t reveal much of what is inside...and this may make customers reluctant to enter these libraries during SSO hours⁸. A more open frontage would therefore increase both the Library Service’s capacity to attract new users into the building and would improve security during SSO hours. Both are factors in increasing use of the library.

Current Hendon Library – Internal View



Footfall and Usage

1.43 Footfall to a library is generally increased after provision of a new facility, often quite significantly. For example, the issuing of books and other library materials increased by 38% following the move of East Barnet Library into the new facility in New Barnet (Q3 2018 compared to Q3 2019). This trend is also borne out in other parts of the country. In Altrincham, for example, visits to the library rose by 41% and membership by 109% following a recent move to a new building.

1.44 The current Hendon Library building was constructed in 1929 around the needs of an early twentieth century library service. The internal space occupied by the Library Service poses a

⁸ Activist Report, p.49

number of operational challenges which inhibit the range of services that can be provided. Specifically, the footprint is inflexible, dissected by the internal staircase, lobby and landings which leave significant amounts of the floorspace at the front of the library building largely unusable in terms of the provision of services. The shared entrance and the inability to automate the main door requires a set of internal front doors which compound the challenges of the closed frontage and push services further back into the building.

1.45 Hendon Library is a particularly complex building with the overall footprint of the upper floors split into a series of very separate and distinct spaces. This makes the management and supervision of those spaces more resource intensive in both staffed and SSO hours. Hendon Library is currently open for 69 hours per week (non-pandemic opening hours) of which 53 are self-service. It is much more complex and expensive to deliver SSO hours across a multi-floor library. A greater number of CCTV cameras are required and the task of monitoring the individual spaces becomes significantly more complex for CCTV operators. Accessibility also becomes a factor where services are placed on floors that necessitate the use of stairs or lifts. Again, this becomes more complex in SSO hours.

1.46 Public consultation raised the desire of some members of the public for the library to return to its previous 3-storey occupancy. However, the council is clear that that the cost of operating the three floors of the current building is not economically viable.

Operational Costs

1.47 The current site is an old building, with a complex infrastructure that is difficult and expensive to maintain. Reactive maintenance is often required to address the failure of the heating and hot water systems, burst pipes, lighting and electrical issues, leaks, drainage, and roofing repairs. Efficiencies from the new development would help to improve sustainability of service delivery and reduce running costs for the main library building.

Improved Services

1.48 The new library offers an opportunity to significantly improve access and visibility to the Local Studies service (LCS) also based within Hendon library. The LCS holds a wide range of unique resources relating to the history of the borough and is currently housed in a set of small rooms behind the public library footprint. Exhibition space is limited to two small cabinets and there is no dedicated area in which residents can consult the resources held by the service.

- 1.49 In addition to this, the new library provides further opportunity to enhance and increase the size of the children's library, which is in high demand and well-used in Hendon.

Demand

- 1.50 Unlike many areas, Barnet does not have a single geographical town centre in which a main or central library is located, supported by a series of satellite libraries. Instead, Barnet has a comparatively large number of mid-sized sites spread throughout the borough's various town centres. The Burroughs is not the largest or busiest area within Barnet today and therefore does not represent the most appropriate location for a central library operation over multiple floors. As a result, it is considered that the size and fit of the proposed space is suitable for its required usage.

- 1.51 A new library building offers the opportunity to create more flexible and efficient spaces which can be adapted to provide both the traditional library offer and deliver a more dynamic set of services. Many successful new library buildings have included flexible spaces that can be used by a range of council and community partners to deliver additional services such as technology sessions, adult and community education and career support. Some successful library based examples include: Fab Lab Devon in Exeter Library and Glass Box in Taunton Library which have incorporated technology 'Makerspaces' and The Explore Centre in York which includes a Community Hub.

- 1.52 Whilst it is certainly not the case that all information available is all online, the way in which information is stored and used has changed considerably over the last 90 years. The need for and provision of large reference libraries has changed in line with this.

Wider Support

- 1.53 In March 2020 the Community Leadership and Libraries Committee considered a report by the Activist Group who had been commissioned to undertake an independent evaluation of the Library Service in Barnet. This report advocated using development opportunities to improve the quality of library buildings and made specific reference to the Hendon Hub project. In their summary of recommendations, they advocate developing 'a 'library regeneration' list with officers in planning and regeneration to help identify long-term opportunities for improved

sites as part of redevelopment plans⁹. In respect of the Hendon Hub scheme they state that ‘future development of the Hendon Library, in partnership with Middlesex University, may offer a further opportunity’¹⁰ to revitalise the Library offer across Barnet. The historic library building will remain, with the library service improving in its new facility on the RFC Site.

Summary

- 1.54 The relocation of the library services is deemed necessary in order to provide a sustainable library provision within Hendon, in line with modern demands.
- 1.55 The Council is aware of the concern over the loss of public access to a heritage site and, as such, have agreed with MDX that the most attractive parts of the building will be opened to the public. No heritage elements of the current building will be demolished but will instead be renovated or restored, subject to obtaining listed building consent.



Car Parking

- 1.56 To address the parking issues raised through consultation, the large car park on the Burroughs and Osidge Lane car park have now been removed from the scheme. The Fuller Street car park

⁹ Activist Report, p.72

¹⁰ Activist Report, p.51

is now proposed as the new location for the PDSA, with all parking spaces lost from this car park will be relocated very closely nearby within the Prince of Wales estate.

- 1.57 Further, MDX accommodation contracts will state that students cannot bring cars to the University campus or student halls. They will be unable to apply for parking permits in Car Parking Zone (CPZ) area, unless students have exceptional circumstances, such as medical conditions, whereby they require their own vehicle. Necessary parking spaces will be provided for individuals living in the affordable accommodation.
- 1.58 There is no net loss of public parking from the Hendon Hub development - the 31 existing car parking spaces on the Fuller Street site will be re-provided within the Prince of Wales estate, and the proposals include dedicated parking for the PDSA facility on the Fuller St car park.
- 1.59 The Council’s Town Hall car park spaces will also be re-provided within the main Middlesex University car park.
- 1.60 Removing the Burroughs and Osidge Lane car parks from the scheme means that these car parks will continue to be used as they are at present.
- 1.61 It is therefore considered that the car parking provision of the scheme is deemed appropriate for the location. Any negative impacts to the public are being attempted to be mitigated as far as is possible.

Scale of Development

- 1.62 There have been discussions with LBB’s Planning Department through a formal pre-application (pre-app) process and they have been consulted as the design development of the scheme has evolved, with the ability to comment on the design proposals as they have developed.
- 1.63 Concerns around the scale and mass of the developments were raised during the consultation process. The following table provides a commentary on this by site:

Site	Commentary
B9	<ul style="list-style-type: none"> • The development on the B9 Site is considered to be at an appropriate scale as determined by the scale of surrounding buildings. • The current one-storey clinic is disjointed from the surrounding area, providing difficult access arrangements to the site.

	<ul style="list-style-type: none"> • The new buildings aim to resolve these issues
MC	<ul style="list-style-type: none"> • The current buildings are at the end of their useful life and are in need of redevelopment. • The project team has worked collaboratively with Planning and Heritage Officers, as part of the formal pre-app process, to employ traditional architectural treatments which will enhance the area. • The part of the site immediately adjacent to the St Marys church yard includes proposed buildings of a lower height and to aims to improve the special relationship between the Church yard and St Marys Church beyond. • Enhancements to the public realms are included in the design changes. • The east of the site will have a new street frontage which improves natural surveillance of the current ‘back of house’ space and enhances links to Sunny Hill Park and much improves the environment of St Marys and St Johns School.
RFC	<ul style="list-style-type: none"> • The proposed building design has been informed by a detailed understanding of these existing buildings, their importance, their setting, and the way that they are appreciated from the street. • The site provides the opportunity to improve the character and appearance of the Burroughs generally and enhance its facilities. • The scheme reflects the existing character of the Burroughs by providing three distinct buildings, each with their own architecture according to their purpose. In this way, the proposals extend the historic idea of a family of distinct but related buildings. The townscape gaps between the buildings reflect the layout of the buildings opposite, and the materials and general form of the buildings have been designed to reference those buildings. • The opening up of the space on the southern corner adjacent to the proposed new Library will create a new public space and a gateway to the Burroughs.

1.64 The project team have consulted with Historic England on various aspects of the scheme.

1.65 It is considered that the scheme provides a unique opportunity to maximise placemaking benefits and synergise the offer provided across The Burroughs. These include:

- Unified design via a cohesive concept scheme for The Burroughs, but that maintains the character of the area

- Ability to create a community hub by refocusing relocations of assets into prominent locations onto the redeveloped RFC site
- Delivery of proportionate saving in costs gained from including the three core sites, maximising value for money

Middlesex University Presence

1.66 Middlesex University (MDX) have a strong presence in The Burroughs. The University recognise that, whilst the majority of students are individuals who are respectful of the local area, there are people who do not uphold these standards. MDX is working to address the significant concerns about student behaviour that have been raised during the feedback from the consultation, by implementing various measures including:

- Increasing security patrols across the campus, student residences, and the wider area
- Increasing CCTV monitoring on campus (and off campus with LBB) to detect and address any inappropriate behaviour
- Providing support to students who are exhibiting inappropriate behaviours and other preventative measures
- Promoting the use of their 24-hour phone line to report instances of anti-social behaviour

1.67 In addition, conversations are ongoing with the Metropolitan Police Service for the opportunity to include a Safer Neighbourhood Team base of operations in a section of the new library to increase security presence in the area and offer a resident drop-in service. In addition to the placemaking improvements, such as street lighting and open spaces, the presence of anti-social behaviour 'hot-spots' are expected to decline through the new building design and the other measures being implemented. LBB and MDX will monitor other concerns should they arise.

1.68 LBB remains committed to working closely with MDX and supporting their strategic objectives to enhance student experience. The Council is aware that the public consultation has raised some concerns and comments that there is a perception that MDX contribute little to the local area, and a number of residents have expressed concern about intensification of the university's presence.

1.69 Since COVID, there has been limited opportunity for outreach by the University into the local community, however it is important to highlight the many benefits and contributions the University makes to Hendon and the local area:

- **COVID Response:** MDX has made a very important and significant contribution to supporting local residents and the healthcare system during the pandemic:
 - The university host one of Barnet's testing centres on campus, in addition to training over 2,000 nurses and other practitioners to carry out COVID vaccinations and other front-line services to the local population
 - The Design, Engineering, and Maths Department and fashion students have been developing PPE equipment such as visors and making scrubs for key workers
- The University is one of **Barnet's largest employers**, employing c.1,500 local and London-based staff
- Students provide a potential **pool of local labour**, which can benefit students and local businesses alike
- **Increased footfall and spend** in local business helps sustain local business
- Residents currently have **access to the University cafes and open spaces**, in addition to a range of sports facilities including the gym, football pitches, and tennis courts
- **Outreach to local secondary schools** in the borough, providing workshops to raise aspirations and get students thinking about skills and careers
- **Hosting public events**¹¹ such as the North London Careers Fair, annual science festival, and sports summer camps for children

1.70 There will be no net increase in student numbers as a result of this development and, whilst it is appreciated that some students may be in Hendon for more hours of the day than they are at present, many students do currently live in HMOs locally.

STRATEGIC CONTEXT

1.71 The OBC highlighted the following policy documents that are relevant to the proposed development, providing detail on each and its potential to impact to shape the scheme. The

¹¹ These events have, unfortunately, been unable to go ahead in the past year due to COVID restrictions and the need to protect the safety of students and staff but the university are keen to restart public events when it is safe to do so.

table below provides a brief description of each document and assesses whether there have been any material changes to the strategic context since OBC stage.

Policy Document at OBC	Date	Brief description	Material changes since OBC?
One Public Estate	Ongoing	An established programme seeking to support public bodies to make better use of their assets in partnership with other public sector bodies. LBB was successful in its application for OPE Phase 6 and 7 in 2017 and 2018 to unlock the potential of the council's assets in the Hendon area, in partnership with MDX.	N/A
Barnet 2024	2019	LBB's corporate 5-year plan to make Barnet a "pleasant, well-maintained borough that everyone protects and invests in", ensuring decent quality affordable housing, investing in community facilities, and deliver major regeneration schemes to create better places to live and work.	The Barnet Plan 2021-2025
New London Plan	2018	Strategic document produced by Greater London Authority (GLA) establishing policies regarding use of land across the region. Plan estimates the need for 3,500 purpose-built student accommodation units to be provided annually, with 50% of all developed units to be affordably rented when on council-owned land (35% if non-council land).	The London Plan 2021
LBB Housing Strategy	2015	LBB's housing strategy suggests a need to deliver an additional 27,000 dwellings between 2015 – 2025, with population expected to grow by 19% over the next 25 years.	2019 Housing Strategy Review Published
Middlesex University Strategic Priorities	2017-2031	Middlesex University's future is built upon a foundation of excellence in practice-oriented education and impactful research and engagement. The University creates knowledge and puts it into action to develop fairer, healthier, more prosperous and sustainable societies.	N/A
Community Strategy	2010	The 10-year community strategy establishes the core values and priorities of Barnet's communities for a strong safe community, healthy and independent living, investing in young adults and their families, and a successful London suburb. The strategy stresses the importance of involving communities in relocation through engagement. There are several community uses reaching obsolescence within the project boundary that are to be relocated by the scheme. The project team are currently in communication with Adult Services to ascertain whether the current provisions are fit for purpose and are working closely to determine current need, with the target for all community uses to remain within the Hendon locale in suitable, fit for purpose, accommodation.	N/A

Barnet's Covid-19 Recovery Framework	2020	<p>As a means to address the substantial impacts of Covid-19 LBB have mobilised resources to plan for recovery in a post-pandemic environment. The focus is to restore, reinvent and retain, with the aim of:</p> <ul style="list-style-type: none"> • facilitating social and economic recovery • taking opportunities for council and civic society to enhance and improve the borough • ensure effective, co-ordinated cross-sector approach • restore council services, project delivery and financial sustainability 	<p>Little change since OBC – the teams are constantly improving and developing the strategy but the core principles and objectives remain constant</p>

1.72 From this, there have only been minor changes since the OBC strategic context assessment was conducted, namely:

The Barnet Plan 2021-2025

1.73 An update to LBB's Corporate plan was issued earlier this year and continues to support the delivery of quality, affordable housing and community services. Making Barnet a thriving space is central to the proposed development.

1.74 Relevant policies for the Hendon Hub scheme contained within the plan include to create:

- A space to help residents, especially young people, into work
- A place that allows growth of a connected, entrepreneurial, and thriving borough, with fantastic facilities for all ages, enabling people to live happy and healthy lives
- A place fit for the future, where all residents, businesses and visitors benefit from improved sustainable infrastructure and opportunity
- Adopting preventative measures to help people remain healthy, happy, and independent in all aspects of life
- A strong cohesive community, where diversity is celebrated, and everyone has equal opportunity regardless of their background to access fantastic facilities

1.75 The improvements across Hendon are intended to encourage the further development of a sense of community locally, improving the existing facilities and providing safe and affordable accommodation for valued residents and vulnerable people. The improved university offer will

provide state of the art accommodation and facilities – many of which will be made available to local residents.

The London Plan 2021

- 1.76 The New London Plan was formally adopted on 2 March 2021 and policy H15 aligns with the previous policy H17, in relation to Purpose-Built Student Accommodation (PBSA) development. There is no significant change between the two versions, and a continued commitment to 50% affordable housing provision for PBSA development on public-owned land.
- 1.77 There is significant continued support for student accommodation and facilities with “London’s higher education providers making a significant contribution to its economy and labour market. It is important that their attractiveness and potential growth are not compromised by inadequate provision for new student accommodation.”
- 1.78 As such, the published London Plan for 2021 continues to support PBSA accommodation developments and stresses the importance of adequate provision on the success of universities and their contributions to the local economy.

LBB Housing Strategy Review 2019

- 1.79 The recent review¹² of the evidence base supporting the 2015 strategy identifies a continued trend for increasing housing demand (the need to provide c.3,060 dwellings per year) in Barnet, within a difficult financial environment. The revised strategy focuses on a need for regeneration and growth plans to be delivered in a responsible and sustainable way. In response, all buildings at Hendon Hub will be delivered to BREEAM¹³ Excellent standards (increased from ‘very good’ at OBC), with sustainable development practices adopted as priority.
- 1.80 Other key findings from the 2015 review remain consistent, and the overall strategy is in line with the scheme and the provision of a wide range of accommodation, contributing to regeneration and growth in the area and supporting the rising population.

¹² Housing Strategy 2019, LBB, 2019

¹³ Building Research Establishment Environmental Assessment Method (www.breeam.com)

RATIONALE

- 1.81 The rationale remains consistent with that outlined in the OBC, with private sector developers and MDX alike having previously lacked the ability to realise development in this area, despite demand being present for new accommodation and placemaking improvements. As stated at OBC stage, this has been due to:
- Significant LBB land ownerships that are currently in use that prevent development
 - The fragmented nature of other ownerships and the issue of complicated land assembly
 - The uncertainty of re-provision of uses such as community organisations
 - The need for a comprehensive development solution at scale to ensure synergy across Hendon and value for money
- 1.82 The above continues to be evidenced by the failure of the private sector to redevelop or construct additional student accommodation or other facilities within the area.
- 1.83 Consequently, intervention by the council is considered as being justified on the basis of the market failure, LBB's extensive local land ownerships, and the opportunity to optimise the use of valuable landed assets, plus the opportunity to deliver affordable housing and community benefits through the viability of other land uses on the sites.

1.84 A holistic development programme in Hendon would deliver:

- Significant contributions to affordable housing demand in the area, through improved access to student accommodation (50% of which will be at affordable rents), key worker housing, and homes for independent living, fulfilling strategic objectives of LBB
- An improved community offer and a new state of the art modern Library
- Improvements to the public realm, green spaces, and overall connectivity across The Burroughs
- Core OPE objectives being achieved by creating economic growth through new homes and jobs, generating efficiencies through cash receipts, and reduced running costs
- A cash injection into LBB finances, providing the best value for the Council, enabling it to maintain frontline services
- Reinforcing LBB's strategic partnership with MDX, improving the university's reputation and stimulating investment in the local economy, with MDX increasing their commitment to further engage with residents to provide further local benefits to the community and address concerns raised by the public about student behaviour
- Continued public access to MDX facilities such as their gym, and the new Arts and Cultural building for cultural events, in addition to access to the listed elements of the current library building, including the ornate 2nd floor reading rooms.
- A potential free of charge local base for the operations of the Met Police's Safer Neighbourhood Team to improve safety to local residents, amplified by improved lighting and CCTV to the area
- No net negative impact on car parking, with 2 car parks removed from the scheme, and 100% replacement of one car park proposed for the PDSA

1.85 Community Infrastructure Levy (CIL) contributions from the scheme will secure funding for local infrastructure.

OBJECTIVES

- 1.86 The project-specific objectives remain the same as discussed in the OBC and are informed by LBB's development objectives, alongside Barnet 2025 and the defined market failure.
- 1.87 Changes to the scheme to maximise community benefits have resulted in the total number of student accommodation units reducing below the 600-figure stated in Objective 4 below. However, the scheme continues to be fundable, with the additional placemaking benefits improving the proposed development as a whole.
- 1.88 These objectives are:

Objective 1 - Placemaking

To assist towards a people-centric approach to design, planning and delivery of public spaces, demonstrating: 1) take-up of underused and underemployed land within The Burroughs, 2) sustainable construction producing flexible buildings that will endure the lease term of 40 years and beyond, and 3) the buildings can achieve BREEAM Excellent status as a minimum, 4) excellent design and an improved campus for MDX, 5) green space improvements plus more greening of the main thoroughfares

Objective 2 - Maximising Returns

To maximise returns on investment (either capital receipt, or revenue, or both) ensuring that, as a minimum, annual revenue returns to the Council are in excess of the c.£1m current rent roll that will be extinguished by the proposed development.

Objective 3 - Maximising Pace of Returns

To phase the development to maximise the pace of returns, with the first release no later than 3 years post expiry of judicial review (JR) period on Phase 1 planning.

Objective 4 - Support Housing Objectives

To support the Council's housing objectives by constructing approximately 600 student accommodation units (equivalent to 200 new homes) plus 61 affordable housing units

Objective 5 - Minimise Risk

To minimise design, funding, and construction risk via, for example: 1) delivering development in phases, 2) the use of contingencies, and 3) the employment of a delivery partner and with incentives to control costs 3) Use of contracts to manage risk

Objective 6 - Maximise Social Returns

To maximise social return on investment through the provision of procurement opportunities for local companies and the creation of apprenticeships as part of construction process, as well as enhancing existing community uses. Improved and modern library facility.

Section 2 – Economic Case

INTRODUCTION

- 2.1 The economic case assesses the market demand for the proposed project in addition to revisiting the third stage of optioneering from the OBC, assessing Public Works Loan Board (PWLB) versus private funding mechanisms to finance the development.

ECONOMIC CONTEXT

Introduction

- 2.2 The economic context for Hendon Hub is predicated on harnessing the existing resources of MDX to deliver substantial returns to the local economy and ensuring that affordable residential accommodation is available to local people and students alike. This sub-section reviews the context identified in the OBC, providing an understanding of the economic gain and the consequent need for the proposed intervention.

OBC Review

- 2.3 A summary of the analysis follows, identifying any changes since the OBC where applicable:

LBB's Strategic Partnership with Middlesex University

- 2.4 The OBC identified that:
- The higher education sector contributes £1 in every £24 of UK GDP¹⁴
 - The University is one of Barnet's largest employers, employing c.1,500 local and London-based staff
 - MDX contributes c.£289m to Barnet's GDP via employment and local business reach¹⁵
 - The proposed rents for student accommodation, 50% of which is affordable, is suitable given the proximity to the main campus

¹⁴ The Economic Impact of Universities in 2014-15, Oxford Economics, 2017

¹⁵ Financial Statements 2019-2020, Middlesex University London, 2019

- Students provide a potential pool of local labour, which can benefit students and local businesses alike
- 2.5 Improved MDX facilities would also facilitate economic benefits such as increased footfall and spend in local business to sustain their local business to sustain their local presence.
- 2.6 University performance is improving since the onset of Covid-19, with turnover estimated at £40bn p.a., and more than 500,000 people employed nationally. The number of university applicants is continuing to rise from within the UK and outside the EU in all universities, creating demand for improved sustainable facilities and accommodation.
- 2.7 Middlesex University are 3rd in the UK in the Times Higher Education Young Universities rankings and 92nd in the world. Middlesex University maintained its ranking top 750 the 2022 and 2021 QS World University Rankings, compared with its ranking in the top 1000 in the 2020 rankings. This improvement follows a consistent fall between 2016 and 2019. Sustaining this improvement requires investment that the university are unable to carry out on their own due to land ownership limitations identified previously.
- 2.8 Middlesex University's vision of its future includes:
- Becoming a global university with a strong sense of community
 - Directly and indirectly supporting over 4,000 jobs
 - Continuing to support the local economy, with staff and students currently spending over £70m in Barnet per annum
- 2.9 LBB recognises that MDX has a vital role to play in providing educational opportunities in Barnet and providing new state of the art teaching, learning resource, and research facilities.

Student Accommodation – Supply

- 2.10 The need for additional student accommodation within proximity of the MDX main campus has been justified within the OBC and is reiterated here.
- 2.11 The supply of student accommodation in the proximity to The Burroughs is limited. The figure below shows the existing accommodation offer available to MDX students¹⁶. Usher Hall, located on The Burroughs, is the most accessible to main campus users but is only able to

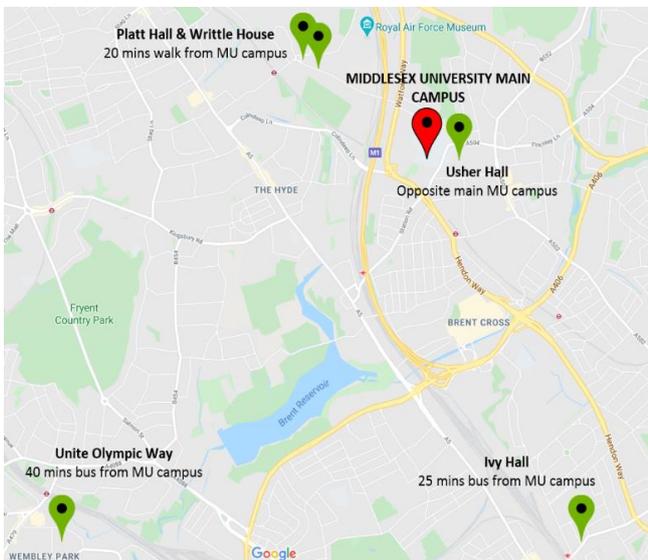
¹⁶ Accommodation, Middlesex University London Web Page, 2020

accommodate 182 students. Other provision is more remote and, as a result, many 2nd and 3rd year students have taken up private rental agreements in the surrounding residential area.

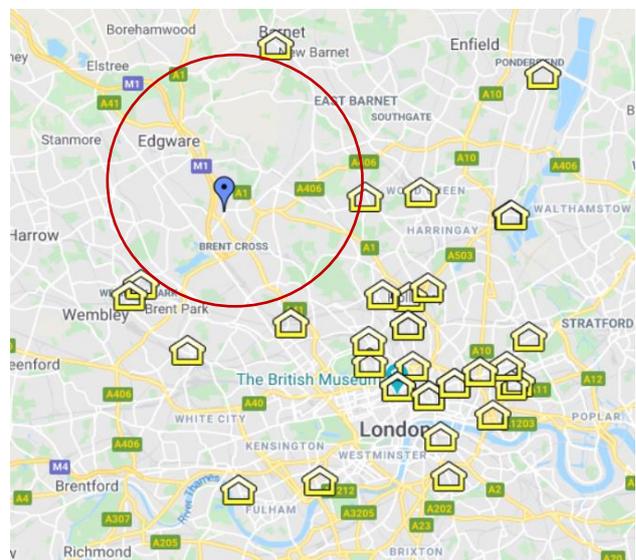
2.12 The location of private student accommodation halls, reflecting the supply available to MDX students across London, is also shown below. There is a clear absence of accommodation in a large radius around the main MDX campus, meaning the private halls offer is also extremely limited.

2.13 This limited and remote provision is detracting from student experience and creating the need for students to use cars to visit campus.

Current MDX student accommodation distribution



Private Student Halls Accommodation Offer, London



2.14 MDX are seeking to close these remote halls at Wembley as travel is very difficult for those students to the campus and the remoteness detracts from the student experience. There is therefore an additional requirement to relocate those spaces (c. 600-800 units) to Hendon.

Student Accommodation - Affordability

2.15 Providing an affordable student accommodation offer is essential for the success of the scheme as student incomes rising at a lower rate than the inflation of rents within the scheme could impact MDX’s overall ability to adhere to the terms of the 40-year lease.

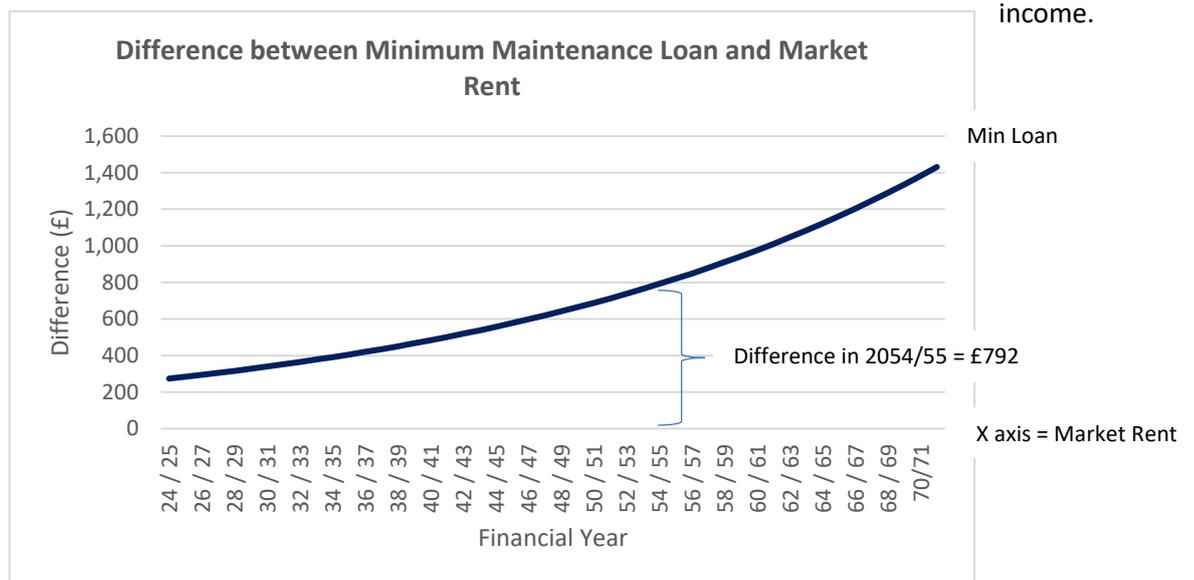
2.16 The rent payable by students for the open market student accommodation in the scheme is deemed appropriate, with a small premium over comparable accommodation being achieved due to the proximity to the main campus, which could yield savings from travel costs of c.£18p.w.¹⁷. Further to this, the rents are sustainable in the future in line with student incomes. The 50% affordable rented units are lower than comparable rents in the area, increasing affordability. All rents agreed with MDX are considered as affordable and sustainable into the long term.

2.17 Student maintenance loan amounts for students living in London are increasing annually by c.3%. The rent charged for the accommodation within the scheme is set to increase by a similar rate (cap and collar of 1-5%), so Bank of England RPI rates of 3.07% have been assumed.

Year	Minimum (>£70k parental income p.a) ¹⁸	Maximum (<£25k parental income p.a.) ¹⁸
2020/21	£5,981	£12,010
2021/22	£6,166	£12,382
% change	3.09%	3.10%

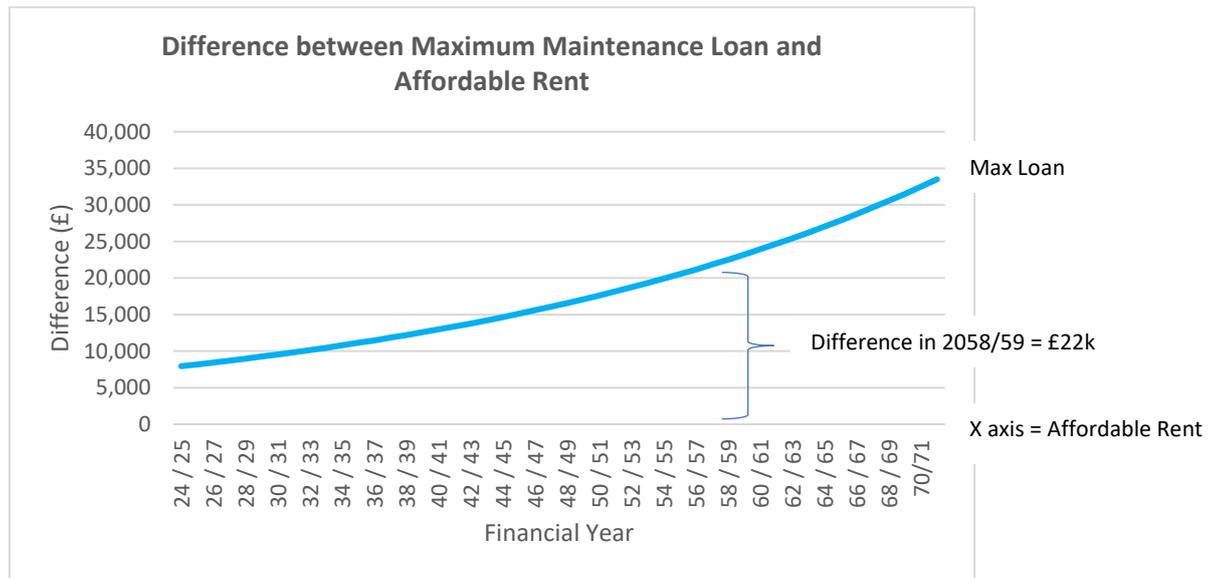
2.18 The affordability of the student accommodation element of the scheme has been forecast against student income from maintenance loans to demonstrate that this is sustainable. The difference (student loan minus rent) is modelled below.

2.19 It has been assumed that those receiving the minimum student maintenance loan would rent at market level, with those receiving the maximum renting at affordable level due to parental income.



¹⁷ The cost of a weekly travel card from current accommodation in Wembley

¹⁸ <https://www.gov.uk/student-finance/new-fulltime-students>



2.20 The assessment detailed above demonstrates that for the duration of the MDX leases, student maintenance loans will be consistently above the rent levels projected for Hendon Hub. Furthermore, this does not include additional student incomes such as part time work and support from families, meaning the affordability is likely stronger than reflected in the above.

2.21 The affordability of other elements of the scheme, including community services and academic facilities have been validated by CBRE and are agreed in principle with service providers through Heads of Terms and memorandums of understanding.

Other Scheme Elements

2.22 Additional commentary is provided to further justify the development based on market support.

Affordable Accommodation and Homes for Independent Living

2.23 A new element to the scheme since OBC is the replacement of some student accommodation on the MC site with homes for independent living. This housing provision will support young adults who have recently left the care system to live independently and affordably while they work. Similarly, affordable accommodation has also been introduced to the scheme since OBC and will help support those who often find their income does prohibits them from living locally.

2.24 61 affordable housing units replace c.190 student accommodation units (that were included in the OBC). This significant drop in numbers is primarily due to the average size per unit being

significantly larger for the new affordable accommodation proposed (see table below). In addition to this, factors such as self-contained kitchen and living space, and outside areas further increase the space requirements.

Student Accommodation	Homes for Independent Living	Affordable Accommodation
11.5 sqm	23sqm	Between 37 - 70 sqm

2.25 The difference in accommodation space provided between OBC and FBC is summarised in the table below:

Gross Internal Area	OBC	FBC
Student Accommodation	(792 units) 19,764 sqm	(583 units) 14,327sqm
Independent Living for Young adults	N/A	1,556 sqm
Affordable Accommodation	N/A	2,329 sqm
Total Space	19,765 sqm	18,212 sqm

2.26 There has been a decrease in the overall area to be provided for accommodation and residential living due to a reduction in building heights since the scheme proposed at OBC.

2.27 The Strategic Housing Market Assessment (SHMA¹⁹) for Barnet identified a need for 76,500 homes to be delivered between 2016 and 2041, with 3,060 dwellings per year across all tenures. The requirement for affordable homes across the 25 years is projected at 17,600, resulting in an annual requirement of 704 affordable dwellings per annum. It further identified the trend for Barnet showing an increase in lower quartile house prices over the previous five years has been greater than for Greater London as a whole, with affordability worse than for Greater London.

2.28 Being in Greater London, Barnet is an expensive place to live, with private rents considerably higher than the national average, and an average house price of £555,000 (2020). This is compared to an average annual salary of £34,999 in 2020 that results in an affordability ratio of 15.9 times their annual salary to buy a home. The gulf between earnings and house prices

¹⁹ London Borough of Barnet Strategic Housing Market Assessment Update, Opinion Research Services, 2018

in Barnet is the largest since records began in 2002 when the house-price-to-income ratio was 7.4 and has increased by 19% since 2015²⁰ where it was 13.3.

- 2.29 The provision of affordable housing for independent living and affordable accommodation will go some way to help bridge this gap and support those who struggle to access housing. It will also fulfil a core strategic priority for LBB and will be in high demand from a variety of end users, from market research carried out to date.

Commercial Market

- 2.30 Hendon is not considered to be a strategic commercial location, with most office take up from small businesses and larger organisations already established in the area. Take-up of commercial property is dominated by small units. There are few large office lettings of note, and CBRE have validated the rent levels for the academic accommodation for MDX.
- 2.31 Additionally, the provision of small scale additional ancillary retail units around the MDX main campus is appropriate, with the potential to capture higher rents, as validated by CBRE.

Summary

- 2.32 Consequently, a multi-faceted intervention continues to be justified by:
- The need to provide affordable accommodation for students and residents living in the area;
 - The lack of availability of housing options for a significant proportion of MDX's population;
 - The creation of employment from the development, improvement of workspace for MDX staff and the need to strengthen MDX as a large employer of local people.

MARKET DEMAND AND LEASE ARRANGEMENTS

- 2.33 The economic case for the development remains robust, with most of the projected rental income guaranteed by MDX, subject to final Agreement for Lease (AFL) being signed. The AFL is progressing well in its commercial negotiations to confirm scheme changes and is expected to be signed shortly. The key terms remain as highlighted in the OBC, but the academic term length has reduced from 42-weeks to 40-weeks, slightly reducing annual income receivable

²⁰ House Price to Residence-Based Earnings Ratio, ONS, 2021

from MDX. Terms of lease with MDX are between 40-42 years and are co-terminus on the expiry of the overall lease.

- 2.34 The reduction in the number of student accommodation units has resulted in a reduction in income from the MDX lease arrangements since OBC, but this is replaced by an increased annual income payable directly to LBB from the proposed affordable accommodation above the new Library, the homes for independent living, and the health and wellbeing centre that have now been introduced into the scheme. All rents are estimated at present, based on CBRE advice and market research.
- 2.35 The economic case continues to be strong, with c.90% of the overall rent guaranteed based on the proposed MDX lease agreement, and significant interest in the market for the remaining assets.
- 2.36 New accommodation is being re-provided for the existing community uses that are being displaced by the new development. The project team are finalising heads of terms for these units and new CBAT leases will be put in place in due course., subject to approval by Committee. A memorandum of understanding is also being agreed with the Library service, for their relocation to more modern facilities.

OPTIONEERING

Introduction

- 2.37 The OBC established the recommended form of the development that was most appropriate at the time, with the scheme being further shaped by public consultation and the realisation of further community benefits now included, as discussed in Section 1.
- 2.38 It also discussed the preferred funding mechanism for the scheme, concluding that financing through HM Treasury's Public Works Loan Board (PWLB) was suitable as the base case, but a final recommendation would be brought forward for decision at FBC on the basis of whether the private funding approach could better this, following more analysis and soft market testing.

2.39 Five financial principles which were agreed at OBC sign-off have been modified to best suit the FBC recommendation on the funding route and are as follows:

•The General Fund to be protected from costs during the term of the lease to MDX insofar as it is practically possible, recognising there may be losses of income in the early years to be managed; and the overall scheme is to generate a long-term financial return to support service delivery.

•Where a recommendation to access Private funding is made, it is preferable the deal should stand on the MDX covenant where it is fundable in the market and subjected to a full risk assessment.

•As part of the overall risk assessment, investigations will be undertaken to consider how to protect LBB from financial risks, through adoption of the MDX covenant where possible

•Where a recommendation to access Private funding is made, the mitigation of construction risk is a priority, with appropriate mitigation methods in place.

•Any leases signed with MDX through the deal are to be full repairing and insuring leases.

2.40 This FBC revisits the funding options to recommend a preferred funding route, private or public.

Options Assessment

2.41 The two options being revisited remain the same as per the OBC:

- **Private Option** – adopting a forward-funded²¹ “private placement”²² model whereby MDX sign an agreement to lease, with the subsequent grant of leases for each building for circa 40 years upon practical completion (PC). This would release a payment to LBB from the Funding Partner (the gross development value) to cover the development costs, crystallise land value, and pay a development profit to LBB. At the end of the 40-year term, LBB would have reversionary rights to repurchase the assets for £1, at which time LBB could own the assets and receive rent from MDX on a new leases basis to be agreed.

²¹ Whereby LBB finance construction costs through borrowing from a funding partner, with the fund having agreed to purchase all assets at practical completion

²² Income strip models are an alternative private option assessed within the Commercial Case, a private placement approach has been assumed in the base case due to stronger fund appetite

- **Public Option: Public Works Loan Board (PWLB)** – a maturity loan over 50 years would be taken up with the PWLB on a fixed interest basis to cover capital outlay of the proposed development, plus MRP, starting at PC. LBB would undertake the development and grant leases after PC in favour of MDX for 40 years as above. LBB’s freehold ownership of the assets would be maintained throughout.

2.42 Accordingly, a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis follows to determine the recommended funding solution going forward into the commercial and financial case.

Public Option SWOT Analysis

2.43 The PWLB financing approach involves the following:

Strengths	Weaknesses	Opportunities	Threats
Lowest development cost, net of finance, due to minimal lease fees and no fund acquisition costs	Operating at a deficit in the short term (with additional interest needed to finance this), in addition to short term deficit in the GF	Annuity MRP Calculation post 1 st April favourably spreads costs in early to medium term	LBB would be at risk should MDX default on rent payments for 40 years and therental income stream is subject to market volatility
LBB retain all rental income from the development	No ability to receive up front income/refund of costs spent to date		Government willingness for PWLB borrowing decreasing over the years (recent restrictions to purely regeneration projects)
Reduces long-term risk of economic volatility impacting on the cost of debt, fixing PWLB rate at project start	Poor affordability implications on the general fund		No lease premium so increased risk of extent of returns to LBB across the period
‘Safe’ option – regular Council borrowing strategy; familiarity with the process	Significant total interest payments		Could restrict borrowing for other council schemes in the future

Private Funding approach

2.44 The private funding approach has the following strengths and weaknesses:

Strengths	Weaknesses	Opportunities	Threats
Highest return and Net Present Value (NPV) ²³	Higher costs due to fund costs and fees that would be paid by LBB	Likely that no stamp duty applicable due to proposed SPV structure (please see Commercial Case for further detail)	If LBB are required to guarantee the lease to the fund in lieu of MDX, it presents a similar risk present as per PWLB over the term in the event of MDX default
Strongest affordability implications on the general fund		Off-balance sheet borrowing from SPV structure so no impact on standalone statements	Variable bond rates in most offers (potential to move out – likely due to increase of RPI to 3.07% from 2.5%)
Debt-free income outside of leases with MDX is accruable directly by LBB		Strong market appetite gives power to influence deal and get better terms/financiers on board – e.g. re ethical investment, reputation, GDV etc	LBB may be required to create provision in standalone accounts if MDX default, may not be feasible/affordable
Strong appetite shown through both stages of soft market testing – every funder willing to invest on the LBB covenant, improved appetite on MDX covenant		Deferred revenue stream to assist with current Medium-Term Financial Strategy (MTFS) pressures and ability to re-invest for future gain	
LBB able to step away post construction if MDX sign the leases, reducing financial and reputational risk			

²³ **Net Present Value (NPV)** is the difference between the present value of cash inflows and the present value of cash outflows over a period of time. The NPV allows comparison between PWLB and PP funding models

Discussion

- 2.45 The five financial principles outlined above from the OBC prioritise the reduction of risk and the protection of the general fund. The PWLB approach, based on the SWOT analysis above, demonstrates that LBB continue to remain liable for MDX rental payments across the 40-year lease term. Further to this, a deficit is created within the General Fund in the short term.
- 2.46 This FBC consequently concludes and recommends that the private funding approach outperforms the PWLB route based on the returns and risk profile (detailed further in the commercial and financial case), due to the following issues with the PWLB option:
- Poor affordability implications for the General Fund in the short term, generating a loss in the first five years
 - Relatively low financial return based on a comparison of NPV against the most prudent private funding solution
 - LBB bearing risk across the 40 years post scheme completion, being wholly beholden to the financial performance of MDX as its tenant
- 2.47 The PWLB value for money and affordability implications are detailed further in financial case and support ruling out this approach.
- 2.48 The impact on equalities across all funding routes is assumed to remain the same. Council officers will undertake due diligence on all potential funding partners to ensure this remains the case.

Section 3 – Commercial Case

INTRODUCTION

- 3.1 This case assesses the extent to which the financial proposition of the scheme detailed previously, is in commercial demand by the private market. It uses the results of the soft market testing addendum provided by KPMG in May 2021 (an update from the report issued informing the OBC in November 2020) in order to assess the strength of a privately funded option.
- 3.2 The testing for this FBC was carried out by KPMG from a brief prepared by council officers and the project team, that set out a proposed deal structure, the project income, and its costs, as validated by the professional team. KPMG used the brief to approach financiers, receiving approximately ten responses. The whole market was not approached as this was a soft market testing process only. The result showed a strong indication from the market that the proposed funding structures are deliverable and provides estimates as to the potential financial offer, being mindful of the fact that the market can change due to a number of factors, and this will be carefully monitored on an ongoing basis.
- 3.3 Two structures have been tested within the financing market, both variants of the private funding approach from the OBC stage. These are:

• **Option 1: Private Placement** – Unlisted debt securities offered directly to a limited group of institutional investors rather than through the public markets. In the proposed structure, a special purpose vehicle (SPV) will issue 40 year debt to a financier, use the proceeds to develop the asset and lease the asset to MDX for 40 years, using rents received to repay the debt. LBB would have reversionary rights to the asset for £1.

• **Option 2: Income Strip** - A funding arrangement where the financier buys a long leasehold interest in the site, develops the buildings and enters into a long lease to LBB or MDX for a 40 year period. The rent is fixed and subject to annual increases linked to RPI or CPI (inflation measures). At the end of the lease term LBB has the right to acquire the asset back for £1.

- 3.4 The OBC considered two potential options for each private funding route:
- **MDX Covenant:** Whereby LBB would exchange an agreement for lease (AfL) with MDX and then sell the right to receive the income agreed in that AfL to an investor(s). The investor(s) pays a premium to LBB for its interest and the right to receive income over the term of the leases. LBB would be required to guarantee the construction phase of the scheme, drawing

down money from the fund(s) throughout the build period to pay for the development costs. Upon practical completion, LBB's liability would end and MDX would continue to have a contractual relationship with the investors for the length of the funding agreement. At the end of the 40-year leases, LBB would have reversionary rights to acquire the asset for a nominal price – usually for £1. The total funding amount raised from a funding partner in this scenario would be directly related to the credit strength of the MDX.

- **LBB Guarantee:** The transaction could be structured as above, but LBB would 'guarantee' the transaction during the construction period and over the 40-year lease. In this scenario, should MDX default on their rental payment then LBB would be required to step in under the guarantee and meet any payments due to the funder.

SOFT MARKET TESTING

3.5 At OBC, the soft market testing in May 2020 found that funding institutions did not have the appetite to fund the MDX. This was in part due to that the impact of Covid-19 on the higher education sector which meant they had restricted appetite to lend to higher education institutions outside of the top 40 HEIs in the UK. Since OBC approval, another round of soft market testing has been undertaken by KPMG on behalf of the project team.

3.6 The soft market testing was primarily conducted to inform the structural solution of the transaction and understand what is deliverable (especially MDX v LBB Covenant). The soft market testing confirmed:

- That there is a strong appetite for the LBB covenant as either a private placement or an income strip.
- There was greater interest from UK funds in the LBB covenant option due to its credit strength as a government entity.
- A single UK fund from the income strip market and a US investor from the private placement market stated their interest to finance the transaction with the MDX covenant.

3.7 The intention of this soft market testing was not to test every possible provider of finance comprehensively or to run a structured process to get the best terms. It was simply to understand the deliverability of each solution. As such, final offers from funding partners could vary from those presented at FBC. While none of the UK funds have expressed interest in the MDX covenant for a private placement deal, the market conditions may change by the time of

financing. Current trends suggest that the financing market is becoming more comfortable with UK higher education sector risk post COVID-19 pandemic.

- 3.8 The soft market testing highlighted that the cost of debt would be materially lower for the LBB covenant than the MDX covenant. As such, LBB would receive a higher upfront cash receipt. However, LBB would be exposed to the long-term risk of MDX making payments under the occupational lease. The financial case provides commentary on the relative risk versus return for each covenant in further detail.

Private Placement vs Income Strip

- 3.9 There has been an improvement in offers since the expressions of interest stage at OBC on the MDX covenant where previously no private placement (PP) funding solution was possible. Both private placement results show strong gross development values (GDV). Alternatively, the offers receiving on an IS basis would return lower financing returns.

- 3.10 In addition to return, PP versus IS can be differentiated based on:

Factor	Private Placement	Income Strip
Financing Cost	Generally cheaper due to its greater liquidity and a larger pool of investors.	Generally, more expensive due to its limited liquidity and investor pool.
Investor Pool	One or more investors could fund the transaction.	Typically, only one investor would fund the transaction.
Liquidity	More liquid meaning that the debt securities can be traded. This increases value for the investor.	Limited liquidity, i.e. an investor would need to sell the title to the asset (including resultant transaction costs) to reduce their exposure to the transaction.
Financier repayment terms	The repayment profile can be structured to match the income profile of the asset. The transaction can be structured as fixed rate, index-linked or a combination of both.	The rent is fixed at the beginning of the lease and subject to annual increases typically linked to RPI or CPI.
Delivery Vehicle options	Could be used as a financing instrument for various structures.	Limited options available.

- 3.11 The value for money and affordability for PP is greater than that of IS and offers increased flexibility of terms of the deal and timings. Put simply, PP is generally a more attractive financial proposition for funds in the market. In the current market, the PP route is recommended as the preferred funding route, and the IS model is recommended to be dismissed at this stage, owing to its limited economic return and flexibility. This approach has been agreed with the

S151 Officer, following analysis by internal Treasury teams and the financial consultants, 31-Ten.

Delivery Vehicle

- 3.12 Tax and structuring advice have been obtained from KPMG, and a Special Purpose Vehicle (SPV) is recommended due to the ringfencing of risk for the Council, plus additional accounting and tax benefits.
- 3.13 The options for delivering and funding the Hendon Hub project have been narrowed down to the following:
- Using MDX's covenant through an 'orphan' SPV; or
 - Using LBB's covenant through either a wholly owned LBB SPV or an orphan SPV.
- 3.14 An orphan SPV is a separate legal entity that is a stand-alone entity not under the control of another, i.e. it is not a subsidiary of the Council nor any other. The use of orphan SPVs is common in structuring finance transactions, governed by a legal governing document which would include strict requirements on how the SPV should act and contract with various parties. The shareholder of the SPV would typically be a Trust, where a corporate trustee oversees activity.
- 3.15 The trustee would be a professional organisation, such as a bank or a legal firm, that undertakes this service for clients. At the appropriate point in the process, advice from appropriate parties would be sought, and a shortlist of potential trustees prepared who will be assessed on their experience, level of fees and other matters.
- 3.16 The trustee would be appointed during the financing process. LBB, the funding partner and the trustee would agree a 'Governing Document' which sets out the terms of reference for the Special Purpose Vehicle (SPV) which will include the various responsibilities and obligations of the parties.
- 3.17 Once the funding transaction is completed the Governing Document will commence and the trustee will start undertaking their responsibilities under it.

MDX Covenant

3.18 The proposed structure is as detailed in the diagram below, with the current intention to use the orphan SPV to enter into agreements with relevant third parties to:

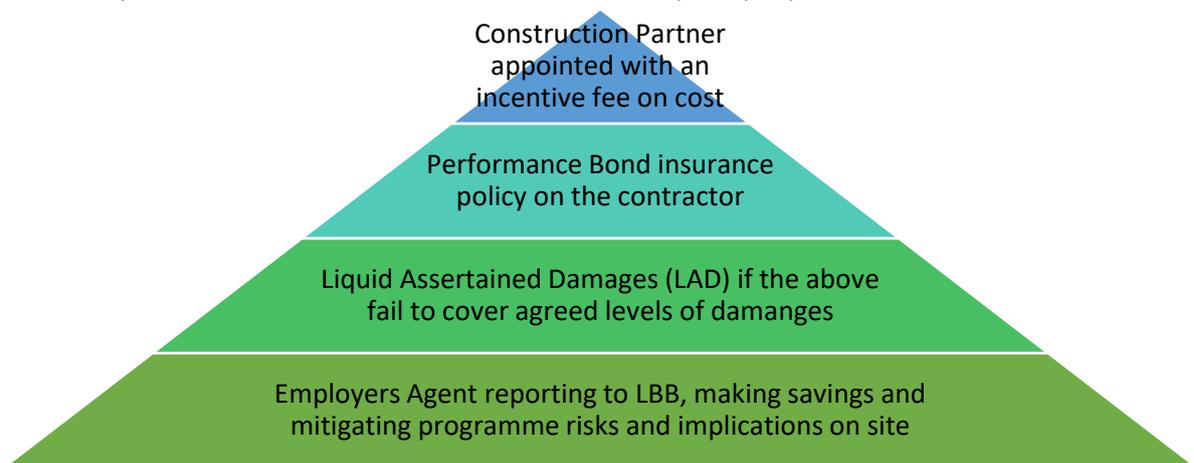
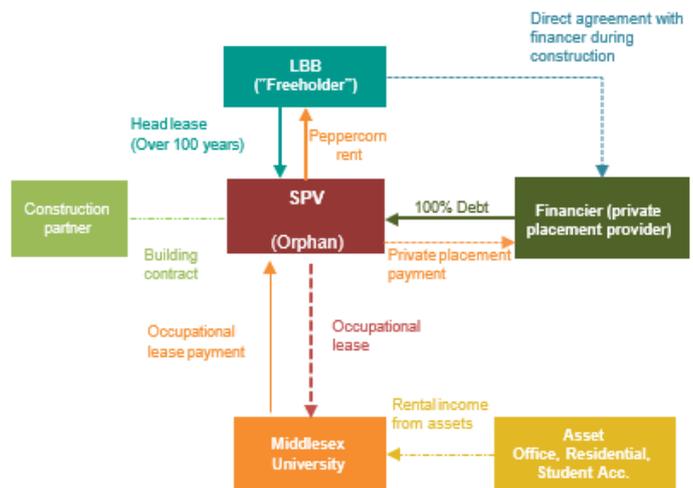
- Borrow money from a financier;
- Enter into a construction contract to carry out the development works; and
- Enter into the occupational leases with MDX.

3.19 Once the development is completed, the SPV would receive rental payments from MDX, as set out in their occupational leases, which would in turn be used to repay the funding partner.

3.20 Upon expiry of the MDX leases, providing the financiers have been fully repaid as expected, LBB would have reversionary rights to the asset for the payment of £1.

3.21 In all scenarios, LBB would be required to provide a guarantee to any financier until practical completion, ensuring the construction project is properly delivered. This would mean that LBB is exposed to the risk of debt payments to the financier during any period of delay to practical completion. It is considered that this risk can be principally backed off to the construction

Standalone SPV Structure: MDX Covenant



contractor through a fixed price contract with a robust security package (liability caps, liquidated damages for delay, performance bonding, substantial contingency on cost and design, etc), summarised in the diagram below.

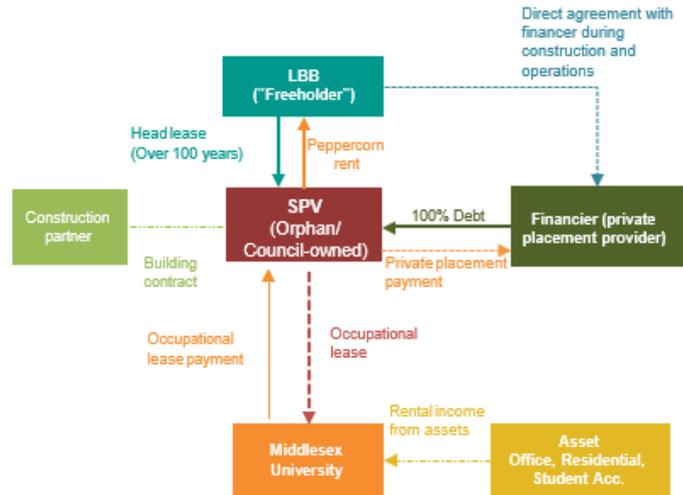
- 3.22 It is recognised that currently, there are many factors creating construction cost uncertainties such as the normal construction risks as well as Covid, with high construction material inflation rates, and labour shortages. The Council have hence wanted to ensure there are adequate construction cost contingencies for general construction risks as well as for inflation. Hence at this stage of the project design development, suitable contingency allowance has been carefully applied which include a 15% general risk contingency and a blended cost inflation rate of 9%.
- 3.23 A range of construction related risks persist that could influence the tender return costs from contractors and final outturn construction costs including market appetite, skills shortages, shortages of good, high quality labour, material shortages, further Covid lock-down risks, ground conditions on site and programme delays due to third parties. Whilst it is not possible to add cost contingencies to cover every eventuality, it is felt that the contingency allowances in place cover the likely market and programme variables and still unknown construction risks.
- 3.24 Under this scenario, once practical completion is achieved, the LBB guarantee would expire, meaning LBB would have no further exposure to the finance for the transaction, i.e. if MDX fail to make lease payments the relationship would be with the funder, not LBB.
- 3.25 Subject to the cost of finance achieved, a cash receipt would be payable by the SPV to LBB upfront (how much of this is payable on contract signature and how much at practical completion is to be determined but would likely be a combination of the two). It has been advised that this receipt would be a revenue receipt that can be drawn down annually over the life of the SPV and until the expiry of MDX's leases.

LBB Guarantee

- 3.26 In the LBB guarantee option, the SPV could be either be wholly owned by LBB or an orphan SPV. As with the MDX covenant above, the SPV would:
- Borrow money from a financier;
 - Enter into a construction contract to carry out the development works; and

- Enter into the occupational leases with MDX.

SPV Structure: LBB Guarantee



3.27 The principal difference under this option is that LBB would continue to guarantee the service of the debt from the SPV to the funding partner(s) for the duration of the debt period (the 40-year leases). In simple terms, this means that LBB would be guaranteeing MDX's performance under their occupational leases. As local government is considered to be a highly desirable covenant and hence less risky, the cost of debt would be materially lower and LBB would receive a substantially higher upfront cash receipt. Importantly, however LBB would be exposed to the long-term risk of MDX continuing to make payments under the occupational leases over the term.

3.28 In this scenario, the SPV would receive rents from MDX to repay the funding partner(s) and LBB would continue to have reversionary rights to the asset (for the payment of £1) at the end of the leases between the SPV and MDX after the full repayment of the debt to the financier. Suitable risk mitigation measures would be put in place should this option need to be pursued, including retention of receipts covering c.3 years of rental payments to cover potential losses. Risk modelling in the event of MDX default has been conducted and continues to provide positive returns to LBB due to the large cash receipt receivable on the LBB guaranteed approach.

3.29 An LBB controlled SPV would entail group accounts for all merged assets and liabilities for LBB, including those of the SPV.

3.30 Tax advantages, in the case of the LBB guarantee option, arise as the SPV acts as a subsidiary within the LBB tax group so no SDLT is payable by LBB or the SPV. In the MDX covenant option, SDLT is payable but restricted to a proportion of the cash receipt to LBB, net of cost.

Summary and Recommendations

- 3.31 In conclusion, the recommendation in this paper is that the private placement private financing route is pursued with a strong preference for the lower risk MDX covenant structure. If this route is not available at the time of going to market for final funding bids, the LBB Guarantee route will be pursued, but only with the appropriate further approvals.
- 3.32 KPMG have been advising on the transaction to date, specifically on the structuring, and seeking indicative funding offers through the two soft market testing processes that have been undertaken. In order to seek final funding offers, and final structuring advice, a procurement of an advisor will be required to be undertaken under an approved framework due to the size of the potential fee in this regard. This fee will be netted off the final financial settlement from a fund(s). The Committee is requested to approve this procurement. The development of the procurement process, including the negotiation and completion of legal agreements, is requested to be delegated to the S151 Officer, in consultation with the Chairman of P&R.

Conditions for Appointment

- 3.33 KPMG have further advised on the conditions for appointment of a fund that are typical for similar schemes. These include:
- **Development documents** including planning consent, budgeted costs, and due diligence reports
 - **Borrower information** including a certificate of incorporation or equivalent of the borrower, shareholders and guarantor
 - **Financial information** including financial statements of the borrowers, shareholder and guarantor on the date of utilisation and a detailed financial model with forecast
 - **Valuation report and surveys** including environmental reports and rights to light
 - **Insurance** including letter from insurance broker and evidence of professional indemnity insurance of the contractor, consultants, and sub-contractors
 - **Property title and lease documents for all relevant sites**
- 3.34 As such, the delivery of the above are pivotal workstreams and are essential to appoint a funder at the optimal time and receive the refund of costs to date and the cash receipt at the earliest opportunity.

- 3.35 It is likely that a funding partner would take a view on some of the items listed above should they not be achieved by the time funding bids are sought. If not, there is the opportunity for LBB to part-fund the development which would then be refunded by the funder upon appointment, or for funding to be obtained in phases across the scheme. This is not ideal, and the key dependencies for the scheme are being prioritised as workstreams. Further discussions will be had with funders post-FBC sign off and paperwork will be prepared ready to go out to market for the final funding offer at the appropriate time. A detailed reflection of LBB's position based on final offers in this regard will be reported in due course.

Summary

- 3.36 Overall, it is considered that the results from the soft market testing support the dismissal of IS as a potential funding solution based on the current market conditions. As such, a PP deal on both the MDX and LBB covenant is assessed further in the financial case. An SPV delivery vehicle is recommended to deliver tax benefits to LBB, with various incentive fees and performance bonds in place to protect LBB from construction risk.

CONSTRUCTION PROCUREMENT

Introduction

- 3.37 The procurement route for the development is yet to be formally agreed but conversations are ongoing between the project team and board members to ensure that the most appropriate solution is chosen.
- 3.38 At this point in time, the preferred approach is to utilise the Crown Commercial Service (CCS) Framework Lot 4 (£30m-£80m) with a view to appointing a Top 100 Contractor on a JCT 2016 Design and Build Form of Contract via a single stage selective Tender process.

Optioneering

- 3.39 The two procurement options that have been considered by the Team are via public procurement tender or the CCS framework. The advantages and risks of both options are outlined in the table below:

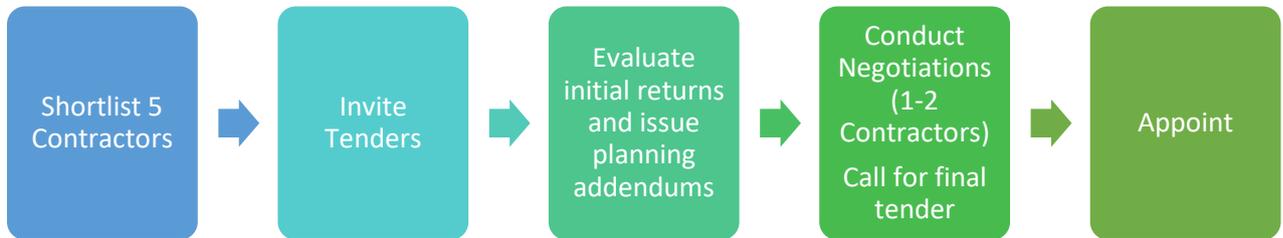
Public Procurement Tender	CCS Framework
Strengths	
Can be tailored to suit the needs of the contract	Reduced resource costs
Open to increased competition as not named by set suppliers	Procurement value supported through engagement with named Top 100 contractors and assisted CCS audits for financial stability
Requirement delivered through competitive negotiation	Pre-qualified contractors on the framework
Weaknesses	
Vulnerable to the market demand	Non framework suppliers cannot participate in the competitive exercise

RISK ANALYSIS	Pros	Cons
CCS Framework	<ul style="list-style-type: none"> • Time • Cost • Reduced risk of challenge from framework contractors • Pre-qualified contractors • 14 Top 100 Contractors in CCS Lot 4 • Suppliers on framework have the skills to deliver a complex procurement such as Hendon Hub 	<ul style="list-style-type: none"> • Scoring criteria weighting: Can be +/- 25% on price (25%) and quality (75%). I.e. can not increase price weighting over 50% • Reduced pool of suppliers (14no. max) • Contractors likely to prefer that a Bill of Quantities is provided by the Employer • Contractors do not participate due to preference for 2 stage tender to provide supplier cost certainty
Open Tender	<ul style="list-style-type: none"> • Complete flexibility on scoring criteria. • Likely to be circa 30no Contractors that are not on a framework but may be interested • Requirement delivered through competitive negotiation 	<ul style="list-style-type: none"> • Time should negotiation become protracted • Cost/resource – increased input (and cost) from procurement, legal and consultancy team • Range and capability of experience may not provide assurance for requirement delivery • Contractors do not participate due to preference for 2 stage tender to provide supplier cost certainty

3.40 Following market engagement (Expression of Interest) the CCS Framework has been identified as the preferred option due to the reduced resource cost and access to pre-qualified Top 100 contractors, which supports procuring in line with the programme timeline.

Tender Process

3.41 The tender process to appointment on the CCS framework follows a standard process:



3.42 It is the intention of the Project Team to complete a Contractor Selection process leading to a shortlist of 5 Contractors. The Employer's preference is to secure a Lump Sum Contract Price for each of the main primary sites.

3.43 In order to mitigate Project Delivery Risks it has been agreed with the Legal Team that a separate JCT Contract will be required for each of the 3 primary sites, RFC, MC and Building 9 as each of the contracts have different project drivers and deliverables and this was preferred to reduce risks compared to having a single contract with Sectional Completion.

Market Engagement

3.44 The CCS Lot 4 Contractors have been approached to verify that the contractors have the capacity and ability to carry out this contract and to understand their interest and to gauge their preference in relation to either utilising the CCS Framework or following an open market tender. Contractors consensus being that they would prefer to follow the CCS Framework rather than an open tender.

Summary

3.45 The Project Team have presented details of the preferred procurement route to the Project Board and a final recommendation and decision will be made by the project board regarding the procurement route, with involvement and agreement of council members through presentation to the Policy and Resource Committee and Governance Board both of which will be presented at a similar time to FBC sign off and will be reported separately.

SUMMARY

- 3.46 To conclude, at present there is substantial interest in the market to fund this development, which would deliver a lump sum payment to LBB. This is particularly strong in the case of the Council itself acting as guarantor to the deal across the construction period and the subsequent 40-year lease period. There is less interest in funding the deal with MDX as the guarantor on its own, at present, both in terms of the number of investors and the size of potential offer. However, the MDX covenant option is strongly preferred due to the lower risk profile and is recommended to be adopted should this be possible at the time. This evidence is carried forward to the financial case to test the private option against the public option: PWLB.
- 3.47 The commercial case has recommended the dismissal of the income strip private funding model due to the larger financing costs, reduced financial return, with minimal risk alleviation being possible to justify the lower returns.
- 3.48 Assuming the private option is adopted, approval of the recommended SPV delivery vehicle is requested to secure tax savings, subject to approval of the detail via delegated authority to the s151 Officer, in consultation with the Chairman of P&R. It is recommended that the contractor procurement strategy is based on the use of the established CCS framework.
- 3.49 The best funding solution for LBB will be pursued based on best offers and value for money, sought at a relevant time based on market conditions, via a competitive process. As such, the market will continue to be assessed post-FBC up until a satisfactory financial offer for the investment is secured.

Section 4 – Financial Case

INTRODUCTION

- 4.1 The financial case determines whether the proposed development is financially viable and confirms conclusions made in the economic case, assessing PWLB financial performance in comparison to the PP options.
- 4.2 The case is based on the offers received from the latest soft marketing testing, as reported in the Commercial Case, and rigorous financial modelling. All offers are indicative and at this stage and, for the sake of prudence, the lowest end of bids for each of the options have been used in financial modelling. These are provisional until a formal exercise to invite best and final offers is undertaken, following the recommended adoption of this FBC.

OUTPUTS

- 4.3 Based on the financial performance of each option, the recommendation made in the economic case to dismiss PWLB as a funding route is valid in the financial case, with the PWLB approach delivering significantly lower NPV and a deficit to the General Fund in the short term, which is not affordable for the Council through to the medium term. As well as this, the PWLB option still involves 40-years of risk exposure to the Council.
- 4.4 In all options there is a loss of income during construction phase that will be managed through the Growth and Corporate Services Medium-Term Financial Strategy.
- 4.5 Overall, the PP funding approach, based on either covenant, delivers significant return and NPV. Both covenants also have a positive impact on the General Fund across the 54-year period. Currently, the use of the LBB covenant shows greater return but the opportunity to reduce risk exposure through the MDX Covenant offer would ultimately be strongly preferable to LBB.

COVENANT

4.6 The decision between which covenant is preferable is requested to be delegated to the S151 Officer, in consultation with the Chairman of Policy and Resources Committee. The decision will be based on a clear set of criteria that are detailed below.

4.7 Market engagement will be monitored post-FBC on both covenant options. Five criteria have been agreed with LBB Finance to guide this decision:

- **Financial Return to LBB** – the relative financial performance of each covenant in terms of GDV and NPV, and total return to LBB post completion
- **Terms** – the extent to which the terms from the funding partner(s) are agreeable and flexible to LBB
- **Financial Risk** – the potential impact of MDX’s failure to meet rental payments during the operational period of the assets during the 40-year leases
- **Reputational Risk** – funding partners will be checked carefully to ensure that they do not engage in activities that may affect public perception of LBB or impact the Council’s reputation.
- **General Fund Impact** – the relative affordability of both options, determining which approach performs best in LBB’s accounts

4.8 A discussion on the current position against these criteria is as follows:

Deciding Criteria	LBB Guarantee	Middlesex University Covenant
Financial Return to LBB	The LBB covenant is more highly regarded than the Middlesex University covenant by the market, use of the LBB covenant generates the highest financial return	A lower financial return is generated but with a different risk profile
Terms	Soft market testing has demonstrated more competition and interest in the market due to the strength of the LBB covenant. This would be likely to provide LBB more influence over the terms of the deal	At present, only a US investor is interested in a PP deal on the MDX covenant, so the terms are not as strong as with the LBB offers. However, there is evidence of a greater appetite for the MDX covenant since OBC signalling this may further improve
Financial risk to LBB	There is a significantly increased risk in this scenario as there would	Significantly lower financial risk as LBB would have to provide a

	be a requirement for LBB to cover rental payments over the 40-year lease in the event of an MDX default until another occupier took over the leases, e.g. another university.	guarantee across the construction period only, after which their guarantee would end
Reputational risk to LBB	Due diligence would have to be undertaken on funders in both scenarios. Any potential default by MDX has the ability to impact LBB's covenant in the future.	Overseas investors are more unknown regarding reputational risk. Detailed investigation of ethical investment policies and full due diligence will be undertaken in both scenarios. UK investors may improve in the market by the time final funding offers are sought
General Fund impact	More positive across the term years	Still positive, with a significant contribution across the term years

- 4.9 The strong preference is to fund the deal based on MDX's covenant due to the balance of risk and return. At the point of seeking final funding offers, the market may decide that it does not wish to fund university covenants at the point of seeking final funding offers. In that case there may be no alternative but to pursue the LBB guaranteed option, but this decision will be made at that time, and with the particulars of each deal to hand. Further investigation as to the mitigation of risk would be further modelled in that scenario.
- 4.10 LBB Treasury officers have approved the principle of the proposed financing route and relevant delegations requested.
- 4.11 A series of sensitivity tests have been conducted to ensure that this recommendation will hold against changes to the market, such as cost inflation, rental escalation rates, a deduction in the PWLB borrowing rate, and a decrease in offers from the funding market. A series of analysis has also been conducted to assess the impact of MDX default should LBB back the private funding deal. In all instances, the PP route continues to outperform PWLB on balance between risk and return to LBB.

QUANTITATIVE BENEFITS

4.12 The Hendon Hub development is expected to generate significant quantitative benefits in the form of jobs created and safeguarded, and gross valued added (GVA). GVA is the measure of the value of goods and services produced by the development.

Construction

4.13 Approximately 672 construction job years are generated across the development, with the GVA per annum per construction worker calculated to be £49,566. The number of construction years is then multiplied by this GVA per annum, giving a **total construction GVA for the entire scheme of £33.308m.**

4.14 To calculate the number of jobs, the construction job years are divided by the standard assumption of 10 years per full time employee (FTE) to determine the gross number of construction jobs created by the scheme to **total 67 FTEs.**

4.15 HM Treasury Green Book criteria states that in order to assess the true effects of a project, “additionality factors” must be applied. As such, the deadweight, leakage, and other additionality factors as summarised in the table below are then applied to arrive at a **net** number of construction jobs created by the scheme of **40 FTEs.**

Additionality Factor	Definition	Proportion
Deadweight ²⁴	Considers what would happen anyway, without the intervention	0.90
Leakage	Proportion of outputs that benefit those outside of the target area (in this case: Greater London ²⁵)	0.83
Displacement	Proportion of outputs that are expected to cause a reduction in outputs elsewhere within the target area	0.57
Substitution	Where a firm/public body substitutes one activity for a similar one (e.g. recruits a jobless person while another employee loses their job)	0.96

²⁴ Research to Improve Additionality Assessment, BIS, 2009²⁵ Please note that due to limitations on available information, the scope of this assessment has been unable to narrow down to the Barnet level, instead additionality is assessed at a regional level.²⁶ Regional GVA Estimates and Employment rates by industry, London Datastore 2019²⁷ FTE = Full Time Equivalent employee²⁸ These are correct as at today but may change due to market conditions and some of the key dependencies of the scheme changing.

²⁵ Please note that due to limitations on available information, the scope of this assessment has been unable to narrow down to the Barnet level, instead additionality is assessed at a regional level.²⁶ Regional GVA Estimates and Employment rates by industry, London Datastore 2019²⁷ FTE = Full Time Equivalent employee²⁸ These are correct as at today but may change due to market conditions and some of the key dependencies of the scheme changing.

Multiplier Effects	Further economic activity brought about by additional income, local supplier purchases and longer-term development effects	1.46
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Operational

- 4.16 The end-user jobs are the total number of full-time equivalent employment positions **generated** by the scheme post-completion. Job estimations for MDX facilities have been provided by contacts at the Higher Education Institute (HEI). The retail and community space totals have been determined by applying industry standard employment densities.
- 4.17 The gross number of full-time equivalent end-user jobs **created** by the scheme is 24.
- 4.18 The gross number of jobs **safeguarded** is 476. 450 of these safeguarded jobs are existing MDX staff who will be relocated to the new academic spaces, as well as 7 of the current accommodation maintenance staff being employed in the new halls. 16 jobs are safeguarded via the community usage in the scheme with another 3 jobs safeguarded by the proposed Health & Wellbeing services.
- 4.19 Applying the assumed deadweight, leakage etc. from the table above, the net number of jobs **created** by the scheme is 12.12 FTEs.
- 4.20 GVA per employee is calculated from dividing the industry GVA in Greater London for the academic, administration, and accommodation sector (£19.1bn), by the Greater London employment level for this industry (734,300 FTE). GVA per employee is consequently £26,011²⁶.
- 4.21 The annual net GVA contribution from the 12.12 net jobs created by the scheme is £315,267p.a.

Conclusion

- 4.22 Overall, the Hendon Hub generates the following:

²⁶ Regional GVA Estimates and Employment rates by industry, London Datastore 2019²⁷ FTE = Full Time Equivalent employee²⁸ These are correct as at today but may change due to market conditions and some of the key dependencies of the scheme changing.

Quantitative Benefit	Measure
Gross/Net construction jobs	67 FTEs/ 40 FTE ²⁷ s
Gross/Net construction GVA	£33.308m
Gross/Net Operational Jobs	24 FTEs/12 FTEs
Net Operational GVA	£315,267 p.a.
Jobs Safeguarded	476 FTEs
Space Developed	33,550sqm

4.23 An assessment of the qualitative benefits is provided in the management case.

SUMMARY

4.24 Based on the analysis above the recommendation to endorse a PP option in lieu of PWLB is justified based on a larger NPV, higher return, and a positive impact on the General Fund across the 54-year period modelled.

4.25 While at this point use of the LBB covenant shows greater return, the MDX covenant is preferred, should this be feasible in the market, due to its low risk to LBB, i.e. restricted to the construction period.

4.26 The scheme provides substantial financial and economic benefits to LBB and the surrounding area, including job creation, retention, and revenue which will be used to further support services across Barnet.

²⁷ FTE = Full Time Equivalent employee²⁸ These are correct as at today but may change due to market conditions and some of the key dependencies of the scheme changing.

Section 5 – Management Case

INTRODUCTION

- 5.1 The management case provides an update on timescales, project governance, and an overview of the risks and benefits profile of the proposed development.

PROGRAMME

- 5.2 Key dates and milestones for the construction phase of the development are detailed below²⁸, with the project programme attached as Appendix 5. The phasing of the development has been updated to minimise disruption to MDX and community functioning, as well as maximising the pace of delivery, as per the scheme objectives.
- 5.3 Key dates and milestones for the construction phase of the development include:

Milestone	Target Completion Date
Quinta Club Construction	August 2022
Fuller Street Construction	March 2024
RFC Cultural Building	April 2024
RFC Retail/Accommodation	Jan 2025
MC Block 1 & 2	October 2024
MC Block 3	May 2025
MC Block 4	October 2024
RFC Library	October 2024
B9 & Library	June 2025
Landscape Areas	June 2025
Development Practical Completion	June 2025
MDX Relocation Completion	August 2025

- 5.4 The approach to phasing of the planning applications and the programme has changed since the OBC, and it is now proposed that separate planning applications are submitted for each site, post FBC. The OBC programme allowed for 2 phases of planning applications. This has now been revised to a single phased approach to fit with the funders requirements who need planning certainty before lending, together with requirements from the Local Planning Authority who wish to consider the suite of applications as one package, less the provision of

²⁸ These are correct as at today but may change due to market conditions and some of the key dependencies of the scheme changing.

new facilities for the Schools Library Resource Service (SLRS) at the old Quinta Club in Chipping Barnet, which will be delivered separately. The planning applications for the primary sites will now be submitted as a suite of applications in the summer of 2021.

GOVERNANCE AND ASSURANCE

- 5.5 The project team are adhering to LBB's project management toolkit, regularly reviewing internal boards, with weekly update meetings to report on progress.

Governance Structure

- 5.6 The Hendon Hub project employs experts across all relevant disciplines to ensure the optimal scheme is progressed. LBB council officers lead the project with support from a range of property professionals and procurement advisors. In turn, the team is supported by professional service providers, including Legal, Tax, and advisors on the funding market. In addition, there are advisors in business case development and financial modelling, architects, planning, and construction cost consultants. Pinsent Mason are legal advisors, as are HB Public Law.
- 5.7 Internal Governance is regularly carried out and the relevant business cases have been taken to Housing and Growth and Policy and Resources Committees.

Project Assurance

- 5.8 A project assurance plan is in place, outlining key assurance milestones including the phase acceptance criteria for the next stage of the project, along with the controls in place for quality assurance for the project management products. The FBC will be regularly reviewed at each of the milestones below to ensure that recommendations continue to hold. Other deliverables including third party acquisitions are ongoing.

Deliverable	Milestone	Approvals	Actions / Recommendations	Expected Implementation Date (calendar year)
FBC Approval	P&R Committee to consider FBC	P&R Committee	Prepare Full Planning Application if FBC approved	20th July 2021
Agreement for Lease	Middlesex University Sign-off	Delegated at OBC stage to Deputy Chief Exec, in consultation with the Chairman of P&R; Middlesex University Board of Governors	Prepare agreement for lease and sign	Q2 2021
Planning Application	Submission to LBB as Planning Authority	Delegated at OBC stage to Deputy Chief Exec, in consultation with the Chairman of P&R;	Pre-apps now completed. Prepare planning application and submit	Q3 2021
Planning Committee & Satisfaction of Conditions	Planning Committee	Deputy Chief Exec in consultation with Chairman of P&R;	(To be determined by Local Planning Authority)	Est. December 2021
Funding Competition	Receive best and final offers	Proposed to be delegated to the s151 Officer, in consultation with the Chairman of P&R;	Post-planning	Post-planning
Contractor Procurement	CCS Framework (recommended)	Deputy Chief Exec in consultation with Chairman of P&R;	Engage with CCS Framework (see procurement section in the commercial case for process)	Post-planning
Project Completion	TBC	Reporting to H&G Committee	TBD	TBD

Procedure

5.1 Council officers regularly take legal opinion to ensure the appropriate Governance is in place to deliver the Hendon scheme in a legally complaint manor. This includes:

- Legal advice from Pinsent Masons and HB Public Law to confirm LBB has the necessary statutory power to deliver the scheme

- Treasury Management oversight of this activity
- Internal auditors advising and ensuring the right process are followed including due process, conflict checks and procedural checks etc.

Planning Applications

- 5.2 A series of planning applications will be submitted for the project due to the scale of the proposed development, largely one for each site that is included.

Due Diligence

- 5.3 LBB Treasury officers have oversight of the proposals. Pinsent Mason, Eversheds and HB Public Law are advising.
- 5.4 Council officers will ensure that the development is being appropriately resourced and managed at all stages, and legal advisors will have an extensive of oversight of all the various activities.
- 5.5 Further due diligence has continued in the same vein as at OBC, with:
- CBRE have reviewing valuation and inputs to the appraisal in accordance with the Royal Institution of Chartered Surveyors Red Book standard
 - KPMG preparing a report on the structure of the deal and funding options
 - KPMG updated soft market testing for the private funding option
 - Construction costs being prepared and validated by Capita student housing specialist QS team
 - Legal and structuring advice from Pinsent Mason, Eversheds and HB Public Law
 - LBB Finance officers and 31-Ten Consultants validating the financial modelling and FBC preparation
 - Informal discussions with potential construction partners about the delivery of the construction
 - Monthly internal board meetings with the Project Team
 - Regular Project Management Gateway Reviews

Continued Management

5.6 The continued management of assets are summarised below:

Element	Responsibility
One-year defect liability period	<ul style="list-style-type: none"> • Main contractor - who will manage the reporting of any issues during that period • Employer's Agent – monitors till the end of defects and final accounts
Onward management/maintenance of freeholds	<ul style="list-style-type: none"> • Project team - drafting a number of building management agreements for the onward management/ maintenance of the freeholds with respective long leaseholders • MDX (as head leaseholder of academic facilities and student accommodation) - will manage on the freeholder's behalf • Project team - drafting full repairing and insuring tenancy agreements for properties outside of MDX's leases, including Hendon Library, CAB, community uses etc. T
Management of Reactive and Cyclic Works (inc. regular testing and compliance)	<ul style="list-style-type: none"> • The LBB properties are also to be registered to the BMS and Building Services Asset Register who will manage these on an ongoing basis • MDX will register the same for the MDX properties. • All others, including the potential GP Surgery and community uses, are expected to maintain their own spaces as full repairing leases, but this is still to be agreed and subject to the obligations of the CBAT leases

Dependencies

Project Progress

5.7 The successful progression of the proposed Hendon Hub programme is dependent on:

- The recommended sign off of this FBC
- The continued involvement of MDX to the point where an AfL can be executed, in order to enter an MDX covenant-based PP deal (should this be decided) & ongoing
- The acquisition of land and rights from third parties, and surrender of necessary leases
- Planning approval from the Local Planning Authority

- Receipt of consent from the Greater London Authority (GLA) for the RFC development, and listed building and conservation area consent from the National Planning Casework Unit (NPCU)
- An acceptable financial offer from a funding institution
- The ability to procure a construction partner to deliver the scheme within the construction cost estimates

Fund Engagement

- 5.8** The willingness of a fund to engage with the project within an appropriate timeframe, is critical to the success of the project and is detailed further in Section 3. On the project team's behalf, KPMG have had soft-market discussions with funds as part of the soft market testing and are reassured that there is sufficient interest in the market to fund this project and potential flexibility of terms.

Other Projects

- 5.9** It is understood that there are no other ongoing projects or programmes that may conflict with the Hendon Hub scheme at this time.

BENEFITS

5.10 In addition to quantitative benefits, as detailed in the financial case, the scheme would also benefit key stakeholders in the following ways:

Benefit Type	Description	Beneficiary	Expected Value	Date	Owner	Measured by	Baseline Value
Enhancing place in Hendon	Improvement in building quality, place making, public realm New library, community hub, reduction in anti-social spaces, health services	Residents, students, university, LBB	New space delivered inc. 3,060sqm community space, 602 student accommodation units, 61 affordable housing units, 9,600sqm enhanced academic space, 2,980sqm external works	2021-2025	LBB	Residents and Councillor feedback; MDX student satisfaction score – evaluative measures in place to ensure good design (BREEAM Excellent)	Public realm and quality of existing buildings does not match anywhere elsewhere on the Burroughs
Financial	Cash receipt/annual revenue	LBB & Council Services	General Fund Benefits Debt free rental income to LBB from outside MDX leases	2025 onwards	LBB	Receipts	Current value of sites
MDX improvement	Improved student housing, teaching and facilities and academic space – could bolster MDX and improve reputation of university	MDX and MDX students	602 students living near the main campus, with expected increase in student satisfaction	2021-2025	LBB	Student satisfaction score; university feedback; university league tables	Public realm and quality of existing buildings does not match anywhere elsewhere on the Burroughs
Enhanced community facilities	Re-house all existing community uses locally in fit for purpose facilities, creating a centralised hub to maximise usage and optimise offer	Residents and users		2025	LBB	User and resident feedback	Would benefit from enhancement Feedback from Adults & Health
Economic results	Jobs created by the scheme, further spending by students and new residents who move into the accommodation on local goods	LBB & Council Services, and local businesses	GVA from construction jobs and GVA from operational jobs created Increase on estimated MDX GDP contributions (>£289m)	2021 onwards	LBB	Monitoring jobs created by the scheme, local business finances and spending	Would benefit from additional inward investment / council tax income

Student quality of life	Reducing commute time from Olympic Way, Wembley, accommodation (>40 mins) and other sites; accommodation on campus Better quality and higher availability of affordable accommodation	MDX students & environment (reducing carbon footprint from travel)	602 student units provided onsite Net value of facilities enjoyed by MDX students equivalent to net value of entire scheme	2025 onwards	LBB	Student satisfaction score	Quality and location of existing buildings does not satisfy current student needs and desires & is encouraging higher car usage amongst students living in remote halls.
Housing Needs	3 student accommodation units built equivalent to 1 typical housing unit - approx. 200 units contributing towards New London Plan & UK housing demand targets 28 affordable accommodation units + 33 homes for independent living for young adults	LBB, those struggling to access accommodation, GLA, UK	Equivalent of 200 new units provided by the scheme + 61 affordable residential units = 261 units	2025 onwards	LBB	Number of student accommodation units constructed / 3	Latent housing demand of 650 - 1000 purpose-built student accommodation units
Carbon footprint/Environmental benefits	Reduced travel as on campus accommodation provision BREEAM Excellent as minimum Regenerate green spaces	MDX Students, Wider Hendon Area	Carbon emissions savings from students walking to and from accommodation vs transport BREEAM rating	2025 onwards	LBB	Contribution to environmental targets, student surveys	Current emission levels from long travel times
Running costs	Improved efficiency and modern builds reduce running costs in line with OPE objectives	LBB and MDX		2025 onwards	LBB	Annual / monthly spending on the upkeep of accommodation and retail units / academic space	Current facilities' running costs
Further local stimulation and investment	Similar to the Brent Cross development, further investment will be stimulated by the major redevelopment of the area – catalytic effect for projects such as a second Hendon Hub scheme	LBB, residents of Hendon		2025 onwards	LBB	Further OPE applications and workshops regarding additional investment in Hendon and the Burroughs	Value of this investment - multiplier effect applied

Synergy of the area	Site-wide development contributing to improved synergy of area - providing purpose and redefining area Community hub creation to align offer First step to creating campus for MDX	LBB, MDX, MDX students, Hendon residents		2025 onwards	LBB	Residents and Councillor feedback; MDX student satisfaction score	Current occupation of units lacks character and synergy - limited accommodation offer near main campus
Local Taxation	MDX paying business rates on academic offices and Council Tax from the affordable accommodation	LBB	80% full business rates and Council Tax	2023 onwards	LBB	Receival of business rates and Council Tax	
COVID benefits	Design of the scheme to reflect lasting issues that may arise – e.g. requirements for green space	Residents / students / MDX		2025 onwards	LBB	Amount of green space provided / regenerated	Hendon being a greenspace deficit location in the Borough
Upgraded Library Facility	Improved library brought in line with modern demands; improving efficiency and reducing running costs.	LBB, Hendon residents	Demand for additional services and increased footfall	2025 onwards	LBB	Feedback from Library Services	

RISKS MANAGEMENT

- 5.11 A fully comprehensive risk register is updated regularly by the project team, with key issues being flagged at monthly workshops. The master risk register can be found in the attached Appendix 4. The key risks for the project, based on the recommendations made in this FBC, are summarised below:

Risk	Mitigant
<p>MDX Financial Risk</p>	<p>General</p> <p>Higher Education Institutions' (HEI) performance and reputation in the market have seen an improvement since OBC, with greater confidence in the covenants in the higher education sector as vaccinations are rolled out and in-person lectures begin to resume. Although funding institutions have shown a preference for the top 15 Universities, including the Russell Group of HEIs, it is considered that the position of others appears to be more secure as the risks from Covid etc, have become known and are mitigated. At present, no agreement to lease has been signed with MDX. There still remains a risk that this will not be achieved, albeit good progress is being made on agreeing this document and it is anticipated that it will be in a position to be signed shortly. Similarly, this does expose LBB to risk of the rentals not being achieved as predicated in this paper and in the business case. In the case of the deal being aborted it has been agreed that MDX agree to bear half of LBB's costs incurred from March 2020 until the date they withdraw. However, MDX have received their approval from Governors to proceed with the Agreement for Lease on the currently proposed terms. There is, understandably, concern over the strength of university covenants considering the Covid-19 pandemic. MDX's financial year ends on 31st July and it is understood that that they will report a loss of circa £12m for 2020/21. However, £9m of that will be attributable to pension deficits and the University has maintained its cash position. Take up of courses for the 2021/22 financial year appears to be strong, and they are forecasting that they will return to making operating surpluses. In addition, MDX have £85m in cash reserves (140 days cash) so there are no insolvency issues, with predicted operations surplus this year expected to be £5m so MDX finance</p>

	<p>remains strong. This situation will be monitored carefully in conjunction with MDX.</p> <p>Should MDX default the consequences would depend on the structure of the funding deal that is pursued and the conditions at the time.</p> <p>Middlesex University Covenant</p> <p>LBB could release its guarantee to the SPV at practical completion (PC) of the development.</p> <p>LBB Covenant</p> <p>Should MDX fail at any point over the 40-year term of their leases, and another university did not take over MDX and its assets and liabilities, the flexible nature of the building design could facilitate relatively swift conversion to other use types if necessary. Both circumstances have been modelled and assume a 2-year loss of rental, in addition to 12 months’ rent-free allowance as an incentive to achieve maximum occupancy of the new space. These are estimated to continue to return a favorable NPV to the PWLB option and further modelling will take place post-FBC if it becomes clear that it is necessary to consider using the LBB covenant.</p>
<p>Programme Delays</p>	<p>Should this occur, necessary adjustments to key workstreams could be made to mitigate any slippages. A workstreams action plan is regularly reviewed in conjunction with the Master programme to ensure all timescales are achievable. The project team provide weekly updates regarding progress. A CPO has been factored into the programme should this be required.</p> <p>There are various conditions that need to be satisfied in order to appoint a funding partner(s) at the desired time, including 3rd party rights or acquisitions, receipt of planning permission and finalization of lease arrangements. These have been identified as key workstreams within the programme. Should delays occur, it has been advised by KPMG that there is likely to be some flexibility in negotiating a restructuring of payments from the fund, with some phrasing of funding being introduced.</p>
<p>Construction Risk</p>	<p>Construction risk will persist until procurement activity and planning applications are arranged. The impact of the Covid-19 pandemic has created market instability that could make it more expensive to supply the</p>

	<p>construction of the development. As mentioned previously, the following are to be implemented post-FBC:</p> <ul style="list-style-type: none"> • Commence procurement of a contractor • 15% contingency on construction cost, 0.5% design reserve contingency maintained • Incentive fee with construction partner and performance bond in place • Recommended early appointment of an Employer’s Agent to oversee the scheme and work with the LBB procurement department to appoint a construction partner to work up the scheme • Sensitivity analysis on cost inflation
<p>Public Opinion</p>	<p>Public consultation has been carried out, with changes made to the scheme as a result, and engagement with local stakeholders and residents will continue throughout. Listen to public concerns and continue to work closely with the local community to mitigate any impacts on, and maximise benefits for, local residents. Proposed FBC scheme updates respond to some public concerns and are aimed to maximise community benefits. Minimise any negative impacts locally during construction by providing method statements and plans coordinated with the local community</p>

SUMMARY

- 5.12 Strong progress has been made since OBC sign-off in relation to the management case for the proposed Hendon Hub development. Risk workshops are held regularly, with project team members communicating risks as they arise, with mitigations set out swiftly and efficiently.
- 5.13 Adherence to the LBB project management toolkit, with regular gateway reviews, evidences that the Hendon Hub scheme’s projected timescales are attainable, and appropriate mitigations are in place to prevent programme delays.

Section 6 – Concluding Remarks

INTRODUCTION

- 6.1 A comprehensive development of The Burroughs is recommended as being the most suitable option to meet LBB’s strategic objectives. There is public concern over the proposed development, and the project team and Council officers will remain engaged with residents to ensure their voices are heard throughout the development period and beyond.
- 6.2 This FBC report has fulfilled its 3-fold purpose, as outlined in Section 1, having:

•1. Highlighted and justified changes to the project since OBC

- The changes in scheme composition since OBC are in line with consultation feedback, LBB strategic policy, market conditions, and optimise the opportunity for the Hendon area to realise further benefits from the scheme.

•2. Provided a clear recommendation for approval on the funding approach and delivery vehicle for the project to proceed

- It is recommended that the PWLB and private income strip funding approaches be dismissed due to the poor financial returns and minimal risk mitigation, and a private placement deal be secured on the basis of the MDX covenant due to flexibility of terms and value for money.
 - Funding based on the MDX covenant is preferred based on the current market due to the alleviation of significant risk to LBB, with the LBB Guarantee as a suitable back up in case future market appetite does not allow for the preferred option to be executed. This will be regularly reviewed based on performance against the following criterium:
 - Return to the Council
 - Favourability of terms with funding partner(s)
 - Reputational risk to LBB
 - Financial risk to LBB
 - Impact to the General Fund

3. Requested approval for various matters including delegations to advance the project

The delegations and decisions sought upon sign-off of the FBC have been detailed in the Committee Paper for this report and outline the requested direction of travel for the Hendon Hub development.

RECOMMENDATIONS AND NEXT STEPS

- 6.3 In order to proceed with the scheme, additional capital funding of £4.53m is requested. These are forecast costs to be spent prior to obtaining funding in March 2022. Should the funding date move out, an additional bid for fees may be required.
- 6.4 Further approvals and decisions sought for the scheme are in the main committee paper attached.
- 6.5 Upon sign-off of the FBC, next steps will include:
- Agree and sign Agreement to Lease with Middlesex University
 - Submit a planning application during Q2 of LBB's 2021 financial year
 - Procure a construction partner during Q2 and Q3 of the 2021 financial year and implement other risk mitigation measures
 - Procure a funding partner post planning and monitor the market on an ongoing basis
 - Continue to monitor the MU's financial performance and the appetite from funding partners for their covenant
 - Continue to negotiate with third party interests to attempt to purchase them by private treaty
 - To consider use of appropriation powers

FINAL STATEMENT

- 6.6 In conclusion, Hendon Hub continues to represent a unique opportunity for LBB to transform The Burroughs at scale and at pace, based on its unique assets and character. The business case presented here has shown that a privately funded deal that maximises placemaking benefits for the local community, generates substantial returns to maintain frontline services, and secures the position of assets in the area is achievable.
- 6.7 Commitment at this stage will allow the approved scheme to proceed to planning, with contractor and funding partner appointment to follow.

Document Control

Record the information relevant to this document in this section

File path	20.07.2021 Hendon Hub FBC July 2021 080721
Reference	
Version	V1
Date created	08.07.2021
Status	Final

Document History

If the document has been altered or amended, please track the versions and changes in this section

Date	Version	Reason for change	Changes made by
07.07.2021	20.07.3032 Hendon Hub FBC July 2021 070721	Final track changes and edits for clearance	HD, SC
01.07.2021	Hendon Hub FBC v1 July 2021	Accepting track changes	SC, HD
30.06.2021	Hendon Hub FBC v1	Input of additional comments	HD, SC, SB
29.06.2021	Hendon Hub FBC Clean Copy	Input of additional comments from initial distribution and further proofreads	HD (SB, SC, RF, GH, HR, NK)
25.06.2021	Hendon Hub FBC Initial Draft for Circulation	Comments from initial circulation amongst team	HD (SC, SB, RF, CS, AC, CS)

Approvals:

By signing this document, the signatories below are confirming that they have fully reviewed the Final Business Case for the Hendon Hub project and confirm their acceptance of the completed document.

Name	Role	Signature	Date	Version

Enter the names and roles of the people who need to sign this document in order to show agreement with the business case's proposal, with space for them to sign it

You should speak to your Head of Finance about any capital project you are proposing to undertake. They will help you to complete certain sections of the business case.

HENDON HUB

PROJECT OVERVIEW / KEY SITES / FBC/ JULY 21 REV A

Site Redlines / Locations

For information only



HENDON HUB

Masterplan / Vision and Objectives

For information only

This masterplan will provide a clear structure to guide and validate the implementation of a set of key development opportunities, public realm improvements and smaller scale 'easy win' projects which will work together to transform the Hendon area.

It will be guided by a set of priorities which will be set out to deliver the vision. Below are the draft objectives and proposed 'tactics' to progress these aims for the area. These will be further developed and amended as necessary throughout the masterplan consultation process.



**A DESIRABLE PLACE
TO LIVE & STUDY**

A popular and desirable place to live and study for both students and the local community

- Create a campus character that balances the local Civic and education infrastructure
- Supplement current learning services with contemporary facilities
- Provide high end desirable student accommodation within easy access of university facilities
- Use proposed developments to set standards for street-scenes – focussed around safe and attractive streets and walkways.
- Identify the opportunities to incorporate new high quality play facilities easily within easy accessible reach



**A REVITALISED
BURROUGHS**

A sustainable and diverse retail and community leisure offer

- Increase the range of services & facilities on The Burroughs to improve upon current offer
- Set standards for the built environment to improve the street scene and create a safe and unique character.
- Protect and enhance the current historical assets on The Burroughs.
- Incorporate residential accommodation onto The Burroughs with improved levels of active frontages at ground floor levels.
- Reduce the dominance of the road to allow the development of an holistic campus



A QUALITY PLACE

Enhancing the quality of the local environment, embracing Hendon's Heritage and culture

- Create a holistic educational campus that allows the existing architecture to inform the character
- Strengthen the current sense of place and character
- Celebrate the existing built assets of Hendon
- Identify opportunities to improve the visual aesthetic of the area, removing or re-purposing poor quality architecture where possible
- Identify opportunities to incorporate green infrastructure in the area.



**A WELL
CONNECTED AREA**

Promoting an integrated & well connected neighbourhood

- Promote sustainable transport use by improving access
- Provide safe walking and cycling routes
- Reduce the impact of The Burroughs as a physical barrier to pedestrian movement
- Increase sustainable linkages to surrounding green infrastructure sites
- Reduce conflict between vehicles and pedestrians
- Ensure easy access for users of all physical abilities



**A STRONG
COMMUNITY**

Creating a vibrant, healthy and unified community

- Provide spaces and buildings for community socialising and relaxation
- Improve access for local residents to local facilities
- Careful consideration within design to allow student population to live harmoniously with the wider local community
- Provide opportunities and promote a healthy living lifestyle
- Instigate the creation of community groups and the associated events
- Increase natural surveillance to reduce anti-social behaviour

Masterplan
For information only



Site Plan / Ravensfield and Fenella

For information only



HENDON HUB

Concept Visual / Ravensfield and Fenella View 01

For information only



Concept Visual / Ravensfield and Fenella View 02

For information only



Concept Visual / Ravensfield and Fenella View 03

For information only



Concept Visual / Ravensfield and Fenella View 04

For information only



Concept Visual / Ravensfield and Fenella View 05

For information only



Concept Visual / Ravensfield and Fenella View 06

For information only



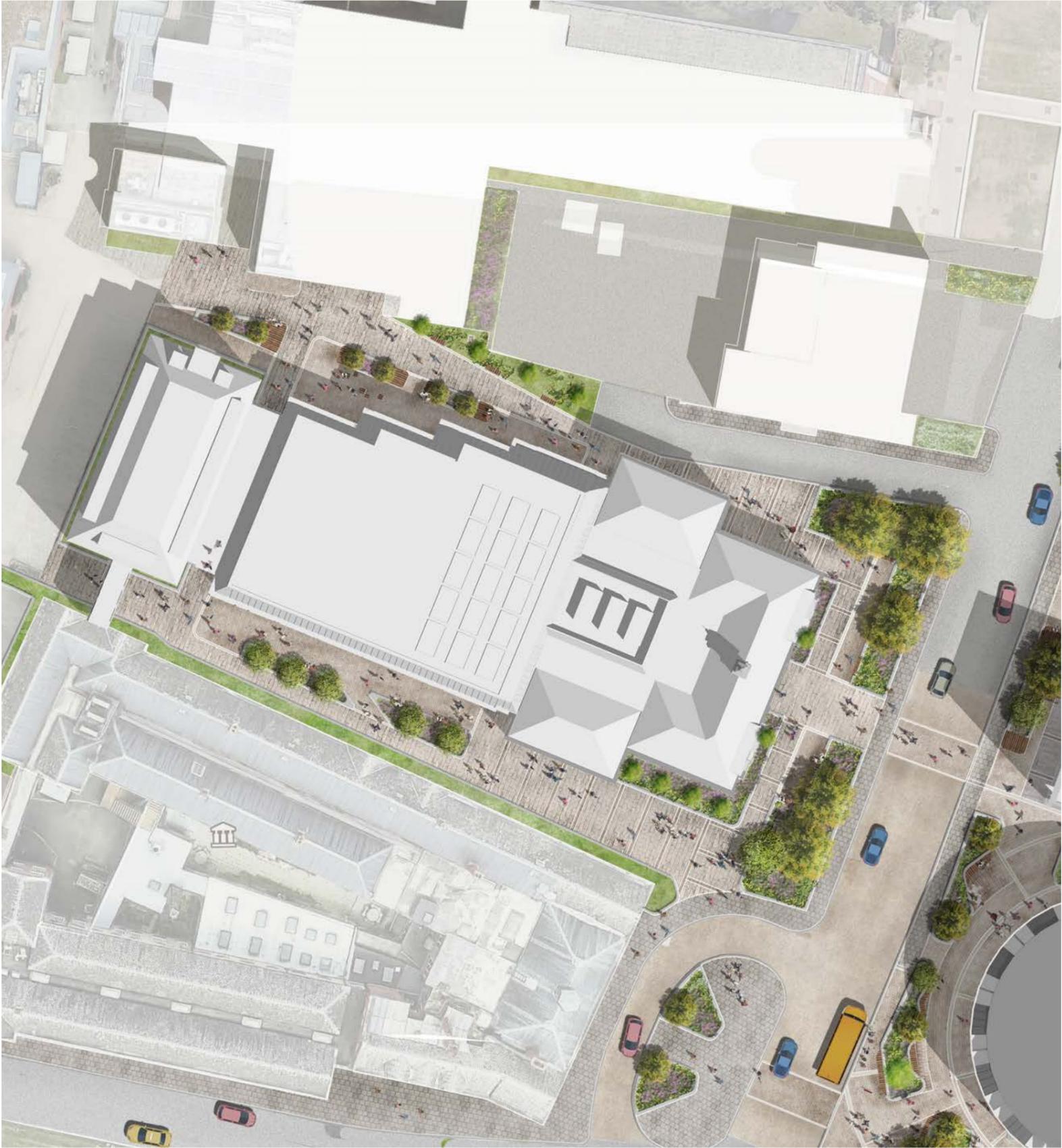
Concept Visual / Ravensfield and Fenella View 07

For information only



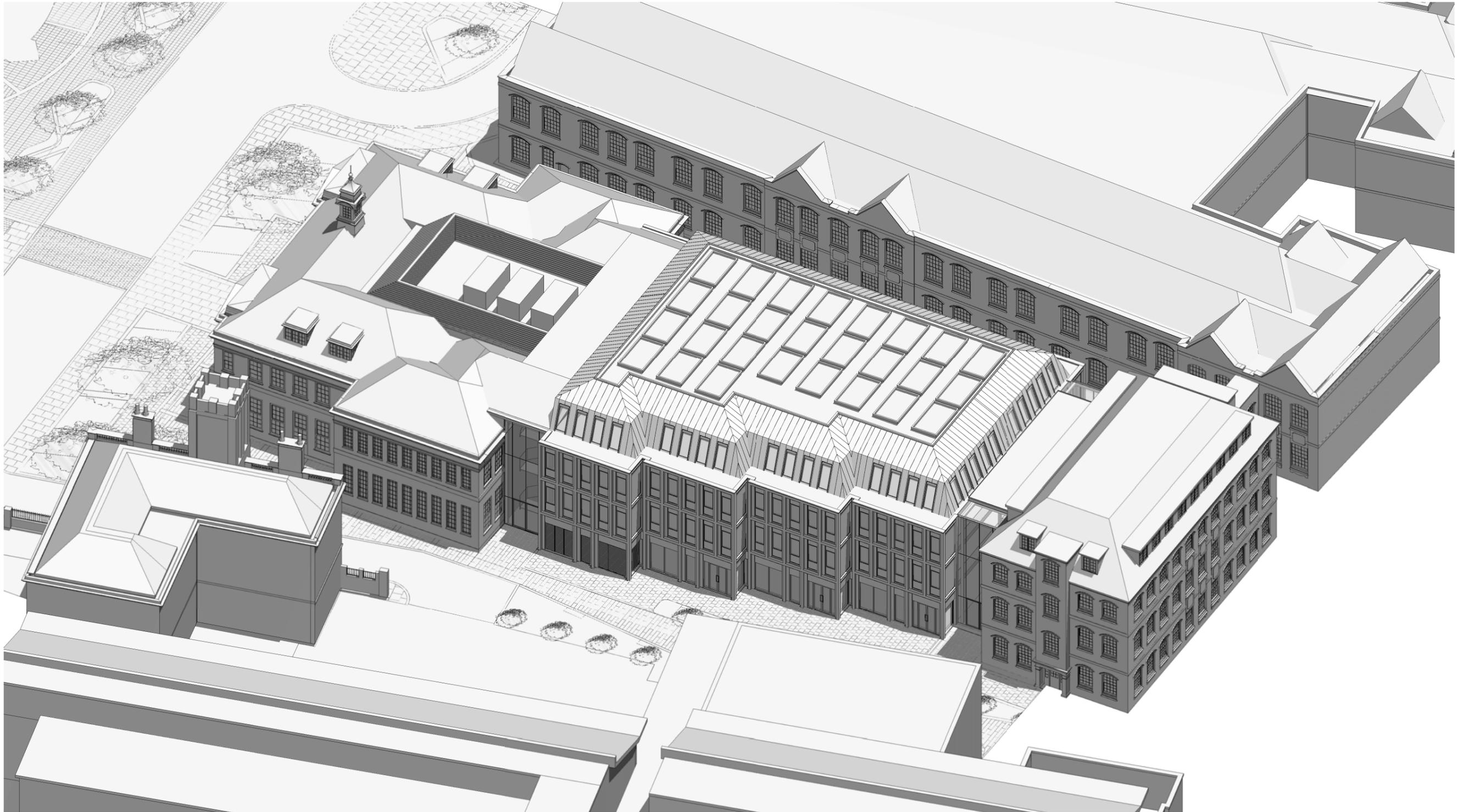
Building 9 / Site Plan

For information only



Building 9 / Massing Model

For information only



Building 9 / Elevations

For information only



Building 9 / Concept Visual 01

For information only



Building 9 / Concept Visual 02
For information only



Building 9 / Concept Visual 03

For information only



Building 9 / Concept Visual 04
For information only



Building 9 / Concept Visual 05

For information only



Meritage and Church End Site/ Fuller Street / Site Plan

For information only



For information only - Masterplan to MC to be updated to reflect current revisions

Meritage and Church End Site / Concept Visual 01

For information only



Meritage and Church End Site / Concept Visual 02
For information only



Meritage and Church End Site / Concept Visual 03

For information only



Meritage and Church End Site / Concept Visual 04
For information only



Meritage and Church End Site / Concept Visual 05

For information only



Meritage and Church End Site / Concept Visual 06
For information only



Fuller Street / Concept Visual

For information only



END

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Equalities Impact Assessment (EqIA)

EqIAs make services better for everyone and support value for money by getting services right first time.

EqIAs enable us to consider all the information about a service, policy or strategy from an equalities perspective and then create an action plan to get the best outcomes for service users and staff¹. They analyse how all our work as a council might impact differently on different groups protected from discrimination by the Equality Act 2010². They help us make good decisions and evidence how we have reached them.³

An EqIA needs to be started as a project starts to identify and consider possible differential impacts on people and their lives, inform project planning and, where appropriate, identify mitigating actions. A full EqIA must be completed before any decisions are made or policy agreed so that the EqIA informs that decision or policy. It is also a live document; you should review and update it along with your project plan throughout.

You should first consider whether you need to complete this full EqIA⁴.

Other key points to note:

- Full guidance notes to help you are embedded in this form – see the End Notes or hover the mouse over the numbered notes.
- Please share your EqIA with your Equalities Champion and the final/updated version at the end of the project.
- Major EqIAs should be reviewed by the relevant Head of Service.
- Examples of completed EqIAs can be found on the Equalities Hub

1. Responsibility for the EqlA

Title of proposal ⁵	Hendon Hub
Name and job title of completing officer	Nadine Knight, Head of Development Communications
Head of service area responsible	Stephen McDonald, Director of Growth
Equalities Champion supporting the EqlA	Iliana Koutsou, Programme Manager Special Projects
Performance Management rep	N/A
HR rep (for employment related issues)	N/A
Representative (s) from external stakeholders	GL Hearn

2. Description of proposal

Is this a: (Please tick all that apply)	
New policy /strategy / function / procedure / service <input type="checkbox"/>	Review of Policy /strategy / function / procedure / service <input type="checkbox"/>
Budget Saving <input type="checkbox"/>	Other <input checked="" type="checkbox"/>
If budget saving, please specify value below:	If other please specify below: Redevelopment of The Burroughs and the Meritage Centre within Hendon, introducing affordable homes, student accommodation units, improved academic facilities, relocating community groups, improved public realm and a new library.

Please outline in no more than 3 paragraphs⁶ the proposal which is being assessed

Hendon Hub comprises a mixed-use development opportunity in Hendon's The Burroughs, providing services to the community and Middlesex University (MDX). There are three core sites to the scheme: Ravensfield, Fenella and Car Park (collectively referred to as "RFC" Site); Building 9 ("B9", including the Town Hall, Town Hall Annex, and Hendon Library), and the Meritage Centre ("MC") site. Other satellite sites are to be incorporated to house relocations and landscaping improvements. The red line boundary for the sites is shown below.

The RFC Site currently comprises of well-used academic buildings with ancillary retail and a car park. This is intended to be redeveloped into 388 student accommodation units (50% affordable tenure, 50% market rates), a performing arts building, new Library, 28 affordable residential dwellings, and ancillary retail and commercial facilities, subject to Committee approval.

The B9 Site includes partial demolition and re-development of the existing Building 9 and 9a, converting to provide additional academic space for the University, in addition to a rental income stream for part of the Town Hall.

The MC Site incorporates the proposed re-development of 195 student accommodation units, as well as 33 Independent Living units for young adults, as well as a potential health and wellbeing centre, currently being discussed with the appropriate council services.

There will be no proposed loss in community space and no net loss of parking from the development, with the following services proposed to be relocated locally as part of the development:

- Hendon Library to the RFC Site
- Meridian from the MC Site to the RFC Site
- African Cultural Association from the MC Site to the RFC Site
- Citizen's Advice Bureau to RFC Site

Off-site developments proposed include the re-provision of the School Library Resources Service (SLRS) (moved from the existing Building 9 site) to the Quinta Club (EN5 2AP), Mencap to 154 Station Road (NW4 3SP), and the relocation of the PDSA to the Fuller Street Car Park. All community services are fully informed regarding their relocation to the proposed new facilities, providing them with an opportunity to expand their offer and reduce operational costs in modern, fit-for-purpose spaces.

The PDSA is proposed to be moved circa 170 yards away from where they are currently located with their new building proposed to be located on the current Fuller Street car park just to the rear of their current facility. The time to walk from the existing to the proposed facility is likely to be less than three minutes for a person without mobility issues. The new facility will be modern, fit for purpose accommodation with dedicated car parking spaces and has been designed to PDSA's specification and requirements. It is proposed that a long lease of the site is provided to PDSA.

The African Cultural Association (ACA), Meridian and the community hall are proposed to be relocated to a community hub that is to be located approximately 0.3 miles away from their existing facilities, on the RFC site. The time to walk from the existing to the proposed facility is likely to be circa 6 minutes for a person without mobility issues. The new facilities will be located adjacent to the proposed library building and will occupy a prominent location on The Burroughs. It is recommended that the Committee agrees to the use of the Community Benefit Assessment Tool (CBAT) on the grant of the new leases in respect of the following units. All these uses are currently assessed on the CBAT tool for their existing units. The Citizens Advice Bureau (CAB) will also be located in the same 'community hub' on the RFC site.

The MENCAP unit is proposed to be relocated to 154 Station Road, Hendon, which is a council-owned building located approximately 0.6 miles away from their current facility on the Meritage Centre (a circa 14 minute walk for a person without mobility issues, or a 5 minute drive). MENCAP have a proposed change in service offer that this building will better facilitate, and this relocation site has been worked-up in tandem with them. It is recommended that the Committee agrees to the use of the Community Benefit Assessment Tool (CBAT) on the grant of the new lease in respect of this unit.

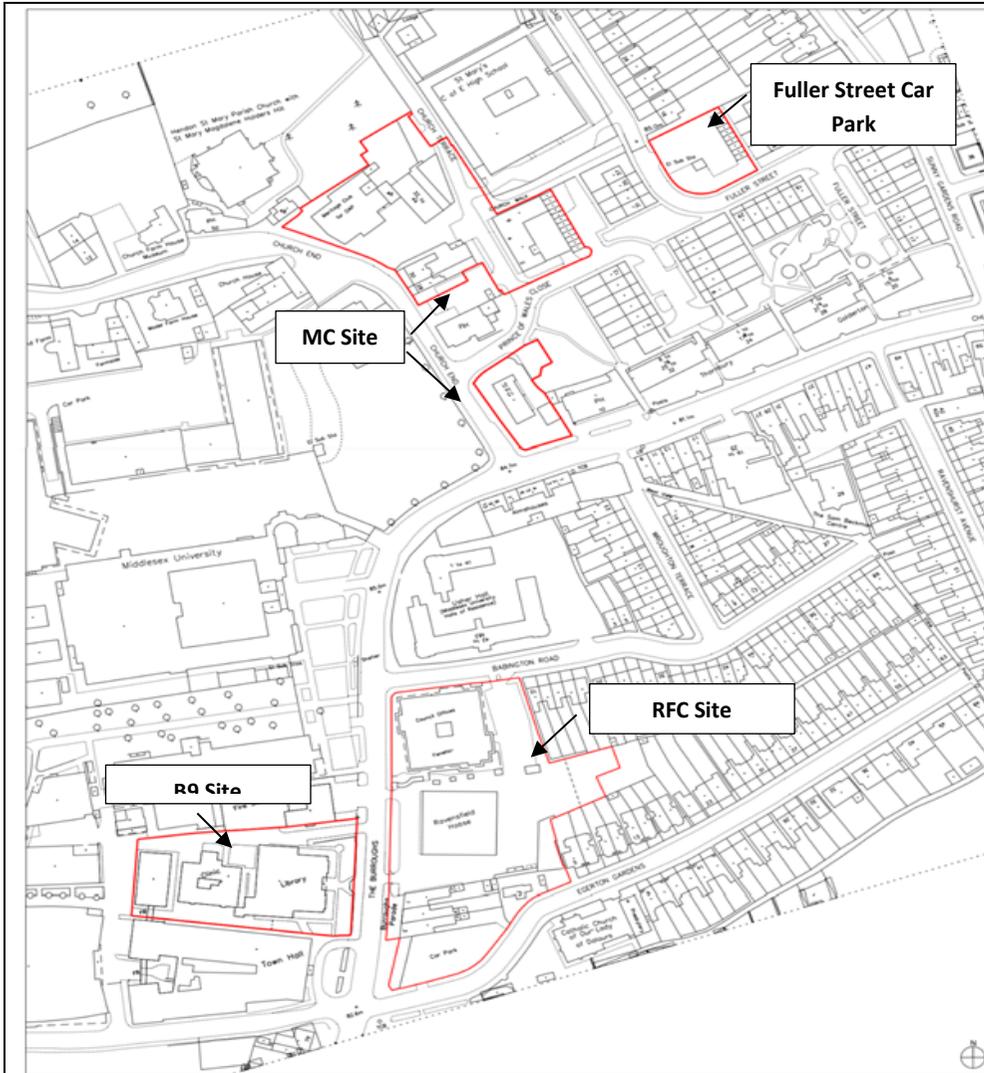
ACA, CAB, Meridian and the community hall will all require temporary facilities, whilst the development is taking place, with the earliest being required by May 2022. It is proposed that these are located locally to the existing facilities to ensure minimal service disruption. The project team are actively working on finding temporary relocation sites either on Brent Street, on the Burroughs or in other local facilities. The team are working with Middlesex University and also looking at the programming of the development, to ensure that the users who currently use the community hall can be fully facilitated during the development. Equalities Impact Assessments will be undertaken for both the temporary and permanent moves.

The proposed library is proposed to move across the road on The Burroughs circa 110 yards away (a circa 2-minute walk away for a person without mobility issues). It is proposed to include an improved disabled access, better planned space to take into account equalities for all users with the addition of 100 sqm for the use of the community and local groups. The library will be rent free.

The Schools Library Service (SLS) is proposed to be relocated to the Quinta Club, which is located circa 6.3 miles away from its current facility in Hendon Library (or a circa 16-minute drive, depending on traffic). It is a destination use as it will be used specifically by schools and will not be a facility that is generally open to the public. It will provide a far superior facility for the Schools Library Service, who currently operate in cramped conditions in Hendon Library. It will provide larger, fit for purpose accommodation for the SLA as a designated facility, with better car parking and access for local schools. The accommodation is a Council owned facility and as such will be rent free for the service.

Equalities Impact Assessments will be undertaken for all proposed moves, in conjunction with the individual uses.

Most assets, namely the student accommodation and academic offices, will be leased to Middlesex University on a circa 40-year lease agreement. It is proposed that the Council will be in receipt of all other income.



Capita Property and Infrastructure Limited T/A ESA, Reg'd in England & Wales (Co. No. 02018542) at 30 Berners Street, London, W1T 3LR, UK

esa
architecture | design | town planning

65 Gresham Street
London EC2V 7NQ
t: 020 7590 5896
e: info@esa-85.com
w: www.esa-85.com

Project
Hendon Hub
Drawing Title
Combined Site Redlines

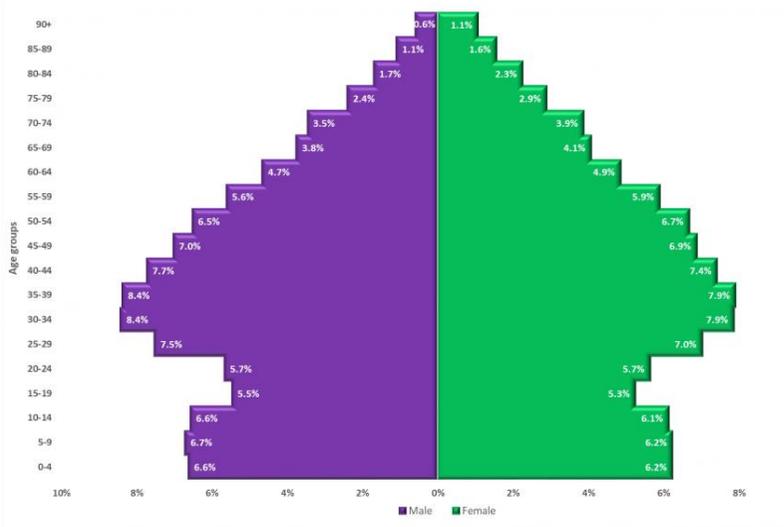
Client
LBB Barnet

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CS/097063

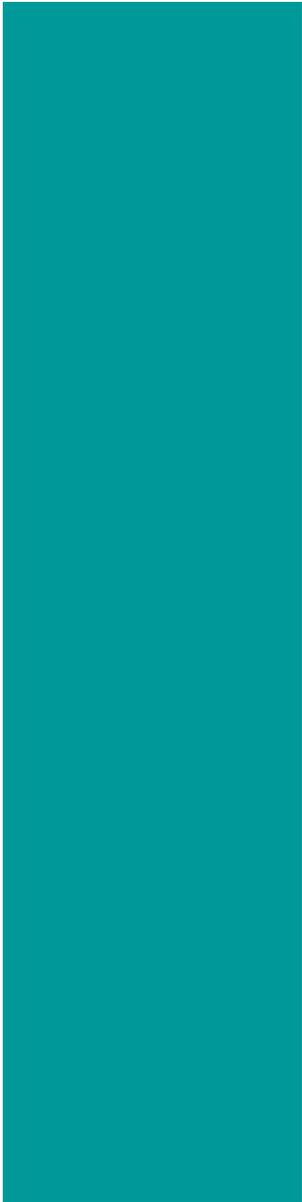
Scale: 1:500
Date: 12/07/2021
Author: [Redacted]
Check: [Redacted]
Drawn: [Redacted]
Project Manager: [Redacted]

3. Supporting evidence

What existing data informs your assessment of the impact of the proposal on protected groups of service users and/or staff?

Protected group	What does the data tell you ⁷ ?	What do people tell you ⁸ ?																																																																										
Age ⁹	<p>The number of people aged 65 and over is projected to increase by 29.8% between 2020 and 2030¹, compared with a 4.9% increase in the 0-19 age group and a 9.4% increase for working age adults aged 16-64 in Barnet.</p> <p>In 2020, for both males and females in the borough, the most populous age groups are the 30-34 years and 35-39 years old and the least populous are the 85-89 years old and 90+ years old groups:</p>  <table border="1"> <caption>Population Pyramid Data (Estimated from Chart)</caption> <thead> <tr> <th>Age Group</th> <th>Male (%)</th> <th>Female (%)</th> </tr> </thead> <tbody> <tr><td>90+</td><td>1.1%</td><td>1.1%</td></tr> <tr><td>85-89</td><td>1.1%</td><td>1.6%</td></tr> <tr><td>80-84</td><td>1.7%</td><td>2.3%</td></tr> <tr><td>75-79</td><td>2.4%</td><td>2.9%</td></tr> <tr><td>70-74</td><td>3.5%</td><td>3.9%</td></tr> <tr><td>65-69</td><td>3.8%</td><td>4.1%</td></tr> <tr><td>60-64</td><td>4.7%</td><td>4.9%</td></tr> <tr><td>55-59</td><td>5.6%</td><td>5.9%</td></tr> <tr><td>50-54</td><td>6.5%</td><td>6.7%</td></tr> <tr><td>45-49</td><td>7.0%</td><td>6.9%</td></tr> <tr><td>40-44</td><td>7.7%</td><td>7.4%</td></tr> <tr><td>35-39</td><td>8.4%</td><td>7.9%</td></tr> <tr><td>30-34</td><td>8.4%</td><td>7.9%</td></tr> <tr><td>25-29</td><td>7.5%</td><td>7.0%</td></tr> <tr><td>20-24</td><td>5.7%</td><td>5.7%</td></tr> <tr><td>15-19</td><td>5.5%</td><td>5.3%</td></tr> <tr><td>10-14</td><td>6.6%</td><td>6.1%</td></tr> <tr><td>5-9</td><td>6.7%</td><td>6.2%</td></tr> <tr><td>0-4</td><td>6.6%</td><td>6.2%</td></tr> </tbody> </table>	Age Group	Male (%)	Female (%)	90+	1.1%	1.1%	85-89	1.1%	1.6%	80-84	1.7%	2.3%	75-79	2.4%	2.9%	70-74	3.5%	3.9%	65-69	3.8%	4.1%	60-64	4.7%	4.9%	55-59	5.6%	5.9%	50-54	6.5%	6.7%	45-49	7.0%	6.9%	40-44	7.7%	7.4%	35-39	8.4%	7.9%	30-34	8.4%	7.9%	25-29	7.5%	7.0%	20-24	5.7%	5.7%	15-19	5.5%	5.3%	10-14	6.6%	6.1%	5-9	6.7%	6.2%	0-4	6.6%	6.2%	<p>A total of 341 feedback forms were received during the 14-week consultation period.</p> <p>Of this, 58 feedback forms were completed before the questions regarding Equalities were added to the feedback form questionnaire. After that, 283 feedback forms were completed.</p> <table border="1"> <thead> <tr> <th>Type of feedback</th> <th>Number received</th> </tr> </thead> <tbody> <tr><td>Emails</td><td>105</td></tr> <tr><td>Phone</td><td>10</td></tr> <tr><td>Feedback forms</td><td>341</td></tr> <tr><td>Project website/contact us queries</td><td>22</td></tr> <tr><td>Post/Letter</td><td>11</td></tr> <tr><td>TOTAL</td><td>489</td></tr> </tbody> </table> <p>The majority of respondents (77%) were between the ages of 25 and 65. There were 5% of respondents between 16 and 24, and 8% above the age of 65. The older population were more likely to disagree with the proposals, however, those that responded negatively to the proposals did not specify it was due to their age. 10% of respondents either preferred not to say or left the question blank. It is interesting to note that there was such a low response rate for individuals of student age in the area who it is expected would benefit from the improved university facilities in the scheme.</p> <p>The relocation of the library is strongly supported by Barnet Library Services and is deemed to be the most advantageous solution to bring the service in line with modern demand, while</p>	Type of feedback	Number received	Emails	105	Phone	10	Feedback forms	341	Project website/contact us queries	22	Post/Letter	11	TOTAL	489
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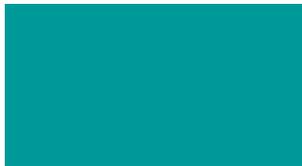
¹ Demography, JSNA, LBB, 2020



meeting the needs of all ages. The service has indicated that the new library may provide the opportunity to expand the children's library, delivering on a strongly demanded service across Hendon and improving the provision for the younger generation. A survey was conducted by the Library services to gauge customer opinion on the relocation. In all, 112 individuals responded. Respondents were typically supportive of the proposed improvements and new services, embracing the opportunity for larger spaces and a more diverse range of books. However, many wanted these new and improved services to remain in the current building, with a desire for the upper floors of the current building to be restored as part of the library footprint.

Most individuals objecting to the relocation of the library were upset at the potential loss of the historic building, with its listed features. However, these listed features will not be demolished as part of the development and will be improved with the facility renovations. In addition, public access to these features will be enhanced so this loss is considered limited. It is understood that the relocation of the library will not be received well by all of the community but council officers are mitigating this impact where possible, and it is considered that the relocation of the library is best for the public and the future of the library services (see Section 1 of the main FBC report)

Age	No. of respondents
16-17	2
18-24	12
25-34	40
35-44	59
45-54	71
55-64	49



Protected group

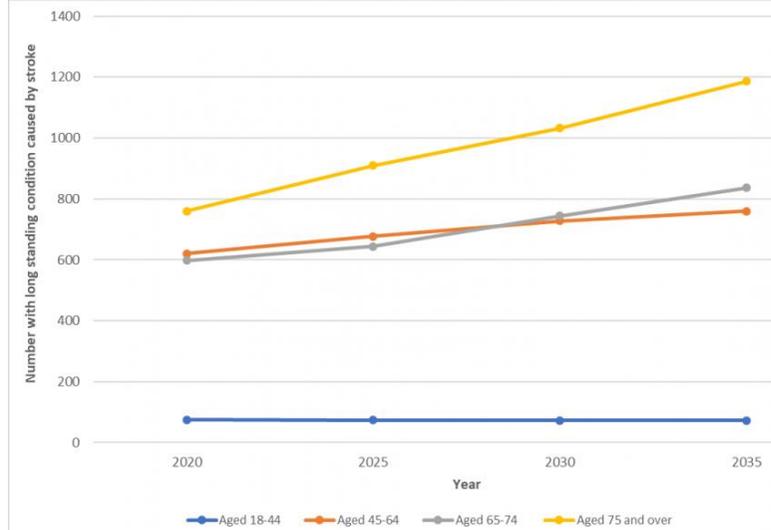
Disability¹⁰



What does the data tell you?

The number of adults (aged 18+) in Barnet with long standing conditions associated with stroke is estimated to increase by around 39%, from about 2,100 in 2020 to 2,900 in 2035.

The number of adults (aged 18+) in Barnet predicted to have some hearing loss is projected to grow by around 41% from about 58,900 in 2020 to 82,800 in 2035. However, for adults aged 85+, an 82% increase is predicted, compared with a decrease of 2%, in the 25-34 age group.

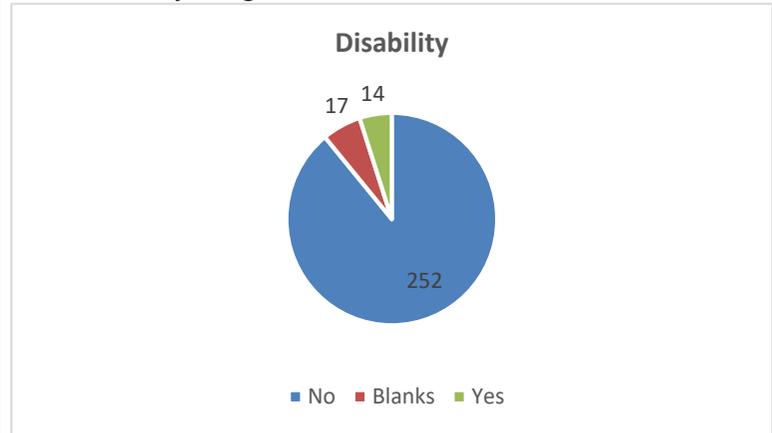


In 2020, there were around 6,100 adults in the borough aged under 65 with learning disability and about 1,200 older people (aged 65+), giving a total of 7,300 adults for Barnet:

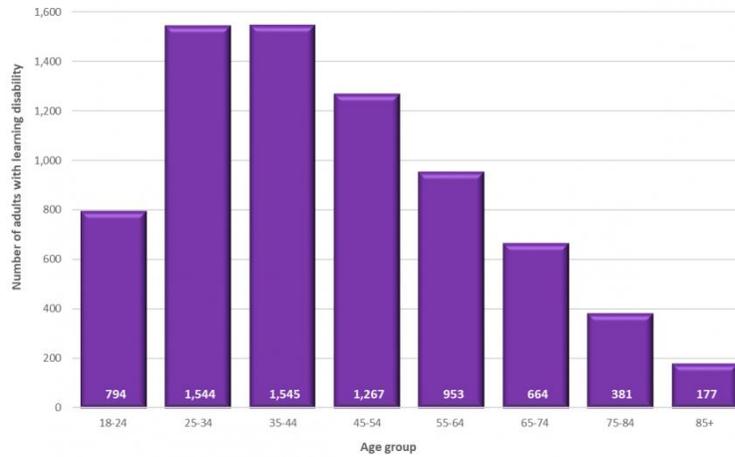
65-74	16
75+	6
Did Not Respond	14
Prefer not to say	14

What do people tell you?

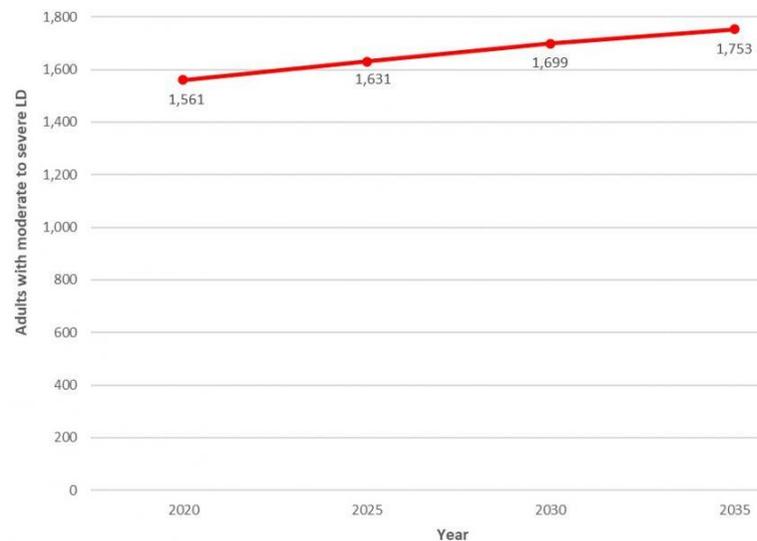
6% of feedback form respondents chose to not disclose whether they considered themselves as having a disability, 89% said that they did not, and 5% reported that they did. Of those that answered that they had a disability, the majority of them said that they objected to the proposals when asked “To what extent do you support or oppose the Hendon Hub proposals overall?” However, it is considered that the limited sample size does not allow for a direct conclusion to be drawn between disabled individuals objecting to the scheme.



In addition to this, responses from Inclusion Barnet (a peer-led Deaf and Disabled People’s Organisation) were mostly positive and proactive, identifying various ways that the project could be developed to keep the needs of disabled individuals in mind. They were very supportive of the relocation of the library, and the creation of a community hub. There was concerns raised

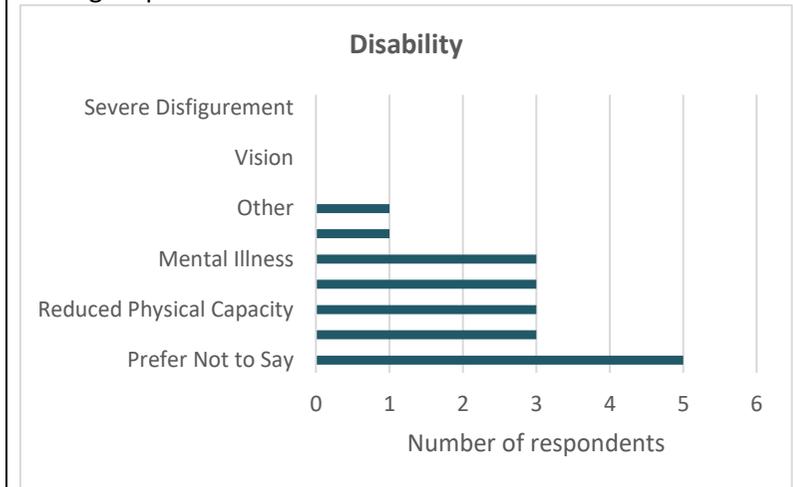


During 2017/18, of adults with LD known to Barnet Council, 97.0% were living in stable and appropriate accommodation, compared to 73.3% in London and 77.2% for England, placing the borough 2nd in the national rankings.

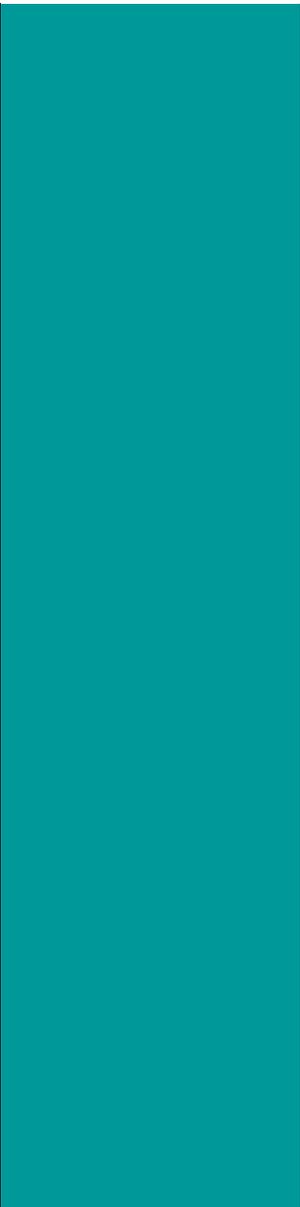


over a potential net loss in parking from the development impacting accessibility to key services, however the scheme changes proposed within the FBC result in no net loss in parking, and provision made for of disabled individuals and blue badge holders across all parking changes.

Of this 5% of people with a disability (14 individuals), 5 people chose not to detail the type of disability. 3 responses were received for each of the following: mobility issues, reduced physical capacity, learning difficulties, and mental illness. As such, these are the disabilities assumed to be the most prevalent among respondents.



The re-provision of the Meridian and the Citizen's Advice Bureau (CAB) on the RFC site, and Mencap to 154 Station Road, will also benefit service providers and users alike. It is understood that the change in premises and potential temporary relocation of assets could cause a temporary service disruption, impacting the provision to members of the service. This temporary loss will be mitigated through working with relevant organisations to help them temporarily house their facilities, in addition to minimizing



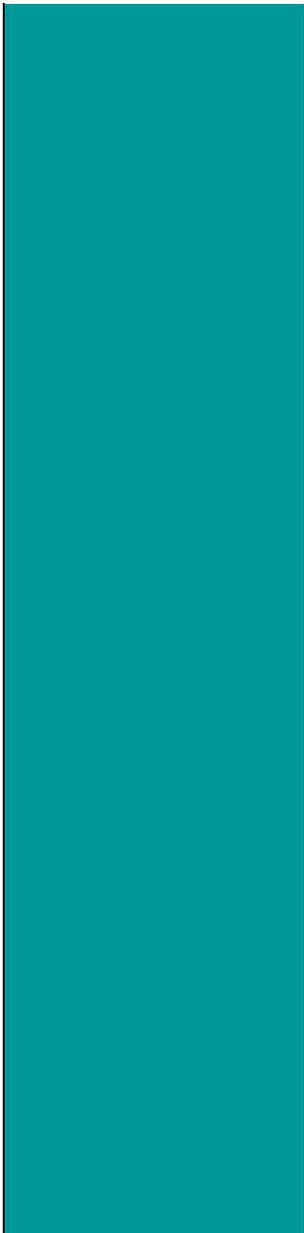
As such, the number of individuals classed as having a disability, emphasised by the ageing population of the borough, is increasing and any future developments need to consider the needs of these people going forward.

the duration of this temporary interruption to the service. However, conversations are ongoing with the ACA who are supportive of the move to more modern facilities. Further, LBB will support the service where needed regarding community engagement to maximise uptake of the CAB and will continue to remain in conversation with the service up to and leading on from decant. Any temporary relocation and permanent provision of services will be configured to best support their needs. All service hours of the proposed facilities will remain consistent with that provided currently.

Subject to committee approval, a number of local residents will need to be rehoused, of which some may be vulnerable or disabled or with mobility issues. The residential occupiers will have an equalities impact assessment undertaken going forward and this will also include leaseholders and secure or flexible tenants or indeed owners or tenants where we are seeking to acquire the property. For all residents a thorough needs assessments will be undertaken to fully understand these resident's requirements especially those that are disabled/vulnerable prior to any move and in accordance with the London Borough of Barnet allocations policy and procedures, ensuring they are rehoused into suitable accommodation.

If any issues are raised where extra support is required Barnet Homes will liaise with any supporting services such as Occupational Health, Mental Health etc. Any equalities impacts from purchasing residential premises will also be mitigated or alleviated.

The Barnet Library Service launched a consultation exercise in parallel to the Hendon Hub consultation. The Library Services' intention was to understand the sentiment of users of this existing library and to define from feedback what features and



services users would like to see in a new Hendon Library, shaping what would be an improved future library service.

The consultation was hosted separately but in alignment with the Hendon Hub Consultation and was hosted on the Engage Barnet <https://engage.barnet.gov.uk/proposed-new-hendon-library> between March to June 2021.

A summary of the Hendon Hub plans and a link to the consultation and the new Hendon Library survey were also made available to respondents online on the Barnet Library Service webpage. Details of the library survey and Hendon Hub consultation were also emailed to library users and stakeholders. The online questionnaire was widely promoted, and alternative formats were made available on request.

In total, 112 number of people responded to the survey online providing their feedback.

Though not directly and solely in correlation to protected characteristics, the council was also sent a petition on 9 June 2021 in relation to the proposal to relocate Hendon Library. This was submitted for Barnet Council's Policy & Resources Committee for consideration and discussion at the meeting on 16th June 2021.

The lead petitioner started the petition in response to the recent SPD consultation. The petition is for "Hendon Hub Library to stay as and where it is" and was signed by 1,382 signatories at the time of writing this report.

Protected group	What does the data tell you?	What do people tell you?										
Gender reassignment ¹¹	There is limited information available about the number of individuals receiving gender recognition surgery or other forms of medical support. 52% of trans people in the UK are currently undergoing or have undergone medical intervention, but many (47%) who want medical assistance are unable to due to long wait times and (45%) due to lack of financial means. ²	Amongst the 283 respondents, 14% preferred not to disclose whether their gender was the same as that registered at birth, and 4% left the question blank. Only 1 individual disclosed that their gender was different. However, due to the sensitive nature of this question it could be understated. Further to this, 16-25-year olds are the most likely to identify as part of the LGBTQ+ community ³ , of which there were lower respondents. The LGBTQ+ society at Middlesex University reached out to comment that unisex bathrooms would be appreciated to accommodate the non-binary and transgender student community.										
		<table border="1"> <thead> <tr> <th>Is the gender you identify with the same as your sex registered at birth?</th> <th>No. of respondents</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>231</td> </tr> <tr> <td>Prefer Not To Say</td> <td>40</td> </tr> <tr> <td>Did Not Respond</td> <td>11</td> </tr> <tr> <td>No, it's different</td> <td>1</td> </tr> </tbody> </table>	Is the gender you identify with the same as your sex registered at birth?	No. of respondents	Yes	231	Prefer Not To Say	40	Did Not Respond	11	No, it's different	1
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Protected group	What does the data tell you?	What do people tell you?										
Marriage and Civil Partnership ¹²	<p>In 2017, there were 834 marriages in Barnet, with 819 of which being between individuals of the opposite sex. Of the 15 same-sex marriages, 11 were between both male partners, and 4 between female partners.⁴</p> <table border="1"> <thead> <tr> <th>Total Marriages</th> <th>Marriages of opposite-sex couples</th> <th>Marriage of same-sex couples</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>834</td> <td>819</td> <td>15</td> <td>11</td> <td>4</td> </tr> </tbody> </table>	Total Marriages	Marriages of opposite-sex couples	Marriage of same-sex couples	Male	Female	834	819	15	11	4	47% of respondents stated that they were married, with only 1% reporting that they were in a same sex civil partnership. 17% of individuals said they identified as single, with a further 6% cohabiting, 4% divorced, and 1% widowed. 18% preferred not to say, and an additional 7% left the question blank.
		Total Marriages	Marriages of opposite-sex couples	Marriage of same-sex couples	Male	Female						
834	819	15	11	4								

² Trans Report Final – LGBT in Britain, Stonewall Report, 2020

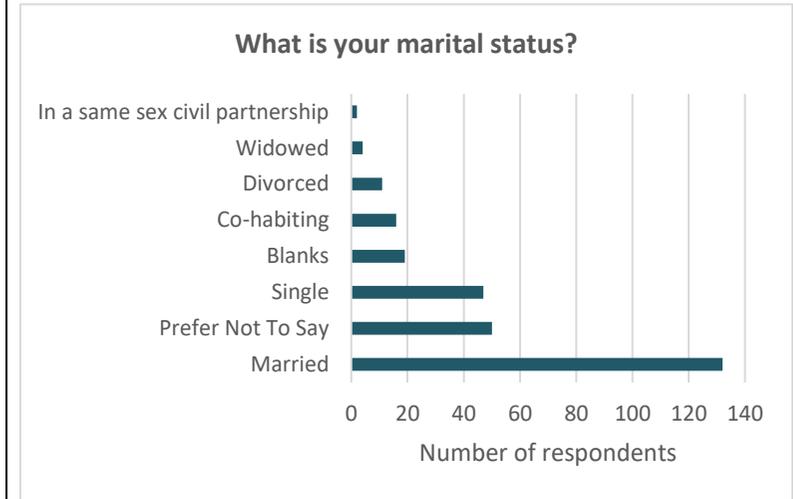
³ National LGBT Survey: Summary Report, Government Equalities Office, 2018

⁴ Marriage by Area of occurrence, ONS, 2017

The local statistics for civil partnerships are unavailable online but in 2019 there were 960 civil unions in England, which has been increasing each year by c.4%⁵.

Year	Total	% Annual Change	Male	Female
2019	960	4%	592	368
2018	922	5%	604	318
2017	876	2%	584	292
2016	859	-	584	275
Average	919	4%	593	326

No comments were made across the consultation period that indicated an impact on the marital/partnership status of respondents.



Protected group

What does the data tell you?

Pregnancy and Maternity¹³

The Pregnancy in Barnet 2016⁶ report states that there were 5,244 births in 2014. The age of mothers is sharply rising to be 40 or older (78% country-wide). Mothers in Barnet are generally happy with care received, with 50% of mothers having their preferred choice for giving birth. Many mothers were not aware of what community support is available by the Borough.

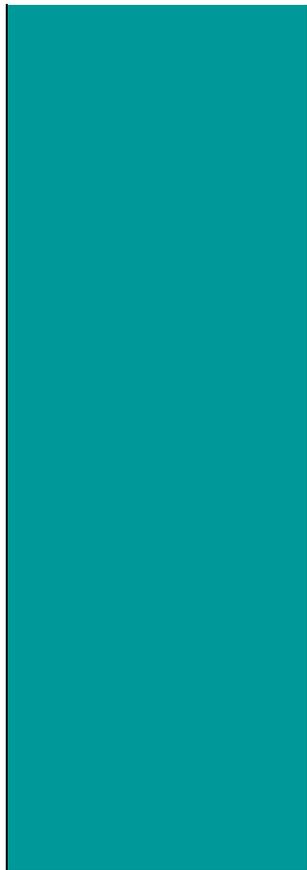
What do people tell you?

Only 148 individuals answered questions on pregnancy, and fewer still (131 individuals) on maternity leave.

Are you pregnant?	No. of respondents
No	90
Yes	2

⁵ Civil Partnership Formations, ONS, 2020

⁶ Pregnancy in Barnet, Healthwatch Barnet, 2016



These statistics are to provide context on pregnancy and maternity in Barnet to frame the responses from consultation, the data is purely quoted within the report and do not have an associated breakdown of data.

Prefer Not To Say	56
Are you on maternity leave?	
No	76
Yes	1
Prefer Not To Say	54

The majority of those who did respond said that they were not pregnant nor on maternity leave. 2 individuals disclosed that they were pregnant and a further 1 individual stated that they were currently on maternity leave.

38% preferred not to say whether they were pregnant, and an additional 41% preferred not to say whether they were on maternity leave.

There were no concerns related to pregnancy or maternity raised during the consultation. However, all designs and uses for the scheme proposed will continue to keep this group in mind to ensure no negative impact arises.

Protected group

What does the data tell you?

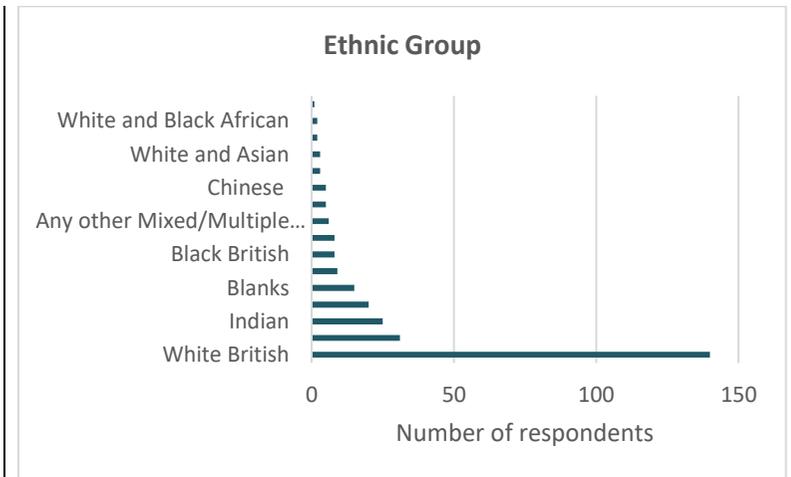
What do people tell you?

**Race/
Ethnicity¹⁴**

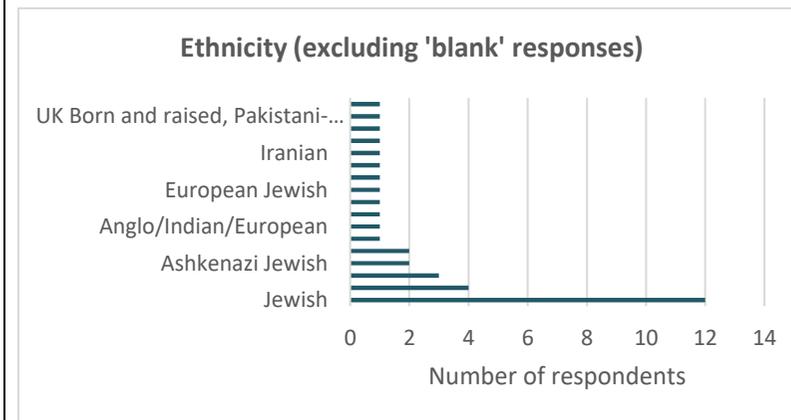
The Barnet population is projected to become increasingly diverse, with the proportion of Black, Asian and Minority Ethnic (BAME) people in the borough population rising from 40.3% in 2020 to 42.8% in 2030.

Almost half of all respondents stated that their ethnic group was White British (49%), with 11% preferring not to disclose the information. 9% of respondents were Indian, 7% from any other white background. 3% were Black British, 3% Irish, and 2% Chinese. The data shows a broad span of ethnicities living in the area with active interest in the scheme, summarised in the bar chart below:

Ethnicity	No. of persons in 2020	% of population in 2020	No. of persons in 2030	% of population in 2030
White British	158,200	38.9%	159,100	35.4%
White Irish	8,900	2.2%	9,100	2.0%
Other White	75,500	18.6%	88,500	19.7%
Arab	7,300	1.8%	8,700	1.9%
Bangladeshi	2,600	0.6%	2,800	0.6%
Black African	24,100	5.9%	27,600	6.1%
Black Caribbean	5,000	1.2%	5,500	1.2%
Chinese	11,100	2.7%	13,300	3.0%
Indian	31,000	7.6%	34,500	7.7%
Other Asian	32,500	8.0%	40,300	9.0%
Other Black	4,700	1.2%	5,400	1.2%
Other Ethnic Group	17,100	4.2%	21,300	4.7%
Other Mixed	7,000	1.7%	8,400	1.9%
Pakistani	6,600	1.6%	7,600	1.7%
White & Asian	7,400	1.8%	8,300	1.8%
White & Black African	4,000	1.0%	4,700	1.0%
White & Black Caribbean	3,600	0.9%	4,000	0.9%
White ethnic group	242,600	59.7%	256,700	57.2%
BAME	164,000	40.3%	192,400	42.8%
Total (All ethnicities)	406,600	100.0%	449,100	100.0%

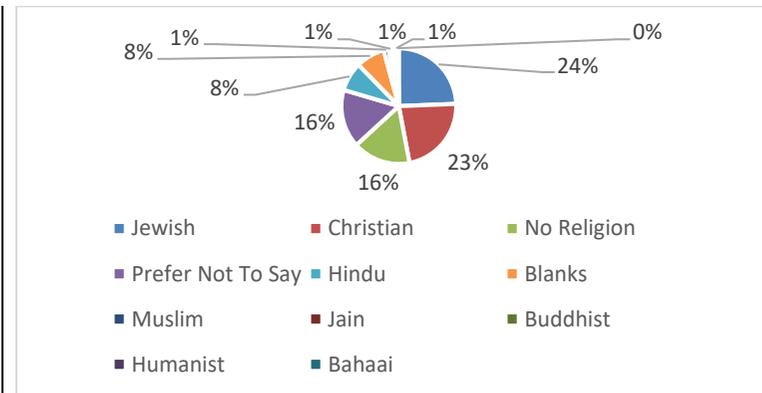
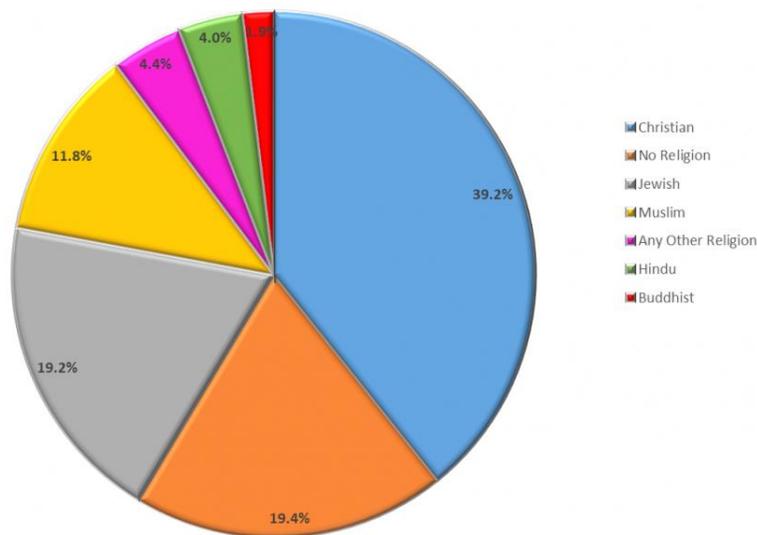


A follow-up question for ethnicity was to provide more info, in which 231 respondents chose to leave this blank and 4 individuals chose not to answer. A further 12 specified that they were Jewish, and 2 Ashkenazi Jewish.



Once again, there were no comments received in response to the consultation that indicated people felt a particular ethnic group

		<p>was impacted more. The re-provision of the ACA on the RFC site is also likely to benefit service providers and users alike. It is understood that the change in premises and potential temporary relocation of assets could cause a temporary service disruption, impacting the provision to members of the service. However, conversations are ongoing with ACA who are supportive of the move to modern facilities, LBB will support the service where needed regarding community engagement to maximise uptake of the CAB, and will continue to remain in conversation with the service up to and leading on from decant. Any temporary relocation and permanent provision of services will be configured to best support their needs. All service hours of the proposed facilities will remain consistent with that provided currently.</p>
Protected group	What does the data tell you?	What do people tell you?
Religion or belief¹⁵	<p>The most common religion in Barnet is Christianity (39.2%), followed by the Jewish (19.2%) and Muslim (11.8%) faiths (refer to Figure 1.8). Almost one in five people in the borough has no religion (19.4%), which equates to around 75,600 people, compared to the 152,500 Christians in Barnet. Whilst almost a third of people in the borough are either Jewish or Muslim (31%) roughly one in twenty-five are Hindu (4.0%) and Buddhists account for just under one in fifty (1.9%). Hendon has particularly strong Jewish presence, with 32-38% of its population.</p>	<p>In line with the actual borough-wide data analysis, 24% of respondents identified as Jewish, with 23% as Christian. 16% stated that they had no religion, and 16% also said that they would prefer not to say. 8% left this question blank but the majority chose to disclose this information.</p> <p>During the first stage of consultation there were concerns raised regarding holding face to face events on religious holidays. During the second stage of consultation this was considered, with events organised around holidays of all faith groups to ensure people from all religious backgrounds could provide their feedback on the scheme. Other than this initial issue, there has not been any concern raised pertaining to religion or belief raised through the consultation. This will be reviewed throughout the project and if anything is raised later, it will be considered and mitigated at that time.</p>

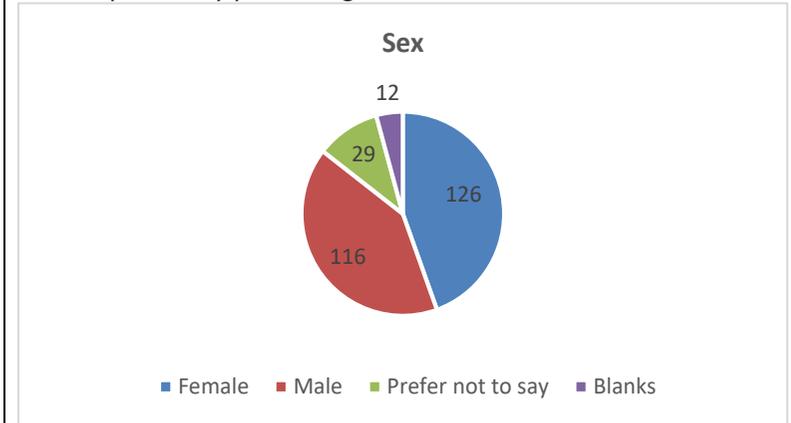


Protected group	What does the data tell you?	What do people tell you?
Sex ¹⁶	50.5% of the population as of 2020 is female, and 49.5% is male. The most populous age bands for both sexes are 30-39 years.	45% of respondents identified as female, and 41% as male, reflective of the female-dominated demographic reflected in the borough-wide statistics. 4% of respondents to the survey left the question pertaining to sex blank, with 10% stating that they would prefer not to say. Both sexes were more likely to disagree with the proposed development based on the consultation (c.86% of each sex respectively noted that they objected to the proposals). Men, on the surface, appeared more likely to support the proposal than

Age group	Male	Female
0-4	13,200	12,700
5-9	13,400	12,700
10-14	13,100	12,500
15-19	10,900	10,700
20-24	11,300	11,500
25-29	15,000	14,300
30-34	16,800	16,000
35-39	16,700	16,100
40-44	15,400	15,100
45-49	14,000	14,000
50-54	13,000	13,600
55-59	11,200	12,000
60-64	9,300	9,900
65-69	7,500	8,300
70-74	6,900	7,900
75-79	4,800	5,900
80-84	3,400	4,600
85-89	2,200	3,200
90+	1,200	2,200
Total	199,400	203,300

Women in Barnet have a significantly higher life expectancy than men (85.8 years vs 82.4 years), both being significantly better than London and England averages.

women, with 12% supporting and 4% supporting, respectively. However, significance cannot be drawn due to the limited number of respondents overall. In addition, no concerns were raised specifically pertaining to sex.



Protected group	What does the data tell you?	What do people tell you?																																																									
Sexual Orientation¹⁷	<p>In 2019 it was reported that 89% of London’s population identified as straight or heterosexual, with 2.6% identifying as gay/lesbian, 1.2% as bisexual, 0.7% as other, and 6.5% unknown or refusing to answer⁷. These statistics have shown a slight increase in the population identifying as LGBTQ+ since 2014 as acceptance grows. There has been an increase in 3% of people who are unsure or refuse to answer.</p> <table border="1" data-bbox="412 456 1182 1110"> <thead> <tr> <th>Year</th> <th>Identity</th> <th>Estimate</th> <th>% of Total</th> </tr> </thead> <tbody> <tr> <td rowspan="6">2014</td> <td>Heterosexual or straight</td> <td>6,240</td> <td>93%</td> </tr> <tr> <td>Gay or lesbian</td> <td>131</td> <td>2%</td> </tr> <tr> <td>Bisexual</td> <td>51</td> <td>1%</td> </tr> <tr> <td>Other</td> <td>21</td> <td>0%</td> </tr> <tr> <td>Don't know or refuse</td> <td>299</td> <td>4%</td> </tr> <tr> <td>Total</td> <td>6,742</td> <td></td> </tr> <tr> <td rowspan="6">2019</td> <td>Heterosexual or straight</td> <td>6,326</td> <td>90%</td> </tr> <tr> <td>Gay or lesbian</td> <td>131</td> <td>2%</td> </tr> <tr> <td>Bisexual</td> <td>87</td> <td>1%</td> </tr> <tr> <td>Other</td> <td>53</td> <td>1%</td> </tr> <tr> <td>Don't know or refuse</td> <td>466</td> <td>7%</td> </tr> <tr> <td>Total</td> <td>7,063</td> <td></td> </tr> </tbody> </table>	Year	Identity	Estimate	% of Total	2014	Heterosexual or straight	6,240	93%	Gay or lesbian	131	2%	Bisexual	51	1%	Other	21	0%	Don't know or refuse	299	4%	Total	6,742		2019	Heterosexual or straight	6,326	90%	Gay or lesbian	131	2%	Bisexual	87	1%	Other	53	1%	Don't know or refuse	466	7%	Total	7,063		<p>59% of individuals stated that they identified as straight or heterosexual, with a further 29% preferring not to say and 11% leaving the response blank. 1% of respondents identified as bisexual, and only 1 individual identified as gay or a lesbian. This is lower than the statistical average of London, potentially due to the age distribution of respondents, with younger people more likely to identify as part of the LGBTQ+ community, as mentioned previously.</p> <div data-bbox="1339 528 2114 1106"> <p>Sexual Orientation</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Straight or Heterosexual</td> <td>167</td> <td>81%</td> </tr> <tr> <td>Prefer Not To Say</td> <td>81</td> <td>31%</td> </tr> <tr> <td>Blanks</td> <td>3</td> <td>1%</td> </tr> <tr> <td>Bisexual</td> <td>1</td> <td>0.5%</td> </tr> </tbody> </table> </div> <p>Further, no impact was identified on the LGBTQ+ community from the consultation period, with the response rate for this question being too low to conclude any significant findings.</p>	Category	Count	Percentage	Straight or Heterosexual	167	81%	Prefer Not To Say	81	31%	Blanks	3	1%	Bisexual	1	0.5%
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⁷ Sexual Identity by Region, ONS, 2019

Protected group	What does the data tell you?	What do people tell you?																												
<p data-bbox="107 751 293 815">Other relevant groups¹⁸</p>	<p data-bbox="409 245 1308 491">These other relevant groups have been identified based on the questions asked during the consultation period via the feedback forms to provide further supporting information regarding the demographic of respondents. Household size and affordability of housing have been included as affordable residential dwellings are a new important addition to the scheme, and the initial EQIA presented at OBC assessed that there would be an impact on low income individuals and lone parents.</p> <p data-bbox="409 571 645 600">Ward Respondents</p> <p data-bbox="409 608 1308 794">The table below shows the estimated ward populations in Barnet for 2018. The wards are ranked according to population size, with Colindale (27,000) accounting for 6.8% of the total borough population. In contrast, High Barnet with an estimated population of 15,900 represents only 4.0% of the Barnet population, in 2018.</p>	<p data-bbox="1330 245 1570 274">Ward Respondents</p> <p data-bbox="1330 282 2085 384">The majority of responses to feedback forms (256 out of 283) were Barnet residents, and only 2 individuals were students or staff members from Middlesex University.</p> <table border="1" data-bbox="1323 421 2123 1002"> <thead> <tr> <th data-bbox="1323 421 1727 459">Ward</th> <th data-bbox="1727 421 2123 459">No. of respondents</th> </tr> </thead> <tbody> <tr> <td data-bbox="1323 459 1727 497">Hendon</td> <td data-bbox="1727 459 2123 497">214</td> </tr> <tr> <td data-bbox="1323 497 1727 536">West Hendon</td> <td data-bbox="1727 497 2123 536">16</td> </tr> <tr> <td data-bbox="1323 536 1727 574">Mill Hill</td> <td data-bbox="1727 536 2123 574">9</td> </tr> <tr> <td data-bbox="1323 574 1727 612">Brunswick Park</td> <td data-bbox="1727 574 2123 612">7</td> </tr> <tr> <td data-bbox="1323 612 1727 651">Colindale</td> <td data-bbox="1727 612 2123 651">4</td> </tr> <tr> <td data-bbox="1323 651 1727 689">Golder Green</td> <td data-bbox="1727 651 2123 689">4</td> </tr> <tr> <td data-bbox="1323 689 1727 727">Edgware</td> <td data-bbox="1727 689 2123 727">4</td> </tr> <tr> <td data-bbox="1323 727 1727 766">Finchley Church End</td> <td data-bbox="1727 727 2123 766">3</td> </tr> <tr> <td data-bbox="1323 766 1727 804">High Barnet</td> <td data-bbox="1727 766 2123 804">2</td> </tr> <tr> <td data-bbox="1323 804 1727 842">Underhill</td> <td data-bbox="1727 804 2123 842">2</td> </tr> <tr> <td data-bbox="1323 842 1727 880">Burnt Oak</td> <td data-bbox="1727 842 2123 880">1</td> </tr> <tr> <td data-bbox="1323 880 1727 919">East Finchley</td> <td data-bbox="1727 880 2123 919">1</td> </tr> <tr> <td data-bbox="1323 919 1727 957">Did Not Respond</td> <td data-bbox="1727 919 2123 957">17</td> </tr> </tbody> </table> <p data-bbox="1330 1038 2096 1321">Respondents living within Hendon were more likely to respond negatively to the scheme, with the perception that the loss of parking and intensification of MDX and student presence in the area would negatively impact the local community. However, some of these local respondents believe that the improved community offer and relocated services from the MC site would provide an improvement to the local community service provision.</p>	Ward	No. of respondents	Hendon	214	West Hendon	16	Mill Hill	9	Brunswick Park	7	Colindale	4	Golder Green	4	Edgware	4	Finchley Church End	3	High Barnet	2	Underhill	2	Burnt Oak	1	East Finchley	1	Did Not Respond	17
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Ward name	Ward population	% of borough population
Colindale	27000	6.8%
Childs Hill	22200	5.6%
Mill Hill	21200	5.4%
Golders Green	20600	5.2%
Edgware	20400	5.2%
Burnt Oak	20000	5.1%
West Hendon	20000	5.1%
Hendon	20000	5.1%
Woodhouse	18800	4.8%
Hale	18400	4.7%
Coppetts	17900	4.5%
West Finchley	17600	4.5%
East Finchley	17200	4.4%
Finchley Church End	17100	4.3%
East Barnet	16900	4.3%
Oakleigh	16900	4.3%
Brunswick Park	16800	4.3%
Garden Suburb	16700	4.2%
Totteridge	16500	4.2%
Underhill	16400	4.2%
High Barnet	15900	4.0%

Employment Status and Affordability

For the year to June 2018, both the employment and unemployment rates for Barnet are similar to both London and England. The wards localized in the west and south of the borough with a greater overall deprivation (shown on the map as darker blue patches). The Burroughs shows a median level for income deprivation.

The Strategic Housing Market Assessment (SHMA⁸) for Barnet identified a need for 76,500 homes to be delivered between 2016 and 2041, with 3,060 dwellings per year across all tenures. The requirement for affordable homes across the 25 years is projected at 17,600, resulting in an annual requirement of 704 affordable dwellings per annum.

Barnet is an expensive place to live, with private rents considerably higher than the national average, and an average house price of £555,000 (2020). This is compared to an average annual salary of £34,999 in 2020. That

The impact of construction of the development, due to the proximity of sites, is likely to impact local residents more. A robust construction management plan is being produced, with LBB endeavoring to support residents and services during this period, and residents and local stakeholders will be engaged with throughout this process.

Employment Status and Affordability

The feedback form did not ask questions in relation to housing affordability due to its sensitive nature and no comments relating to affordability were raised through consultation by other means, e.g. face to face and emails. As such, consultation did not conclude anything significant in this regard

The provision of independent living accommodation for young adults who have recently left the care system to live affordably while they work will be benefited through the scheme. The same can be said with the affordable accommodation proposed to be introduced above the new library. Further to this, 50% of all student accommodation provided by the scheme will be at affordable tenure, improving the accessibility of low-income individuals and students to quality accommodation.

The reprovision of the CAB on the RFC site will also benefit service providers and users alike. It is understood that the change in premises and potential temporary relocation of assets could cause a temporary service disruption, impacting the support to residents in the area. However, conversations are ongoing with CAB who are supportive of the move to modern facilities, LBB will support the service where needed regarding community engagement to maximise uptake of the CAB, and will continue to remain in conversation with the service up to and

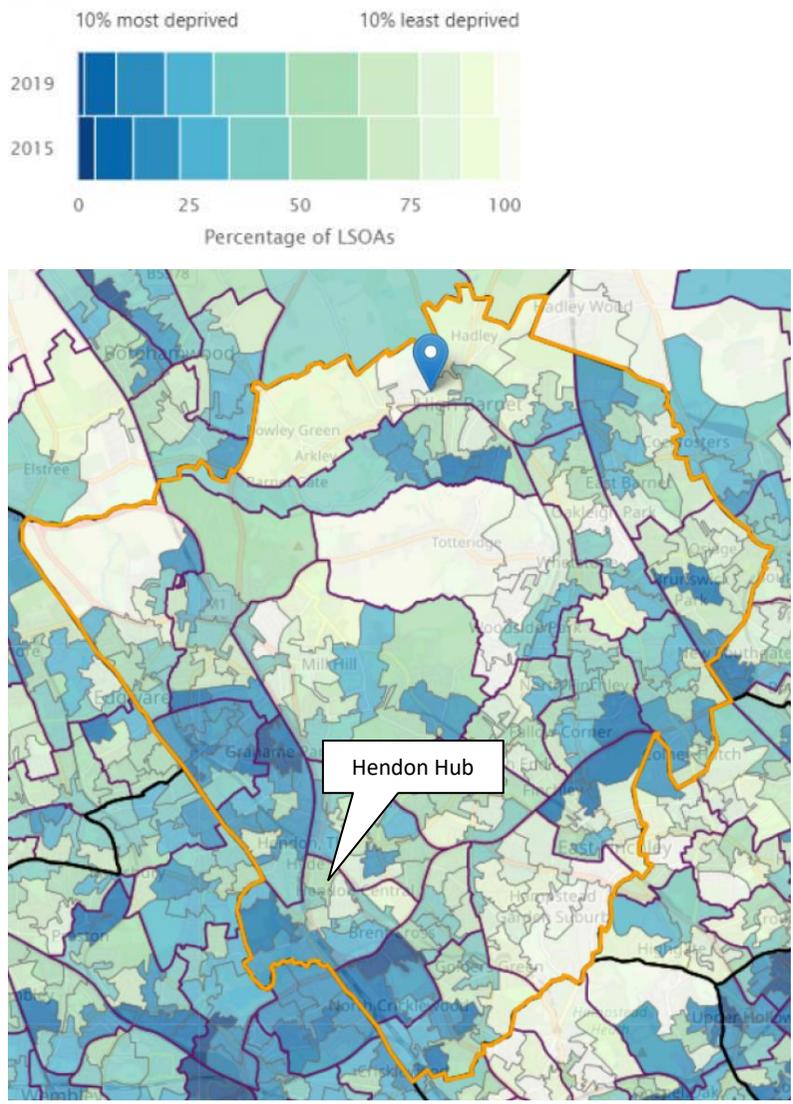
⁸ London Borough of Barnet Strategic Housing Market Assessment Update, Opinion Research Services, 2018

results in an affordability ratio of 15.9 times their annual salary to buy a home. The gulf between earnings and house prices in Barnet is the largest since records began in 2002 when the house-price-to-income ratio was 7.4 and has increased by 19% since 2015⁹ where it was 13.3.

leading on from decant. Any temporary relocation and permanent provision of services will be configured to best support their needs. All service hours of the proposed facilities will remain consistent with that provided currently.

The PDSA is frequented by some low income individuals. As such, the reprovision of the facilities to the Fuller Street car park will impact this group further. The veterinary clinic is happy with the proposed relocation, with an upsizing from their current facility, improved parking access for staff and visitors (including disabled parking spaces), and a larger vet surgery as part of the unit. Since OBC, the PDSA is proposed to no longer be relocated outside of Hendon, with the continuation and improvement of the service to the local community.

⁹ House Price to Residence-Based Earnings Ratio, ONS, 2021



Household Size

The estimated household size for Barnet in 2019 is 2.51 persons per household, which is similar to both Outer London (2.51) and England (2.32). Over the next 20 years, the household size is predicted to decrease for Barnet, Outer London and England, but in all cases, these reductions are not statistically significant.

Affordable housing

As of October 2018, over 10,000 houses have been built in Barnet since 2011, of which 2,657 have been classified as “affordable” for sale or rent. It is predicted that 35,000 new homes will be delivered during the next 15 years, based on the Barnet Housing Trajectory. However, based on a recent Strategic Housing Market Assessment (SHMA) for 2016-2041, there are a total of 76,500 houses required for Barnet over that period, of which 58,900 (77%) are market housing and 17,600 (23%) are affordable housing. This represents a total of 3,060 houses per year, of which 704 are affordable housing.

4. Assessing impact: What does the evidence tell you about the impact your proposal may have on groups with protected characteristics ¹⁹?

Protected characteristic	For each protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Is there an impact on service deliver? Is there an impact on customer satisfaction?	Positive impact	Negative impact		No impact
			Minor	Major	
Age	<p>Virtual consultation and email responses indicated an impact on age, especially on older individuals due to an increase in young people moving into the area as a result of the scheme.</p> <p>There is concern, raised through email feedback, that parking issues could increase if student presence across the Boroughs grew. Many students who are currently parking on the streets are likely to be travelling in from Wembley accommodation and having a local accommodation offer could help reduce these numbers. Further to this, the current CPZ is proposed to be extended, with MDX prohibiting students in the accommodation from bringing cars to the University and parking in the area (and this will be written into their tenancy agreement).</p> <p>An additional issue raised by virtual and face-to-face consultation events was that of antisocial behaviour increasing due to an uplift in student population living locally. The university has a strict code of conduct regarding accommodation to limit noise, which has been communicated to the local community during the consultation process. Further to this, the placemaking improvements to the area are designed to reduce the presence of hot spots for crime (e.g. low lighting, outmoded buildings, etc). The proposed changes for the scheme (to be approved at P&R on the 20th July 2021) also include the potential inclusion of a Safer Neighbourhood Team base of operations (currently in discussions with the Met Police) on the RFC site which will increase police presence and security in the area. MDX are putting immediate steps in place to reduce the amount of anti-social behaviour, and this will be regularly reviewed with them and local residents.</p> <p>Placemaking improvements to the Sunny Hill playground and the Prince of Wales Terrace are part of the Hendon Hub development and should provide a safe space for children to meet and play, improving Hendon's place as a safe space for children to learn and grow. Further, individuals responding to the library design survey showed support over an enhanced library offer in general, with a potential separate children's area which would benefit the young people of Hendon.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The feedback forms raised that local residents have concerns students will put a strain on the local infrastructure and are interested in community facilities such as a community hall, more green spaces, and a GP surgery. The project team are currently in discussions with the Clinical Commissioning Group (CCG) to introduce a healthcare service on the MC Site to help mitigate this strain and improve local support for age-related health issues.

The population of Hendon is c.20,100 as of 2020. There is concern among local residents raised in letters to LBB that the provision of student accommodation could increase the local population by 3% (based on the 600 units) and that this increase in population would not be diverse in age. While this is a valid point to be raised, it is not necessarily at the detriment to the ward. For instance:

- Ageing population of Barnet balanced out by introduction of younger generation
- Inward investment and spending into the local economy – improved business performance and community usage
- Reduction of student unit numbers by 26% since OBC, with introduction of key worker accommodation and independent affordable living support, broadening the age of potential new residents to the area
- The Joint Strategic Needs Assessment (JSNA) does not predict that Hendon will have a substantial increase in population by 2030 (c.6% from current) and students are visiting the University and living locally in HMO's. So, while increase and capacity of local services should be monitored, a boost in residents is considered to be within a tolerable level

A minor negative impact has been selected to accommodate for the mitigations already in place helping reduce the concerns raised during consultation, and these will be reviewed regularly.

Protected characteristic	For each protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Is there an impact on service deliver? Is there an impact on customer satisfaction?	Positive	Minor -ve	Major -ve	None
Disability	<p>The design team are putting disabled toilets into the proposals including changing place toilets as per the updated building regulations, representing an enhanced provision for people with profound physical disabilities.</p> <p>All new amenities provided by the scheme will be Disability Discrimination Act (DDA) compliant and will comply with Building Regulations Part M. And 10% of all accommodation as per New London Plan will be disability-friendly.</p> <p>MENCAP is to be relocated to 154 Station Road prior to any demolition where it will improve the quality of facilities (in line with Mencap’s specification), and the phasing of the project will be such that there are no disruptions to this vital service.</p> <p>Conversations are ongoing with the CCG regarding the inclusion of health services being provided on the Meritage Centre. This would provide a local point of contact for support for disabled individuals, should it be required. Subject to adult social services requirements, the project team are further considering the inclusion of additional care onto the Meritage Site.</p> <p>A few individuals reached out to inform the project team via email that the scheme approved at OBC interfered with parking access and routes to car parks for disabled individuals. It is important to note that the proposed scheme at FBC no longer includes permanent location of residential buildings on the large Burroughs car park, and this car park is recommended to be removed entirely from the scheme, leaving these parking and the access to the parking spaces untouched and accessible. No temporary relocation of the library is now proposed, but if programme delays cause a necessary temporary relocation of the Hendon Library, this will be on a short-term basis only and it will be ensured it does not interfere with disabled parking spaces and access. The team will make every effort to communicate about these changes and support residents throughout.</p> <p>Inclusion Barnet appear to be supportive of the scheme in principal, with acknowledgement that new provision of community services is typically more accessible. There is no net loss of parking from the scheme and individuals with a disability will continue to have access to sufficient parking spaces across</p>	☒	☐	☐	☐

	<p>the area. Inclusion Barnet’s comments regarding the potential design improvements to help maximise accessibility of the proposed scheme. LBB will ensure thorough and ongoing consideration of internal and external accessibility, in consultation with both accessibility specialists and local disabled people</p> <p>Some residents including local church goers, who attend the two nearby churches, have raised concerns that they use the car park close to Hendon Town Hall. The mitigation is that we will speak to the groups about alternative parking arrangements.</p>				
Protected characteristic	For each protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Is there an impact on service deliver? Is there an impact on customer satisfaction?	Positive	Minor -ve	Major -ve	None
Gender reassignment	<p>A lack of gender-neutral bathrooms in the scheme’s design (namely in the academic facility amenities) was raised as issue by MDX’s LGBTQ+ society. This has now been addressed within the proposed new scheme design for FBC.</p> <p>All accommodation units within the current scheme are ensuite and consequently gender neutral, allowing this comfort to be respected.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage and Civil Partnership	The JSNA and consultation events do not indicate a significant change or impact on marriage and civil partnerships in the area, with no services interfering with this protected characteristic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and Maternity	<p>The overall impact of the scheme on pregnant individuals is considered to be negligible but positive. Lift provisions where required to ease strain on pregnant individuals. Further to this, access to toilet facilities in public spaces like the library will be part of the design.</p> <p>The new library is designed to be a more flexible and accessible space, reducing the strain on any pregnant staff.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Protected characteristic	For each protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Is there an impact on service deliver? Is there an impact on customer satisfaction?	Positive	Minor -ve	Major -ve	None
Race/ Ethnicity	<p>There hasn't been any direct feedback or concerns over the development reported that impact people due to their race or ethnicity. At OBC it was identified that the African Cultural Association and Meridian (formerly Chinese Mental Health Services) being moved would impact the individuals that use and occupy them. Virtual conversations with these two occupiers has shown support towards the new upgraded facilities, to the extent that the negative strain of relocating is mitigated. Both parties consider the proposed provision to be preferable compared to the current situation. Facilities will also be relocated locally, within a 5-minute walk from where they are currently situated.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or belief	<p>There is a small negative impact on faith groups in Hendon, with a slight disruption in parking for church goers during the construction period due to the need to access St Mary's Church as it is adjacent to the Meritage Centre. However, this disruption is only temporary, with construction method statements issued to ensure site safety. Disruption to key church services and dates will be minimised, with little to no works to proceed on a Sunday. The loss of the Town Hall car park could impact some local church goers and alternative arrangements will be discussed with these groups.</p> <p>At OBC it was raised that Middlesex University could provide prayer rooms and other religious facilities as part of the new developments to help improve the quality of life of incoming students. However, it has since been discovered that MDX already provides this offer and there is limited demand to provide more as part of the new development.</p> <p>There is a strong Jewish community across Hendon, as noted in the Joint Strategic Needs Assessment (JSNA) and from feedback forms, yet no comments have surfaced regarding a particular impact on them. Any and all events going forward will take consideration of all religious holidays to ensure communication and accessibility to the public is open to all.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Protected characteristic	For each protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Is there an impact on service deliver? Is there an impact on customer satisfaction?	Positive	Minor -ve	Major -ve	None
Sex	Based on JSNA data and consultation, it is not expected that there will any significant impact based on sex. The feedback from consultation events and feedback forms has not raised concerns regarding impact on biological sex, nor gender expression.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	Based on JSNA data and an extremely small number of respondents on feedback forms identifying as homosexual or bisexual, it is not anticipated that there will be a significant impact based on sexual orientation. No specific comments have been made pertaining to sexual orientation in face-to-face events nor via email or phone.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

5. Other Key Groups		Positive	Minor -ve	Major -ve	None
<p>Are there any other vulnerable groups that might be affected by the proposal? <i>These could include carers, people in receipt of care, lone parents, people with low incomes or unemployed</i></p>					
Key groups	<p>Carers It was identified at OBC that adult carers will be slightly affected by the relocation of the MENCAP facility as those who attend must be accompanied. However, the facility is remaining local and will be of an improved quality at 154 Station Road.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<p>Mental health Existing mental health facilities (e.g. Barnet Mental Wellbeing Hub and Meridian in Meritage Centre) are to be moved. Feedback forms and face to face events stressed the importance of maintaining and improving the provision of mental health services in the area. Relocating facilities such as these could have stronger ramifications for those with mental health issues (e.g. change to a routine could create undue stress etc). Since OBC these facilities are now set to only move to around a 5-minute walk away so as to mitigate as much stress as possible. Communication and assurance will be ongoing to ease the transition for service users.</p> <p>It is worth noting that Meridian is now used for broader community purposes rather than specifically mental health so impact on the community has reduced from that anticipated at OBC.</p> <p>Further to this, the new library building design includes an open frontage and plenty of access to natural light. This is expected to improve mental health of library staff, offering an improvement from the current dimly lit, deep rooms of the current Hendon Library.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are there any other vulnerable groups that might be affected by the proposal? <i>These could include carers, people in receipt of care, lone parents, people with low incomes or unemployed</i>		Positive	Minor -ve	Major -ve	None
	<p>Lone parents/Household Size Some families and lone parents may need to be relocated. Regular communication with residents and key affected parties is important to ensure needs are met and due consideration is taken in relocating them to ensure they feel safe and comfortable. Compensation will be provided where applicable to accommodate this disruption. All statutory requirements will be met with regard to any relocations undertaken.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<p>Affordability / Low incomes/unemployed Some of the residents living of the housing will be require to be relocated and equalities impacts will be undertaken prior to this happening, and during this process. Due process will be followed, involving compensation as necessary.</p> <p>Since OBC, the scheme has improved in its overall affordability to the public. A reduction in student accommodation numbers (50% of which remains at an affordable level of £160pw as defined in the London Plan 2021), has facilitated the inclusion of 33 Independent Living and 28 affordable key worker accommodation (an improvement to the current offer). Feedback forms raised concerns over any kind of housing provision, regardless of whether this was affordable or not.</p> <p>There are job opportunities available in the planning, construction, and operational phases of the development and local procurement will be prioritised. Contractors have policy requirements that specifically engage with local contractors/apprenticeships, aligning with LBB policy to engage with those with known track record of employing local contractors/sub-contractors etc. Further to this, MDX employment policy prioritises onboarding local persons into new roles created by the scheme</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Cumulative impact²⁰

Considering what else is happening within the council and Barnet could your proposal contribute to a cumulative impact on groups with protected characteristics?

Yes No

If you clicked the Yes box, which groups with protected characteristics could be affected and what is the potential impact? Include details in the space below

Overall, it is not thought that any of the protected characteristics are majorly negatively affected. It is considered that the majority of vulnerable groups are impacted positively to some extent, including: disability, pregnancy/maternity, gender reassignment, and race/ethnicity.

The main groups that are thought to be impacted negatively are age, religion, and mental health. At OBC the impact on these groups was thought to be fairly substantial and so, as a result, a significant number of mitigations and adjustments have been made to the scheme since then to accommodate for concerns regarding equalities and from consultation feedback. These include:

- Reduction in student accommodation unit numbers by 26%
- Introduction of additional placemaking improvements improving lighting and quality of space, and further service provisions, including a healthcare service and a potential Safer Neighbourhoods Team base
- CPZ and parking restrictions for new student population (introduced for non-disabled students only)
- DDA compliance of buildings, with 10% of accommodation provided being disability-friendly
- Removal of 2 car parks from the scheme with no overall net loss in parking
- Introduction of gender-neutral toilets in public space
- Relocation of community uses to a more prominent community hub on the RFC site

As a result, the cumulative impact of the scheme is thought to be slightly positive, with the negative impact on older people (65+) being mitigated wherever possible.

Residents' forums will continue to be open across the remainder of the development period in case of any rising concerns of the public to ensure protected characteristics are considered and accommodated in the final scheme. This EqIA will be updated throughout the lifecycle of the Hendon Hub development to manage Equalities considerations.

6. Actions to mitigate or remove negative impact

Only complete this section if your proposals may have a negative impact on groups with protected characteristics. These need to be included in the relevant service plan for mainstreaming and performance management purposes.

Group affected	Potential negative impact	Mitigation measures ²¹ <i>If you are unable to identify measures to mitigate impact, please state so and provide a brief explanation.</i>	Monitoring ²² <i>How will you assess whether these measures are successfully mitigating the impact?</i>	Deadline date	Lead Officer
Age	Increase in the student population has raised the concern of increasing antisocial behaviour and parking issues. There is also a concern of the population rise that could result from the scheme due to increasing pressures on local services.	There will be no net loss in parking as a result of the scheme. A CPZ will be in place and extended, with MDX prohibiting students in the accommodation from parking in the area. Proposed scheme revisions include the potential to include a Safer Neighbourhoods Team base of operation which will increase police presence and security in the area to limit anti-social behaviour concerns. Improved community facilities will bring the well-used services in line with modern demand, increasing their sustainability and durability against an increase in the local population.	Communication with residents will continue throughout the development's lifecycle, including key milestones, and general updates to those that register for regular project updates. Parking in the area will continue to be monitored to determine if any adjustments are needed.		
Religion/Belief	Slight disruption to Christian services due to access requirements onto the St Mary's	Phasing of the construction will be as efficient as possible to limit noise and access disturbance to the local facilities.	As above – the impact on these Christian services is expected to be eradicated post construction.		

	Church due to its proximity to the Meritage Centre & parking for other church goers on town hall car park	Construction will be limited during key religious service times and holidays.	Alternative parking to be discussed with relevant groups.		
Group affected	Potential negative impact	Mitigation measures	Monitoring	Deadline date	Lead Officer
Mental Health	Relocation of mental health services has exacerbated impact on this protected characteristic due to disturbance in routine.	Relocations are to be provided within a 5-minute walk from the previous facilities, reducing the impact on routine as much as possible. Further to this, services will be in contact to support service users through this change and ensure that they are comfortable. The Mental Health service anticipates that the new location will enable improved delivery as the current location is well-used and unsustainable; Temporary facilities to be managed with the service providers to ensure limited disruption. Equalities Impact Assessments will be undertaken for all proposed moves, in conjunction with the individual uses.	As above		

7. Outcome of the Equalities Impact Assessment (EqIA)²³

Please select one of the following four outcomes

Proceed with no changes

The EqIA has not identified any potential for a disproportionate impact and all opportunities to advance equality of opportunity are being addressed

Proceed with adjustments

Adjustments are required to remove/mitigate negative impacts identified by the assessment

Negative impact but proceed anyway

This EqIA has identified negative impacts that are not possible to mitigate. However, it is still reasonable to continue with the activity. Outline the reasons for this and the information used to reach this decision in the space below

Do not proceed

This EqIA has identified negative impacts that cannot be mitigated and it is not possible to continue. Outline the reasons for this and the information used to reach this decision in the space below

Reasons for decision

Overall, the Hendon Hub development does not have a significant impact on the protected characteristics identified. It is important that this status is consistently monitored across the course of the project and, if need arise, mitigations and changes to ensure no group is negatively impacted are made. The adjustments proposed within the Hendon FBC improve the equalities position since OBC, with inclusions such as a health centre, local relocations, CPZ, reduction in parking disruption. and gender-neutral bathrooms providing benefits to service users that were not previously available. The main equalities concern raised in public consultation is that of the increase in student population in the area, which will need to be carefully monitored going forward to ensure anti-social behaviour and hot spots are addressed and this work has already started.

Sign-off

9. Sign off and approval by Head of Service / Strategic lead ²⁴	
Name Stephen McDonald	Job title Director of Growth
<input checked="" type="checkbox"/> Tick this box to indicate that you have approved this EqIA	Date of approval: 7 th July 2021
<input type="checkbox"/> Tick this box to indicate if EqIA has been published Date EqIA was published: Embed link to published EqIA:	Date of next review: August 2021 Regular Equalities meetings occur and will continue to do so going forward. This EQIA will be regularly reviewed as and when necessary

Document Control

Record the information relevant to this document in this section

File Name	Appendix 2_Hendon Hub FBC EQIA 7 July 2021
Reference	
Version	V1
Date created	7 th July 2021
Status	Final

Document History

If the document has been altered or amended, please track the versions and changes in this section

Date	Version	Reason for change	Changes made by
07.07.2021	Appendix 2_Hendon Hub FBC EQIA 6 July 2021	Stats proofing	NK, HD
06.07.2021	Appendix 2_Hendon Hub FBC EQIA 5 th July 2021 v1	Addressing comments and formatting	NK, HD
30.06.2021	Appendix 2_Hendon Hub FBC EQIA June 2021 v4	Additional changes and comments from others	NK, HD, SC

29.06.2021	Appendix 2_Hendon Hub FBC EQIA June 2021V3	Inclusion of outcomes from library services survey	HD
29.06.2021	Appendix 2_Hendon Hub FBC EQIA June 2021V2	Further information on relocated services provided	NK, HD, JK
25.06.2021	Appendix 2_Hendon Hub FBC EQIA June 2021V1	Initial draft as appendix	NK, HD, IK
20.06.2021	20.06.2021 Hendon Hub FBC EQIA Second Draft_Capita	Second draft for internal circulation	RE, JF, NK, IK, SC, HD
10.06.2021	10.06.2021 Hendon Hub FBC EQIA First Draft_Capita	Initial draft for internal circulation	RE, JF, NK, IK, SC, HD

Footnotes: guidance for completing the EqIA template

¹ The following principles explain what we must do to fulfil our duties under the Equality Act when considering any new policy or change to services. They must all be met or the EqIA (and any decision based on it) may be open to challenge:

- **Knowledge:** everyone working for the council must be aware of our equality duties and apply them appropriately
- **Timeliness:** the duty applies at the time of considering proposals and before a final decision is taken
- **Real Consideration:** the duty must be an integral and rigorous part of your decision-making and must influence the process.
- **Sufficient Information:** you must assess what information you have and what is needed to give proper consideration.
- **No delegation:** the council is responsible for ensuring that anyone who provides services on our behalf complies with the equality duty.
- **Review:** the equality duty is a continuing duty – it continues after proposals are implemented/reviewed.
- **Proper Record Keeping:** we must keep records of the process and the impacts identified.

² Our duties under the Equality Act 2010

The council has a legal duty under this Act to show that we have identified and considered the impact and potential impact of our activities on all people with ‘protected characteristics’ (see end notes 9-19 for details of the nine protected characteristics). This applies to policies, services (including commissioned services), and our employees.

We use this template to do this and evidence our consideration. You must give ‘due regard’ (pay conscious attention) to the need to:

- **Avoid, reduce or minimise negative impact:** if you identify unlawful discrimination, including victimisation and harassment, you must stop the action and take advice immediately.
- **Promote equality of opportunity:** by
 - Removing or minimising disadvantages suffered by people with a protected characteristic
 - Taking steps to meet the needs of these groups
 - Encouraging people with protected characteristics to participate in public life or any other activity where participation is disproportionately low
 - Consider if there is a need to treat disabled people differently, including more favourable treatment where necessary
- **Foster good relations between people who share a protected characteristic and those who don’t:** e.g. by promoting understanding.

³ EqIAs should always be proportionate to:

- The size of the service or scope of the policy/strategy
- The resources involved
- The size of the likely impact – e.g. the numbers of people affected and their vulnerability

The greater the potential adverse impact of the proposal on a protected group (e.g. disabled people) and the more vulnerable the group is, the more thorough and demanding the process required by the Act will be. Unless they contain sensitive data – EqIAs are public documents. They are published with Cabinet papers, Panel papers and public consultations. They are available on request.

⁴ When to complete an EqIA:

- When developing a new policy, strategy, or service
- When reviewing an existing service, policy or strategy
- When making changes that will affect front-line services

-
- When amending budgets which may affect front-line services
 - When changing the way services are funded and this may impact the quality of the service and who can access it
 - When making a decision that could have a different impact on different groups of people
 - When making staff redundant or changing their roles

Wherever possible, build the EqlA into your usual planning and review processes.

Also consider:

- Is the policy, decision or service likely to be relevant to any people because of their protected characteristics?
- How many people is it likely to affect?
- How significant are its impacts?
- Does it relate to an area where there are known inequalities?
- How vulnerable are the people who will be affected?

If there are potential impacts on people but you decide not to complete an EqlA you should document your reasons why.

⁵ **Title of EqlA:** This should clearly explain what service / policy / strategy / change you are assessing.

⁶ **Focus of EqlA:** A member of the public should have a good understanding of the proposals being assessed by the EqlA after reading this section. Please use plain English and write any acronyms in full first time - eg: 'Equality Impact Assessment (EqlA)'

This section should explain what you are assessing:

- What are the main aims or purpose of the proposed change?
- Who implements, carries out or delivers the service or function in the proposal? Please state where this is more than one person or group, and where other organisations deliver it under procurement or partnership arrangements.
- How does it fit with other services?
- Who is affected by the service, or by how it is delivered? Who are the external and internal service-users, groups, or communities?
- What outcomes do you want to achieve, why and for whom? E.g.: what do you want to provide, what changes or improvements, and what should the benefits be?
- What do existing or previous inspections of the service tell you?
- What is the reason for the proposed change (financial, service, legal etc)? The Act requires us to make these clear.

⁷ **Data & Information:** Your EqlA needs to be informed by data. You should consider the following:

- What data is relevant to the impact on protected groups is available? (is there an existing EqlA?, local service data, national data, community data, similar proposal in another local authority).
- What further evidence is needed and how can you get it? (e.g. further research or engagement with the affected groups).
- What do you know from service/local data about needs, access and outcomes? Focus on each characteristic in turn.
- What might any local demographic changes or trends mean for the service or function? Also consider national data if appropriate.
- Does data/monitoring show that any policies or practices create particular problems or difficulties for any group(s)?
- Is the service having a positive or negative effect on particular people or groups in the community?

⁸ What have people told you about the service, function, area?

- Use service user feedback, complaints, audits
- Conduct specific consultation or engagement and use the results
- Are there patterns or differences in what people from different groups tell you?
- Remember, you must consult appropriately and in an inclusive way with those likely to be affected to fulfil the equality duty.
- You can read LBB [Consultation and Engagement toolkit](#) for full advice or contact the Consultation and Research Manager, rosie.evangelou@barnet.gov.uk for further advise

⁹ Age: People of all ages, but consider in particular children and young people, older people and carers, looked after children and young people leaving care. Also consider working age people.

¹⁰ Disability: When looking at disability, consideration should be given to people with different types of impairments: physical (including mobility), learning, aural or sensory (including hearing and vision impairment), visible and non-visible impairment. Consideration should also be given to: people with HIV, people with mental health needs and people with drug and alcohol problems. People with conditions such as diabetes and cancer and some other health conditions also have protection under the Equality Act 2010.

¹¹ Gender Reassignment: In the Act, a transgender person is someone who proposes to, starts or has completed a process to change their gender. A person does not need to be under medical supervision to be protected. Consider transgender people, transsexual people and transvestites.

¹² Marriage and Civil Partnership: consider married people and civil partners.

¹³ Pregnancy and Maternity: When looking at pregnancy and maternity, give consideration to pregnant women, breastfeeding mothers, part-time workers, women with caring responsibilities, women who are lone parents and parents on low incomes, women on maternity leave and 'keeping in touch' days.

¹⁴ Race/Ethnicity: Apart from the common ethnic groups, consideration should also be given to Traveller communities, people of other nationalities outside Britain who reside here, refugees and asylum seekers and speakers of other languages.

¹⁵ Religion and Belief: Religion includes any religion with a clear structure and belief system. As a minimum you should consider the most common religious groups (Christian, Muslim, Hindu, Jews, Sikh, Buddhist) and people with no religion or philosophical beliefs.

¹⁶ Sex/Gender: Consider girls and women, boys and men, married people, civil partners, part-time workers, carers (both of children with disabilities and older cares), parents (mothers and fathers), in particular lone parents and parents on low incomes.

¹⁷ Sexual Orientation: The Act protects bisexual, heterosexual, gay and lesbian people.

¹⁸ Other relevant groups: You should consider the impact on our service users in other related areas.

¹⁹ Impact: Your EqIA must consider fully and properly actual and potential impacts against each protected characteristic:

- The equality duty does not stop changes, but means we must fully consider and address the anticipated impacts on people.
- Be accurate and transparent, but also realistic: don't exaggerate speculative risks and negative impacts.
- Be detailed and specific where you can so decision-makers have a concrete sense of potential effects.

-
- Questions to ask when assessing whether and how the proposals impact on service users, staff and the wider community:
 - Are one or more protected groups affected differently and/or disadvantaged? How, and to what extent?
 - Is there evidence of higher/lower uptake of a service among different groups? Which, and to what extent?
 - Does the project relate to an area with known inequalities (where national evidence or previous research is available)?
 - If there are likely to be different impacts on different groups, is that consistent with the overall objective?
 - If there is negative differential impact, how can you minimise that while taking into account your overall aims?
 - Do the effects amount to unlawful discrimination? If so the plan **must** be modified.
 - Does it relate to an area where equality objectives have been set by LBB in our [Barnet 2024 Plan](#) and our [Strategic Equality Objective](#)?

²⁰ **Cumulative Impact**

You will need to look at whether a single decision or series of decisions might have a greater negative impact on a specific group and at ways in which negative impacts across the council might be minimised or avoided.

²¹ **Mitigating actions**

- Consider mitigating actions that specifically address the impacts you've identified and show how they will remove, reduce or avoid any negative impacts
- Explain clearly what any mitigating measures are, and the extent to which you think they will reduce or remove the adverse effect
- Will you need to communicate or provide services in different ways for different groups in order to create a 'level playing field'?
- State how you can maximise any positive impacts or advance equality of opportunity.
- If you do not have sufficient equality information, state how you can fill the gaps.

²² **Monitoring:** The Equality Duty is an ongoing duty: policies must be kept under review, continuing to give 'due regard' to the duty. If an assessment of a broad proposal leads to more specific proposals, then further monitoring, equality assessment, and consultation are needed.

²³ **Outcome:**

- Make a frank and realistic assessment of the overall extent to which the negative impacts can be reduced or avoided by the mitigating measures. Also explain what positive impacts will result from the actions and how you can make the most of these.
- Make it clear if a change is needed to the proposal itself. Is further engagement, research or monitoring needed?
- Make it clear if, as a result of the analysis, the policy/proposal should be stopped.

²⁴ **Sign off:** You will need to ensure the EqIA is signed off by your Head of Service, agree whether the EqIA will be published, and agree when the next review date for the EqIA will be.

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Consultation Report

London Borough of Barnet

Hendon Hub
The Burroughs
Hendon

5 July 2021

Prepared by

GL Hearn

GL Hearn Limited
4th Floor
65 Gresham Street
London EC2V 7NQ

T: +44(0)20 7851 4900
glhearn.com

Public

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Quality Standards Control

The signatories below verify that this document has been prepared in accordance with our quality control requirements. These procedures do not affect the content and views expressed by the originator.

This document must only be treated as a draft unless it is has been signed by the originators and approved by a Business or Associate Director.

DATE 5 July 2021	ORIGINATORS Asha Saroy Associate Director	APPROVED Matthew Evans Director
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Limitations

This document has been prepared for the stated objective and should not be used for any other purpose without the prior written authority of GL Hearn; we accept no responsibility or liability for the consequences of this document being used for a purpose other than for which it was commissioned.

1 INTRODUCTION

- 1.1 The London Borough of Barnet (LBB) appointed GL Hearn's Strategic Communications team, as part of a wider project team, to undertake a programme of public consultation in support of, and to inform, its proposals to redevelop several sites in Hendon. This project is known as the 'Hendon Hub'.
- 1.2 The Hendon Hub proposals comprise a mixed-use development opportunity in Hendon's The Burroughs, providing services to the community and Middlesex University. There are three core sites to the scheme: Ravensfield, Fenella and Car Park (RFC); Building 9 (including the Town Hall, Town Hall Annex, and Hendon Library), and the Meritage Centre (MC) site. Other satellite sites are to be incorporated to house relocations and landscaping improvements.
- 1.3 The RFC Site currently comprises of well-used academic buildings with ancillary retail and a car park. This is intended to be redeveloped into 388 student accommodation units (50% affordable tenure, 50% market rates), a performing arts building, new Library, 28 affordable key worker accommodation dwellings, and ancillary retail and commercial facilities.
- 1.4 The Building 9 Site includes partial demolition and re-development of the existing Building 9 and 9a, converting to provide additional academic space for the University.
- 1.5 The Meritage Centre site incorporates the re-development of 214 student accommodation units, as well as 33 new Independent Living units for young adults and respite care, and a health and wellbeing centre, currently being discussed with the appropriate council services.
- 1.6 There will be no loss in community facilities, with the following services to be relocated as part of the proposed development:
 - Hendon Library to the RFC Site
 - Meridian from the MC Site to the RFC Site
 - African Cultural Association from the MC Site to the RFC Site
 - Citizen's Advice Bureau to RFC Site
- 1.7 Off-site developments will include the re-provision of the School Library Resources Service (SLRS) (moved from the existing Building 9 site) relocated to the former Quinta Club near Chipping Barnet,

Mencap to 154 Station Road, and the relocation of the PDSA to Fuller Street Car Park. These proposals were consulted on and the feedback detailed in this report.

- 1.8 Consultation and stakeholder engagement were undertaken by LBB Hendon Hub project team and GL Hearn between February and June 2021. Members of the project team included representatives from Barnet Council, Middlesex University, and various consultants, including planning consultants, architects, project management, heritage, transport, and finance consultants.
- 1.9 The COVID-19 pandemic and lockdown restrictions put in place by the Government has meant that the consultation undertaken on this project has been “virtual first”, with information about the project contained on a dedicated GL Hearn Hendon Hub consultation [website \(www.hendonhub.co.uk\)](http://www.hendonhub.co.uk). The consultation and a link to the website was also promoted on LBB’s [Engage Barnet](https://engage.barnet.gov.uk/hendon-hub-consultation) consultation portal (<https://engage.barnet.gov.uk/hendon-hub-consultation>). Several virtual presentations and meetings have been provided over Zoom and Microsoft Teams to interested residents and stakeholders. Printed copies and other alternative formats of the consultation materials were also made available on request, and with the easing of restrictions in May 2021, the team was able to hold some in-person events as well.
- 1.10 Consultation on the Hendon Hub proposals started on 26 February 2021 when the project website (www.hendonhub.co.uk) went live, and several virtual presentations were held during March. The team had to pause their active promotion of the consultation and engagement during the pre-election period for the 2021 local elections in London (for the Greater London Authority and some LBB by-elections), which had been delayed from 2020 due to the COVID-19 pandemic. Interested parties were still able to view the proposals online and provide feedback during this time. Once the elections had taken place, the team was then able to hold further virtual and in-person events.
- 1.11 The project team has engaged with local councillors, community groups and members of the wider public prior to the submission of the planning application. It has also undertaken extensive pre-application discussions with planning officers at LBB and other statutory planning consultees.
- 1.12 The consultation that has been undertaken is in line with LBB’s own adopted policy documents, specifically the Statement of Community Involvement (SCI) (Oct 2018) which sets out the council’s expectations around how developers will consult communities on draft development proposals prior to submission. For this project LBB will be applicant and developer and so is seeking to comply with its expectations of other developers. Section 4.1.2 states *“The aim of pre-application consultation is to encourage discussion before a formal application is made, enabling communities to have an*

influence on a planning proposal before it is finalised. The process can help to identify improvements and overcome objections at a later stage. Such pre-application consultations can take the form of exhibitions, presentations, workshops or simply a letter or mail shot.”

- 1.13 Section 4.1.3 goes on to say, *“In order for stakeholders to have evidence of how they have helped shape the proposal and any subsequent planning application that follows pre-application consultation must set out the outputs of such engagement in a Statement of Pre-application Consultation.”*
- 1.14 This report summarises the programme of public consultation undertaken by the project team between February and June 2021, and the feedback received as a part of this. The feedback has been summarised in chapter three, and responses to these are set out in the ‘Team Response’ table in chapter four.
- 1.15 A modified version of this report (badged as a ‘Statement of Pre-application Consultation’ in line with the Council’s adopted SCI) would be submitted as part of any planning application(s) submitted for the various development sites within the project, although this would not happen unless the Full Business Case were to be approved by the Policy and Resources Committee at LBB. Other accompanying documents (for example the Design and Access Statement and Planning Statement) would provide further information about the consultation undertaken and how feedback has been incorporated into the final proposals.
- 1.16 If a planning applications were to be submitted, interested local residents and stakeholders will have a further opportunity to provide comments and feedback through the Council’s public access system as part of the statutory consultation that is undertaken on all applications.
- 1.17 It should be noted that prior to the work set out in this report, a separate consultation on The Burroughs and Middlesex University Supplementary Planning Document (SPD) was undertaken by the LBB planning policy team in January and February 2021. This was undertaken in Barnet Council’s role as the Local Planning Authority and is different from the consultation undertaken on Hendon Hub, which was undertaken by the team acting as a developer for a planning project. The SPD aimed to support the ambitions of enhancing the educational and civic offer The Burroughs provides to its existing communities in Hendon and as home to Middlesex University.

2 METHODOLOGY AND APPROACH

2.1 This section outlines the approach GL Hearn, on behalf Barnet Council, has taken towards public consultation and engagement, which is based on established best practice and informed by the scale and mix of the proposed development.

2.2 The aim was to conduct an appropriate and robust programme of consultation, which provided the opportunity for interested individuals and groups to get involved in the development process. This included opportunities for the public to view and ask questions about the proposals and provide feedback for the development team to consider before submitting the planning application.

2.3 A comprehensive communications plan was applied to ensure the consultation reached different communities. The team has sought to ensure the collateral produced is easily understandable and not rely solely on one channel of communication.

2.4 The following principles were followed throughout:

- outline the approach to consultation and how people can get involved
- identify and consult those parties who will potentially be affected by or interested in the proposals
- provide the opportunity for feedback on the proposals to be submitted and reviewed by members of the project team
- clearly outline timescales for the application and what happens next after the programme of consultation
- Report back on the feedback that has been received and the project team's responses to that feedback. We put this feedback before the committee to help inform the decision-making.

Consultation timescales

2.5 The consultation started on Friday 26 February 2021 and concluded on Monday 7 June 2021, lasting over 14 weeks. The deadlines for feedback were extended several times during the overall consultation, as follows:

- the original deadline for feedback was Friday 21 March but this was extended to Friday 21 May to provide more time for people to provide feedback on the proposals

- the deadline was then extended from Friday 21 May to Friday 4 June to allow for in-person events to be held during May, following the easing of lockdown restrictions on Monday 17 May. These events had not previously been proposed due to uncertainty over lockdown but became a possibility during consultation; and
- over the May bank holiday weekend (Saturday 29 May – Monday 31 May), the website feedback form experienced a technical issue which meant some people were unable to complete and submit feedback forms (although they were still able to use the contact form on the project website and contact the team via telephone and email). This was rectified on Tuesday 1 June and the deadline for feedback was extended to Monday 7 June to allow for the days when the feedback form could not be submitted online.

Promotion of the consultation

2.6 It was important to promote the consultation, the online consultation website and submission form and virtual presentations to ensure that the community and stakeholders were aware of the draft proposals and how they could provide their views and thoughts on the proposals. The following pages give further details on how the consultation was promoted.

Leaflets

2.7 To promote the consultation and let people know how they could take part, a set of leaflets was produced by the project team. These leaflets provided an initial overview of the project, contact details for the project team, and the dates and times of upcoming virtual consultation events.

2.8 At the end of February 2021, a first round of leaflets was delivered to people living around the three areas where sites were located. All three areas were leafleted on Friday 27 February 2021. The leaflet distributor sent confirmation reports once delivery of the leaflets had been completed.

- For the main Hendon Hub sites along The Burroughs in Hendon, a leaflet was delivered to 13,005 addresses (including residential and business addresses) in the Hendon and West Hendon wards at LBB.
- For the Osidge Lane site, a leaflet was delivered to 1,853 addresses (including residential and business addresses) in an approx. 500m radius around the site.

- For the former Quinta Club site, a leaflet was delivered to 742 addresses (including residential and business addresses) in an approx. 500m radius around the site.

2.9 Copies of these leaflets can be found at **Appendix A**. Copies of the scope areas shown on a map can be found at **Appendix B**.

2.10 Following our four virtual events and the decision to extend the consultation deadline to Friday 21 May, another flyer was produced to notify people of this change. Some people who attended events stated that they had not received leaflets and this second mailing sought to address this. Copies of the leaflets distributed in late March can be found at **Appendix C**. The same scope areas were used for each flyer as mentioned in 2.8. The leaflet confirmed that the consultation had been extended to Friday 21 May and gave dates and times for the next four virtual consultation events that were scheduled in May. Copies of the leaflets were also mailed to those who registered for updates.

2.11 Further leaflets were produced and delivered at the start of May to the same scope areas to provide a reminder of the dates and times of the upcoming virtual events and offer another opportunity for people to receive a flyer and be notified of the plans. These leaflets can be found at **Appendix D**. The Hendon flyer also announced that in-person events would be possible, and that people could get in contact with the project team if this was of interest. This was possible due to the change in government Coronavirus guidelines.

Direct contact

2.12 Each time that the leaflets were hand distributed to the scope areas mentioned at 2.8 and 2.9, the project team also emailed copies of the flyer directly to identified local stakeholders and community groups (including schools and religious buildings), LBB councillors, local MPs and those who had consented to being updated and provided their contact details.

2.13 Methods of how to contact the team were also listed on the leaflet and invited those that were unable to attend the consultation events or meet in-person to provide their feedback to contact the team. In addition, the online consultation website was updated with all relevant information on how to submit their feedback, with a feedback form available to complete.

Libraries

- 2.14 Copies of the leaflets were also available at three libraries: Hendon Library, Osidge Library and Chipping Barnet. These three libraries were chosen as they were closest to the Main Hendon Hub sites, Osidge Lane and the former Quinta Club respectively.
- 2.15 A4 printed copies of the consultation material were also provided at these three libraries. Copies were available to borrow with a library card via the Libraries Select and Collect service. Items had to be requested in advance and users were notified when the items were ready for collection.

Local press

- 2.16 At the same time the leaflets were distributed, press releases were issued to local news media. This led to several stories being published in the Barnet Times, the local newspaper covering Hendon and the surrounding areas. A briefing session was also set up with a local journalist at the time of the first consultation events to introduce the project.
- 2.17 This local news coverage provided a further way for people to hear about the project, the virtual consultation platform and upcoming events.

Social media

- 2.18 LBB has promoted the project and consultation events through its own social media channels, including its corporate Facebook and Twitter accounts, as well as internal communications to promote the consultation to staff. A copy of the example of the internal communications can be found in **Appendix E** and examples of the social media posts can be found in **Appendix F**.

Online consultation website

- 2.19 The GL Hearn project team created a dedicated website <https://hendonhub.co.uk/> which hosted the virtual consultation platform. The website address was referenced on all consultation collateral. A screenshot of the website can be found at **Appendix G**.
- 2.20 The website was designed to provide details of the project, including all consultation boards, dates of all the online consultation events and in-person events, and how people could get in contact with any queries. A copy of the consultation boards can be found at **Appendix H**.

- 2.21 The website initially provided a copy of the leaflet and details of the consultation events, along with an online feedback form, which users could complete. Throughout the consultation, the website was updated to provide information about the project and for stakeholders to read about the proposals.
- 2.22 The website continues to be updated to keep the public informed of the project's progress. Any announcements or important updates about the project will be added to the website.
- 2.23 Much of the information provided on the Hendon Hub website was also available on the council's own consultation portal Engage Barnet <https://engage.barnet.gov.uk/>. This included links through to the main Hendon Hub site and links to the virtual presentations. The consultation information was also available in other languages upon request, although no requests for this were made.

Accessibility

- 2.24 The online consultation platform was designed to make the website text as simple as possible to understand so as many people as possible would be able to use the website. This meant that users of the website were able to:
- change the font size
 - zoom in to increase the size of the text
 - navigate most of the website using just a keyboard
 - navigate most of the website using speech recognition software
 - listen to most of the website using a screen reader (including the most recent versions of JAWS, NVDA and VoiceOver)
- 2.25 It was not possible to change the font size at the touch of a button, however the user could increase the font size using the tools within their browser.
- 2.26 If any user wanted information on the website in a different format, such as, accessible PDF, large print, easy read, audio recording or braille they were encouraged to email the team via hendonhub@glhearn.com for details on this. No such requests were received.

2.27 If any resident who received a consultation leaflet wanted to request a feedback form in an alternative format to those advertised, they could contact GL Hearn via email, the online consultation website, telephone or by Freepost Mail. No such requests were received.

Request for copies of consultation materials

2.28 Contact details were provided on all collateral for members of the public and stakeholders to get in contact if they had any questions/queries/comments. It was noted on collateral that some members of the public/recipients may not have online access to the consultation material and so they were invited to contact us if they wanted hard copies of the consultation material. This flexibility was important given lockdown restrictions and the need to allow for people who may not be completely comfortable taking part in the virtual consultation.

2.29 In total, the team was contacted by 15 people who requested copies of the consultation material. Materials were provided to all of these individuals via post. Where possible, we also offered to email these residents copies of the materials.

Consultation activities

2.30 This section sets out the consultation activities that were undertaken in support of the proposals, in addition to the distribution of our leaflets, and as part of the pre-planning application process.

Online feedback form

2.31 The project team created a feedback form that was available on the online consultation website (<https://hendonhub.co.uk>) to allow the public and stakeholders to offer their feedback on proposals.

2.32 There were 44 questions in total, and respondents could answer as many questions as they chose to. There were questions on the various sites included in the proposals, as well as questions relating to equalities and ward information.

2.33 The online feedback form took on average 10 minutes to complete and allowed respondents to complete questions at their own pace. It was the most popular choice of providing feedback to the team.

Virtual public engagement

2.34 The project team organised eight virtual events that took place over Zoom (a well-known and popular example of video meeting software) to provide the public and stakeholders the opportunity to view the draft proposals and comment on them prior to the submission of the planning application. The decision to use Zoom was guided by feedback given to the Council that people wanted to be able to speak to and ask questions directly of the project team, rather than watching a webinar and only being able to submit text questions. It was also chosen as it was seen to be more accessible to the maximum number of people compared to the alternative which was Microsoft Teams which was deemed too specialist.

2.35 The events which were held are listed below (all meetings took place between 6pm and 7.30pm):

Virtual meeting date	Focus of presentation
Thursday 4 March 2021	Main Hendon Hub proposals
Monday 8 March 2021	Former Quinta Club proposals
Tuesday 9 March 2021	Osidge Lane proposals
Thursday 18 March 2021	Main Hendon Hub proposals
Monday 10 May 2021	Former Quinta Club proposals
Tuesday 11 May 2021	Osidge Lane proposals
Thursday 13 May 2021	Main Hendon Hub proposals
Thursday 20 May 2021	Main Hendon Hub proposals

2.36 The virtual events consisted of a presentation that lasted between 30 and 45 minutes by the team, followed by one hour (or more when sessions overran) of discussions and Q&A. Attendees were able to provide their feedback and ask questions by raising their hand in the Zoom call and being invited to address the team, or via the chat function available throughout.

2.37 Members of the project team including representatives from Barnet Council, Middlesex University, and consultants from the project team (communications consultants, planning consultants, architects, project management, heritage, transport, and finance consultants) were at the virtual events to discuss the proposals and any associated matters with attendees. All virtual events were led by a senior officer, including the CEO and Deputy CEO of the Council.

In-person public engagement

2.38 Due to an easing in the Government's social distancing guidelines during the consultation period, the project team was able to hold several outdoor drop-in in-person events during May. These were organised by Mobilise Public Ltd (Mobilise), a consultancy appointed to form part of the project team, and other members of the project team attended including senior representatives from Barnet Council and Middlesex University. The events were held outdoors in line with restrictions to help protect people. Hand-sanitiser and Covid-19 tests were also available. As it was on the university campus, attendees were encouraged to test themselves before attending.

2.39 Four in-person events were held at the Scholars Courtyard at Middlesex University during the week commencing Monday 17 May 2021. The times were as follows:

- Monday 17 May: 2pm – 5pm
- Tuesday 18 May: 4pm – 7pm
- Thursday 20 May: 10am – 1pm
- Friday 21 May: 2pm – 5pm

2.40 Details of the drop-ins were shared at online consultation meetings, on the Hendon Hub website, through social media and through an electronic leaflet. A leaflet was designed (see **Appendix I**) and emailed to those who had registered for email updates on the scheme.

2.41 At the event, the consultation boards available on the project website were displayed and used to present the proposals.

2.42 A total of 45 people, including councillors, attended the drop-in sessions over the course of the week, with approximately an additional 50 people spoken to at the entrance but who did not enter the event.

- 2.43 An additional street co-design session based around the Prince of Wales Estate and Fuller Street was held on 26 May 2021. This session was organised by Mobilise with members from the GL Hearn landscape team attending. A leaflet was designed (see **Appendix J**) and hand-delivered to properties on the estate.
- 2.44 The focus of this session was primarily on potential landscaping and parking improvements which could be delivered as part of the Hendon Hub project, although it also provided an opportunity to discuss other aspects of the scheme, answer questions, and receive feedback.

Council officer engagement

- 2.45 Throughout the pre-application period, the project team has met with LBB planning officers through a series of formal pre-application meetings. The proposals for each of the sites have been guided and informed by this engagement, which is in line with LBB's stated expectations around developers taking part in pre-application engagement.
- 2.46 Council planning officers are separate from the project team which has been working on Hendon Hub and have scrutinised the proposals independently.

Political stakeholder engagement

- 2.47 Throughout the pre-application consultation process, LBB councillors have been kept informed of the public consultation activities being undertaken and progress being made with the developing proposals. This has included regular briefings for Hendon ward councillors and specific meetings for members representing the other sites outside of Hendon, as well as sessions for other interested councillors.
- 2.48 Briefings have also been offered to the MP for Hendon and MP for Chipping Barnet, the two Parliamentary constituencies covering the sites within the Hendon Hub project.

Middlesex University engagement

- 2.49 The University has also been undertaking its own local engagement in parallel to the work being carried out by the project team in order to foster better links between itself and the local community.
- 2.50 To date, this engagement has included:
- setting up a resident forum to allow regular meetings between neighbours and the University

- individual meetings and walking tours around the area with key figures from the University and local residents
- meetings with local councillors and MPs
- hosting the in-person Hendon Hub consultation sessions mentioned at **2.39** on campus.

Other planning consultees and stakeholders

2.51 The project team has also met with various consultees and stakeholders to help inform the plans.

Council promotional activities

2.52 The Council also supported the promotion of the consultation and this included:

- news items in the council's residents' e-newsletter magazine, Barnet First
- news release issued on the Communications Hub of barnet.gov.uk website
- widely promoted via staff communications mechanisms: First Team, the Chief Executives weekly message, and BEA staff networks (**see Appendix K**)
- news items in the Communities Together Network newsletter

Barnet Libraries consultation

2.53 The Barnet Libraries team has undertaken its own consultation exercise in parallel to the main consultation, asking people what kinds of features and services they would like to see in a new Hendon Library. There was an online questionnaire, which was widely promoted, and alternative formats were made available on request. A copy of the questionnaire can be found in **Appendix L**.

2.54 The libraries consultation was hosted separately on its own project page on Engage Barnet <https://engage.barnet.gov.uk/proposed-new-hendon-library> and remained up for the duration of the Hendon Hub consultation. This separate page also provided a summary of the Hendon Hub plans and a link to the consultation for the design of the proposed new Hendon Library. Details of the library survey and Hendon Hub consultation were also emailed to library stakeholders by the Barnet Library team.

2.55 The Barnet Libraries team have analysed the feedback provided to them via their survey. Data analysis can be found in **Appendix M**. It is important to note that this analysis was provided by the Barnet Libraries team.

3 FEEDBACK RECEIVED

3.1 This chapter provides an overview of the feedback received during the public consultation on Hendon Hub.

3.2 All responses received have been considered equally regardless of the method used to return them (i.e. whether it has been through the online feedback form, verbally related over the phone, comments at virtual consultation events). The feedback received has been recorded and collated by GL Hearn. Throughout the consultation, key stakeholders, including LBB officers and Middlesex University staff, were updated with the number and nature of responses received.

3.3 There were various methods that respondents could provide their feedback to the Hendon Hub project team, these were:

- email
- phone
- project website: feedback form and 'contact us' form
- post/letter.

3.4 Below is a breakdown of the feedback in terms of numbers:

Method of feedback	Number received
Emails	105
Phone	10
Project website – contact us	22
Project website - feedback form	341
Post/Letter	11
TOTAL	489

Emails, calls and letters

3.5 The team received 126 enquiries, in the form of emails, letters and phone calls. These focused on specific questions on the plans and were answered by GL Hearn on behalf of LBB.

Type	Number	Feedback/themes
Emails	105	<ul style="list-style-type: none"> • Concerns about the loss of the library, with respondents saying the library is a source of community pride • Opposition to the expansion of the university and additional students living in the area. • Uncertainty over the public benefits of the project • Objection to the loss of car parking spaces locally, linked to concerns that parking was already an issue in Hendon and by Osidge Lane. Emails expressed concerns about the impact on businesses if car parking spaces were taken away • Concerns about the proposed heights of buildings and potential for overdevelopment. There were worries as to the impact on the character of the area • Support for the Meritage Centre as an important community hub, with some respondents providing personal experiences and their gratitude for the Centre • Comments on the importance of new buildings being accessible for disabled users
Letters	11	<ul style="list-style-type: none"> • Concerns the community had not been given enough information during the consultation. • Criticism of the consultation process, for example not enough time allowed at virtual presentations for comment • There were concerns about the loss of car parks along with the proposed height of some buildings. • Importance of social and community spaces for mental health purposes. • Importance of inclusivity and gender-neutral toilets being part of the plans

Type	Number	Feedback/themes
		<ul style="list-style-type: none"> Suggestion that photovoltaic panels should be used to combat the climate change challenge. Question of whether a theatre or cinema could be introduced into the area.
Phone Calls	10	<ul style="list-style-type: none"> Concern about the loss of the library and where the replacement was going to be There were also concerns about whether the plans constituted overdevelopment Requests for copies of the consultation material to be posted out

Virtual events

3.6 A total of eight virtual consultation events were held over Zoom during the consultation period, as shown below. During each of these sessions, those attending were able to make comments in the chat section and ask questions directly to the team.

3.7 The table features an approximate attendance for the virtual events. As some people joined and left during different stages of the meeting or were anonymous it wasn't possible to keep an exact count of those in attendance.

Virtual meeting date	Focus of presentation	No. of attendees
Thursday 4 March 2021	Main Hendon Hub proposals	76
Monday 8 March 2021	Former Quinta Club proposals	12
Tuesday 9 March 2021	Osidge Lane proposals	23
Thursday 18 March 2021	Main Hendon Hub proposals	70
Monday 10 May 2021	Former Quinta Club proposals	17
Tuesday 11 May 2021	Osidge Lane proposals	16

Virtual meeting date	Focus of presentation	No. of attendees
Thursday 13 May 2021	Main Hendon Hub proposals	79
Thursday 20 May 2021	Main Hendon Hub proposals	64

3.8 The first two virtual events on the main Hendon Hub proposals were held on 4 and 18 March 2021. The feedback received at these sessions was consistent (i.e., the themes of feedback, comments and questions were largely the same) and has been summarised in the following table. This includes questions and comments put directly to members of the team verbally and comments left in the chat box.

Theme	Commentary
Parking	<ul style="list-style-type: none"> • Objection to the loss of car parking facilities within Hendon as part of the proposals, particularly the large car park on The Burroughs (used by local residents and businesses), the Fuller Street car park (used by local residents on the Prince of Wales estate and parents dropping children off at nearby school) and the small council car park at the end of the Ravensfield and Fenella site • Concerns about continued parking pressure from students on local roads, as well as parking displaced from the car parks proposed to be built on
Hendon library	<ul style="list-style-type: none"> • In-principle objection to the relocation of Hendon Library from its current building, which is considered to be attractive, historic and that is a source of positive memories for people who have used it over time • Questions about why it is not possible to expand or improve the library services provided in the current building, especially given changes to this provision over time and in recent years (e.g. asking why currently unused space can't be reused) • Fears about a loss of civic buildings in Hendon to the university; other examples given including Church Farmhouse Museum • Worries about the demolition of alteration of the building

Theme	Commentary
University expansion	<ul style="list-style-type: none"> • In-principle objection to the expansion of the university and increase in student numbers living locally • Perception of a “take over” of the area by the university, turning Hendon into a campus or “university town” without local input into that decision • Concerns about antisocial behaviour linked to or targeting students and impact on local residents • Suggestion that other nearby areas (e.g. Colindale or Brent Cross) would be more appropriate locations for new student accommodation • Doubt that the proposals would lead to a reduction in the number of HMOs occupied by students locally
University relations	<ul style="list-style-type: none"> • Examples given of frustrations or problems local residents have with the university and students at the moment and concerns that these will increase or worsen if the proposals were to go ahead • Lack of awareness of public access currently available to university facilities, linked to feelings that residents do not currently benefit from living close to the university
Consultation	<ul style="list-style-type: none"> • Concerns around the technical language used in some consultation material and the overall town planning, SPD and business case processes were difficult to engage with • Questions about the appropriateness of undertaking consultation during COVID-19 lockdown restrictions • Confusion around how Supplementary Planning Document consultation and Hendon Hub consultations differed, their purposes and timescales for completion • Doubt or scepticism about whether local feedback would be acknowledged or considered by the project team
Building design	<ul style="list-style-type: none"> • Concerns or objections to the draft proposals shown for the proposed new buildings, which some attendees felt were too tall, too large / bulky, too contemporary in appearance or otherwise not in keeping with the local character of Hendon

Theme	Commentary
	<ul style="list-style-type: none"> • Some related concerns about local conservation and heritage and whether the new buildings would detract from local listed buildings or Conservation Areas • Concerns linked to building heights around loss of privacy or amenity in back gardens on sites that could be overlooked by the new buildings
Local infrastructure	<ul style="list-style-type: none"> • Perception that local social infrastructure (e.g. doctors) are already at capacity and will not be able to cope with an increased number of students living locally
Compulsory Purchase	<ul style="list-style-type: none"> • Worries about the potential use of Compulsory Purchase Order powers by the council as part of the project • Objection to the use of these powers to acquire land for the project given local concerns about it
PDSA	<ul style="list-style-type: none"> • Objection to the loss of the PDSA from Hendon • Perception that the proposed new location on Osidge Lane is too far from the current one and that people will not want or be able to travel to the new one • Worries about not being able to afford or source veterinary support once the PDSA has moved

3.9 The second round of events on the main Hendon Hub proposals took place on 13 and 20 May 2021. Again, the feedback received during these two sessions was largely consistent with each other, and the first two events in March (and as such the points listed in the table at 3.8 also apply here). Some new or additional themes of feedback were linked to the updated proposals shown. These new themes of feedback are listed below.

Theme	Commentary
Parking	<ul style="list-style-type: none"> • Support for the removal of the larger Burroughs Car Park from the plans but further queries as to how parking would be dealt with across the project • Continued objection to any development on Fuller Street car park • Scepticism about how the Fuller Street car park spaces could be re-provided within the Prince of Wales estate

Theme	Commentary
	<ul style="list-style-type: none"> • Questions about where people visiting the nearby churches will park at weekends if car parks are redeveloped
Hendon library	<ul style="list-style-type: none"> • Continued opposition to the loss of the library and questioning why the services and facilities shown in the expanded consultation material could not be provided in the current library building • Pleased to note efforts to avoid the need for a temporary library, meaning there would be a single move from the current location to the new one
University expansion	<ul style="list-style-type: none"> • Continued objection to the expansion of the university and increase in student numbers locally. Whilst the reduction in overall student numbers was welcomed, the amount proposed was still considered too much • Suggestion that if student accommodation was to be developed, it should be on sites within the main university campus and away from the Burroughs
Anti-social behaviour	<ul style="list-style-type: none"> • Recognition that staff and management from the university had met with many local residents since the first events to discuss concerns around anti-social behaviour and crime in more detail and to gain an understanding of areas of concern • Continued concern about the potential for further problems in the future • Support from some for the introduction of a Metropolitan Police Safer Neighbourhoods Team within the project in principle (this had been a suggestion previously)
Consultation	<ul style="list-style-type: none"> • Question of whether Historic England had been consulted on the emerging proposals, with reference to its submitted comments on the SPD • Residents were also concerned their feedback was not being listened to, and the consultation was merely a tick-boxing exercise.
Building height and design	<ul style="list-style-type: none"> • Despite the updates and changes to the design of the proposed buildings, there remained concerns that the heights and appearances were unacceptable and would change the character of the area, with more references to Historic England.

Theme	Commentary
	<ul style="list-style-type: none"> Some recognition that the Meritage Centre detracted from the look of the Conservation Area and would benefit from redeveloped (but also concerns that even three and four storey was too tall for the site)
Housing	<ul style="list-style-type: none"> Mixed response to the potential to add new affordable and key worker housing within the project, replacing some of the previously proposed student accommodation. Some support for the principle of this, some objection to new housing generally in Hendon and questions as to why key work accommodation was needed

3.10 Summary of themes of feedback at first Quinta event (8 March 2021)

Theme	Points
Proposals	<ul style="list-style-type: none"> Surprise that refurbishment is proposed rather than outright redevelopment given condition of building
Quinta open space	<ul style="list-style-type: none"> Confirmation sought that the Quinta open space would not be built on or developed as part of the proposals The Village Green status of the open space should be acknowledged in planning documents Questions about whether providing public car parking spaces will attract greater use of the open space by people not living locally, with an impact on traffic and parking on local roads
Security	<ul style="list-style-type: none"> Information wanted on how will the site be kept secure out of hours from antisocial behaviour in the car park, or people trying to drive vehicles onto the open space
Consultation	<ul style="list-style-type: none"> Questions about the consultation and how this had been advertised and some people did not think they had received leaflets

3.11 Summary of themes of feedback at second Quinta event (10 May 2021)

Theme	Points
Security	<ul style="list-style-type: none"> • How will the site be kept secure out of hours from antisocial behaviour in the car park, or people trying to drive vehicles onto the open space? • Support was expressed for proper security lighting and CCTV to act as a visible deterrent
Traffic	<ul style="list-style-type: none"> • Will the proposals lead to an increase in trips to the site and if so, how will traffic be managed? • Has the access to and from the site for vehicles been properly assessed, perception that traffic is quick along this road
External uses	<ul style="list-style-type: none"> • More information was sought about who would be able to hire or make use of the training space within the site (i.e., large groups, birthday parties etc.) – the suggestion being that the site was not thought suitable for big events • It was felt that the proposals including this space was positive and could “benefit small organisations, charities and the community”
Timescales	<ul style="list-style-type: none"> • Some attendees asked about timescales of the project and wanted to know when renovation works would be carried out and completed by

3.12 Summary of themes of feedback at first Osidge Lane event (9 March 2021)

Theme	Points
Parking	<ul style="list-style-type: none"> • The main point of feedback made by multiple speakers was concern about (and objection to) the loss of public parking spaces as part of the development • Neighbours were concerned about the potential for overspill parking on nearby residential roads • It was stressed that the car park was used by people for lots of different reasons, including drop offs for nearby schools and nurseries, shoppers visiting the nearby local centre, users of the park, and the nearby scout hut and hall.
Pet Hospital	<ul style="list-style-type: none"> • Concerns around the operation of the pet hospital (noise, hours of operation, increase in people travelling to the area) and introducing this use in a residential area

Theme	Points
Impact on local businesses	<ul style="list-style-type: none"> It was mentioned that there was an existing vets practice in the nearby local centre and the viability of this business could be impacted by the new pet hospital
Support for proposals	<ul style="list-style-type: none"> Some support was expressed for the proposals, calling it a “great idea” that “would offer a service to those who can’t afford expensive vet bills”
Consultation	<ul style="list-style-type: none"> Questions about the consultation and how this had been advertised and some people did not think they had received leaflets

3.13 Summary of themes of feedback at second Osidge event (11 May 2021)

Theme	Points
Support for change in plans	<ul style="list-style-type: none"> Attendees were pleased to hear that the team was now proposing the Osidge Lane site be removed from the project and not redeveloped
Parking	<ul style="list-style-type: none"> Whilst noting the recommendation was not to redevelop the site, attendees asked if it did go ahead whether there would be sufficient parking spaces in the area for the variety of people who used the car park. It was stated again that the nearby Brunswick Primary School relied on the car park for parents doing drop off
Consultation	<ul style="list-style-type: none"> There were some questions again about the radius used for the leaflet drop, and some suggestion that Brunswick Park school had not been notified of the plans
Timeframes	<ul style="list-style-type: none"> Questions around timescales of the project if it were to go ahead, including when the car park would be closed and how long until the public spaces were available again
Relocation	<ul style="list-style-type: none"> Attendees asked whether the PDSA was still planning to move out of Hendon, if the move to Osidge Lane did not go ahead

Face-to-face events

3.14 In-person drop in events were held at Middlesex University over four days during the week commencing 17th May (see 2.38). The main themes of feedback and discussion were as follows:

Theme	Commentary
Parking	<ul style="list-style-type: none"> • One of the main issues most frequently mentioned at the in-person events. Attendees wanted clarity on the proposed changes to parking at the Prince of Wales Estate and suggested the Fuller Street car park should be a pay and display, due to lack of parking availability in the area. • Complaints about student parking on residential roads nearby, including the Prince of Wales estate
Traffic	<ul style="list-style-type: none"> • Concern the proposed scheme would contribute to the already high levels of traffic in Hendon • Congestion around Fuller Street and traffic during school drop-off and pick-up times at nearby schools were cited as concerns
Height and Design	<ul style="list-style-type: none"> • The proposed heights of some of the new buildings the RFC site in particular) were felt to be too tall, with some saying the maximum height of these buildings should be four storeys • Doubts that the proposed design and style of the new buildings were in keeping with existing architecture in Hendon • Some acceptance that some of the buildings in Hendon (and within the Hendon Hub proposals) could use “a <i>facelift</i>”
University Expansion	<ul style="list-style-type: none"> • Questions around the number of students who would be living in the community as a result of the proposals and questions as to whether new student accommodation could be phased in over time • Suggestion that other locations would be better for new student accommodation, e.g. Colindale • Concerns the expansion would lead to Hendon becoming a “<i>university town</i>” which some strongly feel it is not and should not be • Worries about antisocial behaviour and crime linked to or targeting students
PDSA Hospital	<ul style="list-style-type: none"> • Support for keeping the PDSA Pet Hospital in Hendon rather than seeing it relocated to the proposed location of Osidge Lane

Theme	Commentary
	<ul style="list-style-type: none"> Some opposition from people living close to the Fuller Street car park due to the loss of parking spaces
Library	Attendees did not want the library to move out of its current home and expressed their preference for it to stay where it is, even if it was reduced to one floor of usage. It was also suggested that if the library is to be moved, community space should be above it rather than in a separate building.
Community Space	There were questions as to whether enough space was being provided in the new community space for all existing groups that would be moved. Residents from Prince of Wales Estate considered the Meritage Centre as their venue for local activity and did not want to lose it.
Other	<ul style="list-style-type: none"> Appreciation for the ability to attend an in-person event Questions around the status and timings for the draft Supplementary Planning Document The role and use of Compulsory Purchase Orders Whether any archaeological site investigations had yet been undertaken or were planned to be Is Hendon Fire Station part of the proposals? Will it be moved?

3.15 Much of the feedback and discussions at these in-person events were consistent with those coming out of the virtual events. Attendees were on the whole appreciative of the opportunity to speak to members of the team in-person. Some who had not attended the virtual events expressed support for the proposals as they felt the area needed some redevelopment and improvement particularly in the areas of focus.

Co-design session

3.16 An in-person co-design session was held with residents of the Prince of Wales Estate on 26th May 2021 (see 2.43). The main themes of feedback and discussions were as follows.

Theme	Commentary
Main scheme objection	<ul style="list-style-type: none"> Making clear at the start that many attendees objected to the overall Hendon Hub proposals, in particular the perceived loss of the Meritage Centre and concerns about the increase in students locally and associated antisocial behaviour

Theme	Commentary
	<ul style="list-style-type: none"> Having made this clear, the walkabout and co-design session was then very constructive in providing feedback and suggestions for the proposals as they related to the Prince of Wales estate
Estate	<ul style="list-style-type: none"> Concerns about the condition of the estate at present and perceived decline Support for improving landscaping, greenery, sight lines and re-provided or increased parking Recognition some of the former laundry / drying areas are used and others aren't Support for replacing ground floor bin storage area Desire to see the entrances to current estate blocks modernised, new secure entrances, better estate lighting, general renovation and improvement etc.
Garages	<ul style="list-style-type: none"> Questions around the loss of garages within the estate and whether these would be re-provided
PDSA	<ul style="list-style-type: none"> Support for keeping the PDSA Pet Hospital in Hendon rather than seeing it relocated elsewhere Some opposition from people living close to the Fuller Street car park due to the loss of parking spaces
Green / Play space	<ul style="list-style-type: none"> Support for some kind of landscaped greenspace that children could play in but not a formal playground Desire to see growing spaces or allotments provided, potentially on green space to rear of Claddagh Ring Concern any new green or landscaped space would be taken over by students rather than estate residents
Security	<ul style="list-style-type: none"> Perception that crime and antisocial behaviour on the estate has worsened recently, support for gating / CCTV / making external areas feel more private and secure

Feedback forms

- 3.17 In addition to speaking to team members at the virtual and drop-in events, attendees were able to comment on the proposals via a feedback form that was provided online as well as the face-to-face and drop-in events.
- 3.18 The feedback form could be completed and submitted instantly online or handed in at one of the in-person events or returned subsequently via a complementary Freepost envelope provided by the team.
- 3.19 The feedback form provided the same contact information (postal address, telephone number and email address) as on the community newsletter, allowing respondents the opportunity to provide further feedback after the events.
- 3.20 In total, 341 feedback forms were completed. This comprises 58 feedback forms received before Thursday 18 March, at which time the feedback form was changed, and 283 forms received afterwards.
- 3.21 The original feedback form, which had 29 questions, went live on the project website at the same time the consultation was launched, on Friday 27 February 2021. In total, 58 people completed the original form, although not all chose to answer every question.
- 3.22 The feedback form was updated on 18 March to include equalities monitoring questions. The addition of equalities monitoring questions meant that the information collected needed to be anonymous, so questions asking for people's personal information (e.g. the name and address of respondents) were removed. The updated feedback form without the request for personal information went live on Thursday 18 March.
- 3.23 Some of the questions asked people to rate parts of the proposals on a rating scale from 1-10, with 10 being the highest rating. Other questions offered text boxes to allow people to write out comments or explain the rating they had given. The results of this are as follows:

Question No.	Question	Number of respondents	Key points raised / example comments
1	In what capacity are you responding?	56	53 respondents stated that they were residents, with three respondents saying they were a local business or employee.
2	Other	2	One respondent said they used to live in the area, whilst the other said they were the daughter of a resident who did not use the internet.
3	Do you have any comments on the overall Hendon Hub proposals?	55	<p>Comments did not always explicitly state their support or objection for the proposals, however nine respondents suggested they were in favour completely or partially.</p> <p>An example comment of this was “I support the project, regenerating run-down buildings and building on under-utilised land (car parks).” Another was “I think it is a good idea but parking has to be reviewed”.</p> <p>24 respondents expressed objections and/or concerns about the plans. The themes of comments related to the loss of the library, height of proposed buildings, lack of benefits for the local community and future parking provisions e.g. “The buildings are too tall and are not aligned to the buildings that exist which means these designs are not sensitive to the height and style of the town hall and fire station”, “I have been living in the area for over 35 years and have always used the library, however now the library is a shadow of its former self with hardly any books and resources. I hope the new library will have better resources however my main concern is that the new buildings will be sympathetic to the existing heritage of the area and respect the lives of the</p>

Question No.	Question	Number of respondents	Key points raised / example comments
			<p>residents” and “Against it as I fear it goes too far with student accommodation. I’m all for revamping some of the older buildings but not at the cost of an influx in students and removal of parking.”</p> <p>One example comment was “The proposals appear to entirely benefit the University at the expense of local residents... Furthermore, the plans as they stand (increasing residential student population by several hundred whilst simultaneously taking away 75% or more of the area parking spaces) do not add up from any practical, logistical viewpoint. The designs for the proposed new buildings do not in any way reflect the heritage look of the area”.</p> <p>There were seven further comments showing concern/objecting to the relocation of the PDSA Hospital to Osidge Lane. Examples included: “Yes I oppose the relocation of the PDSA Pet Hospital to East Barnet. The proposed site in East Barnet is a car park used for school drop off which will cause excess traffic in and already busy area at peak times” and “I am concerned by the proposal to relocate the PDSA animal hospital to the car park on Osidge Lane.”</p>
4	How would you rate these proposals as they currently stand?	57	The average rating for this question was 3.15.
5	Do you have any comments on our proposals for the new public Hendon library?	55	Again, comments did not always explicitly support or oppose the proposals for the new public Hendon library. Four respondents offered support/positive comments for these plans. One respondent said, “I am happy that the proposals see the continuation of a library

Question No.	Question	Number of respondents	Key points raised / example comments
			<p>in Hendon”, whilst another respondent said it “looks like a good permanent solution”.</p> <p>21 respondents had concerns or were in opposition to the proposals, with it evident that some residents had a strong attachment to the current library. One respondent said “why is there a need for a new library when the old one is great. Waste of money.” Others said: “A modern low-rise purpose-built library building cannot compete with the stunning 1920s Hendon Library that was recently refurbished at taxpayers’ expense. Please restore the library to its original use - all floors for the public”, “Very upset with the plan to replace it, there is nothing wrong with the one we have”, and “The current building should be retained.”</p>
6	How would you rate the Hendon Library proposals as they currently stand?	53	The average rating for this question was 3.18.
7	Do you have any comments on our proposals for Building B9 and the new academic space?	51	<p>23 respondents stated that they had no comments on these proposals.</p> <p>Two respondents supported the plans. One said that were “happy with building proposals”.</p> <p>15 respondents offered commentary suggesting they were in objection or worried by the proposals. Example comments on the height included: “the height of this development will be badly at odds with the low-rise, heritage feel of the area” and “It should be in line with the historical character of the area, and the height should not exceed the height of the buildings on that side of the street.”</p>

Question No.	Question	Number of respondents	Key points raised / example comments
			<p>There were also concerns that the expansion of the University was taking over the area with one respondent stating “the university MUST build on their own land, not ours!” and “The university currently causes enough problems in the area and can extend on its own property if necessary.”</p> <p>One respondent suggested that there should be gender-neutral toilet facilities on each floor.</p>
8	How would you rate the Building B9 proposals as they currently stand?	49	The average rating for this question was 3.39.
9	Do you have any comments on our proposals for the Ravensfield and Fenella site?	53	<p>Most respondents suggested that these buildings needed regeneration and so were supportive of the plans. An example comment was that they were a “huge improvement on the present buildings”, and another was “Glad it's being redeveloped!”</p> <p>Some respondents stated that they thought these plans were a “waste of money”. There were also concerns that the proposals were “not fitting the sensitivity of the area” and “they need to be low, and in keeping with the local area.”</p>
10	How would you rate the Ravensfield and Fenella proposals as they currently stand?	52	The average rating for this question was 3.38.
11	Do you have any comments on our proposals for the Meritage Centre site?	51	21 respondents stated that they had no comments on these proposals.

Question No.	Question	Number of respondents	Key points raised / example comments
			<p>Respondents who provided comments stated that the Meritage Centre was “an important community hub for the elderly and those with mental health needs”. One respondent suggested “This would seem to be a marked improvement on the current buildings.”</p> <p>There were also questions as to where the services the Centre offered would be re-provided.</p>
12	How would you rate the Meritage Centre proposals as they currently stand?	52	The average rating for this question was 3.37.
13	Do you have any comments on our proposals for Fuller Street car park and the Prince of Wales estate?	50	<p>Respondents were clear that parking was essential and wanted to know where the parking spaces that would be lost be re-provided.</p> <p>Comments included “Car parking is an essential resource for the local community. The project as a whole will remove a large number of parking spaces, that will not be easy to replace. More effort should be made to maintain as much as possible of the existing parking capacity, even if in different locations or underground” as well as “Where are the residents that already live there going to park?” and “Happy enough with the general proposal, but what are you going to do about parking?”</p>
14	How would you rate the Fuller Street and Prince of Wales estate proposals as they currently stand?	51	The average rating for this question was 2.76.
15	Do you have any comments on our	53	18 people did not answer this question.

Question No.	Question	Number of respondents	Key points raised / example comments
	proposals for The Burroughs Car Park?		<p>Most respondents were opposed to the plans and stated the car park was used regularly. They had concerns about where people would park and the “knock-on effect” this could have on the surrounding streets.</p> <p>One respondent commented that “more effort should be made to maintain as much as possible of the existing parking capacity, even if in a different location or underground”. Another indicated the impact on their disabled bay access and that the local homes that park outside is by “a red route with nowhere to stop.”</p>
16	How would you rate The Burroughs Car Park proposals as they currently stand?	50	The average rating for this question was 2.56.
17	Do you have any comments on our proposals for Osidge Lane?	49	<p>19 respondents did not answer this question.</p> <p>A few respondents were in support of the plans, with examples of comments including: “a good solution” and “the proposals look good”.</p> <p>Some respondents opposed the proposals and stated that the Osidge Lane car park was used by staff and parents of Brunswick Park Primary School and those visiting the shops of Hampden Way.</p> <p>There were also concerns that the PDSA was being moved too far from its current location. Respondents suggested that it would be too far for elderly residents to travel to and unfair to the existing users of the PDSA – example comments included: “The elderly and vulnerable residents of</p>

Question No.	Question	Number of respondents	Key points raised / example comments
			Hendon, many of whom utterly depend upon their pets for company, deserve to have the PDSA hospital nearby, not right over in East Barnet. That journey is going to be impossible for many of them.”
18	How would you rate the Osidge Lane proposals as they currently stand?	52	The average rating for this question was 2.77.
19	Do you have any comments on our proposals for the former Quinta Club?	43	31 of the respondents had no comments. Two respondents said that the proposals looked “fine”. Other respondents wanted to know why the building had been “allowed to come to ruin in the first place” and want security measures would be put in place for the site.
20	How would you rate the former Quinta Club proposals as they currently stand?	44	The average rating for this question was 3.31.
21	Do you have any comments on the community benefits that we have identified could be delivered as part of this project?	51	Most respondents suggested that the community would not receive any benefits from this project, with the University and/or University students set to receive the majority of the benefits. Other respondents offered their suggestions as to what other benefits could be delivered, including: <ul style="list-style-type: none"> • Promoting sustainable modes of transport • Traffic calming measures that do not impact the congestion in the area • A greater focus on tree planting and general sustainability • More facilities and parking

Question No.	Question	Number of respondents	Key points raised / example comments
22	Do you have any suggestions about further community benefits that could be delivered as part of this project?	48	<p>Respondents had a range of suggestions which included:</p> <ul style="list-style-type: none"> • Introduction of more CCTV in the local area to help combat ASB • Include more housing for low income families • More cycle routes to help the congestion in the area • Help those suffering with addictions • Floral planting along all approaches • A monthly forum for residents to express feedback on future plans • More opportunities for students to get involved in local community groups • More green spaces
23	This project could generate approximately £1.6million of Community Infrastructure Levy (CIL) money. Do you have any comments or suggestions of how this CIL money could be spent to contribute and further improve the local area?	48	<p>Respondents again had a range of suggestions, including:</p> <ul style="list-style-type: none"> • An e-scooter or electric bike hire scheme in Barnet • Improve path down the back of Sunningfields Park • Plant more trees and improve Brent Street and Hendon Central • Community infrastructure such as the parks and keeping the community safe and clean • A well-funded and staffed Hendon police station
24	Do you have any comments on parking in the area, how it is currently used and managed, and what might be reasonably required in the future?	52	<p>Respondents stated that parking was already difficult in the area along with congestion. They expressed concerns that the proposals would worsen the parking situation in Hendon. Examples of comments include: "Car parks are essential and must not be jeopardised" and "Certainly need more parking spaces available to regenerate the shopping areas."</p>

Question No.	Question	Number of respondents	Key points raised / example comments
			There were also some suggestions. Two respondents asked for more renewable energy charging points to be introduced.
25	What kind of community facilities would you like to see provided as part of the Hendon Hub project?	46	<p>Respondents offered a range of suggestions including:</p> <ul style="list-style-type: none"> • A multi-purpose community centre • Workshops • A police station • A pub • Youth clubs • Tennis courts • Playgrounds, greenspaces with trees, water fountains, accessible paths for the elderly and disabled. • Less parking spaces and more well-lit walking spaces
26	What kind of public spaces (e.g. piazza or courtyard areas, green spaces, play space etc.) would you like to see created as part of the Hendon Hub project?	42	<p>Respondents had various opinions, and examples included:</p> <ul style="list-style-type: none"> • Green spaces with paths that those who limited mobility could access • A coffee shop • Playgrounds • Water fountains • Creation of a pedestrianised zone
27	Do you currently make use of any Middlesex University facilities? If so, which ones? If not, what might you want to use in the future?	46	<p>The University facilities that respondents said they used included:</p> <ul style="list-style-type: none"> • The Grove • The Atrium • Tennis courts • Football pitches <p>A number of respondents stated that they were not aware they could access the University's facilities.</p>
28	How did you find out about this consultation?	54	20 respondents said they found out through a leaflet they received. Seven respondents said they found out through social media.

Question No.	Question	Number of respondents	Key points raised / example comments
			Other ways respondents found out about the consultation included: <ul style="list-style-type: none"> • Word of mouth • Local councillor informed them • Newspaper/ Barnet First • Local school
29	Are you happy for the project team to contact you about this project in the future?	58	13 respondents answered "no" and 45 respondents answered "yes"

Updated feedback form March 2021

3.24 As stated at 3.20, in total 283 people provided their feedback via the updated feedback form.

3.25 The updated feedback form asked 44 questions of respondents, with space for respondents to expand on their answers. Odd-numbered questions from 1-19 were tick box questions meaning respondents could answer with one of the following responses:

- Strongly support
- Support
- Neither support nor object
- Object
- Strongly object
- Don't know
- (leave blank / no answer)

3.26 The results of this are below.

Question no.	Question	No. respondents	Themes of feedback
1	To what extent do you support or oppose the updated Hendon Hub proposals?	274	<p>In total:</p> <ul style="list-style-type: none"> • 80% of the 274 respondents strongly objected to the proposals • 8% of the 274 respondents objected to the proposals • 4% of the respondents strongly supported the proposals • 4% of the respondents supported the proposals • 4% neither supported nor objected
2	Please explain your answer	239	<p>Those in support commented that:</p> <ul style="list-style-type: none"> • Hendon needed investment and modernisation

Question no.	Question	No. respondents	Themes of feedback
			<ul style="list-style-type: none"> ● There needed to be improvement to educational and community facilities in the area <p>Those in objection said:</p> <ul style="list-style-type: none"> ● There were very few benefits for the residents of Hendon, with the University benefitting far more favourably ● The development would be detrimental to the character of the area especially the height of the buildings ● They were unhappy about the prospective loss of car parking facilities ● They were concerned about the “loss of the library” and the number of student accommodation units being proposed ● Feared the “overdevelopment” ● Local infrastructure would not be able to take more people/pressure on services
3	To what extent do you support or oppose the updated proposals for the new Hendon public library, which do not require a temporary relocation of the library?	274	<p>In total:</p> <ul style="list-style-type: none"> ● 5% of the 274 respondents strongly supported the proposals ● 7% of the respondents supported the proposals ● 71% of the respondents strongly objected to the proposals ● 9% of the respondents objected to these proposals ● 7% of respondents neither supported nor objected to the plans ● 1% of respondents selected “don’t know”
4	Please explain your answer	235	<p>Those in support commented that:</p> <ul style="list-style-type: none"> ● A new library would encourage more people to visit it, with one respondent

Question no.	Question	No. respondents	Themes of feedback
			<p>saying “the new library will offer a better environment for people to use”</p> <ul style="list-style-type: none"> • They liked the design of the new library <p>Those in objection commented that:</p> <ul style="list-style-type: none"> • The current library means a lot to the local community, with residents keen for it to remain as part of the community • They wanted to preserve historical and listed buildings in Hendon • There was no need to replace the current library • Concern about the library services being diminished • The new library is unnecessary as the current library can be used
5	To what extent do you support or oppose the proposals for the temporary relocation of Hendon Library to The Burroughs car park, which may be required as part of this project?	278	<p>In total:</p> <ul style="list-style-type: none"> • 2% of the 278 respondents strongly supported this • 3% of respondents supported the proposals • 73% of the respondents strongly objected to the temporary relocation of Hendon Library • 11% of respondents objected to the proposals • 10% of respondents neither supported nor objected to these plans • 2% of respondents selected “don’t know”
6	Please explain your answer	233	<p>Those in support commented that:</p> <ul style="list-style-type: none"> • This proposal was a “fair solution” • “Minor inconvenience to members” <p>Those in objection commented that:</p> <ul style="list-style-type: none"> • They were worried about the services the temporary library would provide

Question no.	Question	No. respondents	Themes of feedback
			<p>and if poor structures like “portacabins” will be used</p> <ul style="list-style-type: none"> • The Burroughs Car Park was essential and was used daily, it being used for the temporary library would have a detrimental impact on residents and businesses • They wanted the library to remain where it currently was due to its history and architecture • It was a “waste of money” • It’s location under student accommodation is “inappropriate and insensitive”
7	To what extent do you support or oppose the current proposals for Building B9?	277	<p>In total:</p> <ul style="list-style-type: none"> • 3% of the 277 respondents strongly supported these proposals • 8% of the respondents supported the proposals • 56% of respondents strongly objected to the proposals • 8% of respondents objected to the proposals • 18% of respondents neither supported nor objected to the plans • 7% of respondents selected “don’t know”
8	Please explain your answer	224	<p>Those in support commented that:</p> <ul style="list-style-type: none"> • “Seems to make sense” • “Positive change” • The proposals would not have a detrimental impact on residents, and were a better use of the space • “The current building is awful. The new plans look amazing. They respect the area and add something architecturally as well as better facilities” <p>Those in objection commented that:</p> <ul style="list-style-type: none"> • The proposals were too dense for the area and unattractive

Question no.	Question	No. respondents	Themes of feedback
			<ul style="list-style-type: none"> • They did not want to see the loss of a historic 1930s building • The proposed height was too much and not in keeping with the area • “Inappropriate architecture in the context of two conservation areas” • “Show no benefits to local residents”
9	To what extent do you support or oppose the current proposals for the Ravensfield and Fenella site?	276	<p>In total:</p> <ul style="list-style-type: none"> • 4% of the 276 respondents strongly supported the proposals • 6% of the respondents were in support • 60% of respondents strongly objected to the proposals • 11% of respondents objected to the proposals • 14% of respondents neither supported nor objected to the plans • 5% selected “don’t know”
10	Please explain your answer	228	<p>Those in support commented that:</p> <ul style="list-style-type: none"> • The buildings were unattractive and needed to be redeveloped • The proposals would enhance the area <p>Those in opposition commented that:</p> <ul style="list-style-type: none"> • The proposals were too high and were out of character with the local area • These buildings should not be used for student accommodation • “This is not benefitting the long-term residents in the borough” • “It would make a quiet road busy and noisy” • “Please be creative and have infrastructure for the residents”
11	To what extent do you support or oppose the current proposals for the Meritage Centre?	274	<p>In total:</p> <ul style="list-style-type: none"> • 5% of the 274 respondents strongly supported the proposals

Question no.	Question	No. respondents	Themes of feedback
			<ul style="list-style-type: none"> • 5% of the respondents supported the proposals • 68% of respondents strongly objected to the proposals • 7% of respondents objected to the proposals • 11% of respondents neither supported nor objected to the plans • 5% selected “don’t know”
12	Please explain your answer?	226	<p>Those in support commented that:</p> <ul style="list-style-type: none"> • The Meritage Centre needed redevelopment and that the designs were impressive • “Proposals are an improvement on the current buildings” <p>Those in objection commented that:</p> <ul style="list-style-type: none"> • The proposals constituted overdevelopment • They did not want to see student accommodation placed here • They wanted to see all organisations that currently use the Meritage Centre remain there • “Take away one of the hearts of our community totally disrespectful to us” • “They do not blend with historical setting + conservation areas”
13	To what extent do you support or oppose the current proposals for Fuller Street Car Park and the Prince of Wales Estate?	274	<p>In total:</p> <ul style="list-style-type: none"> • 4% of the 274 respondents strongly supported the proposals • 6% of the respondents supported the proposals • 59% of respondents strongly objected to these proposals • 9% of respondents objected to the proposals • 15% of respondents neither supported nor objected to the current proposals • 6% of respondents selected “don’t know”

Question no.	Question	No. respondents	Themes of feedback
14	Please explain your answer?	225	<p>Those in support commented that:</p> <ul style="list-style-type: none"> • New additional homes were required • “Green spaces allowed for so ideal development” • “This seems reasonable I can’t say I know anyone who’s ever used the car park as is, and I live virtually next door to it.” <p>Those in objection commented that:</p> <ul style="list-style-type: none"> • The PDSA should not relocate to Fuller Street • Parking spaces were needed for local residents • “PDSA should not move to Fuller Street nor homes be built on it” • “Parking is at a premium in these areas. When the university and the schools are fully functional there is no available parking and disputes between residents and students are a daily occurrence.” • “Fuller St car parking is necessary. Re-provision of spaces is inadequate and residents will have issues trying to park near home.”
15	To what extent do you support or oppose the current proposals for the Burroughs Car Park?	277	<p>In total:</p> <ul style="list-style-type: none"> • 3% of the 277 respondents strongly supported the proposals • 4% of respondents supported the proposals • 63% of respondents strongly objected to the proposals • 14% of respondents objected to the proposals • 12% of respondents neither supported nor objected to the proposals • 4% of the respondents selected “don’t know”

Question no.	Question	No. respondents	Themes of feedback
16	Please explain your answer?	222	<p>Those in support commented that:</p> <ul style="list-style-type: none"> • This area needed to be redeveloped • Using this site for housing was a good idea • “Creating buildings which complement the historic nature of the area is to be applauded” <p>Those in objection commented that:</p> <ul style="list-style-type: none"> • The car park was essential and should not be built on. The car park was used by parents dropping off their children to school, local businesses and visitors to churches • Townhouses were not needed, and would potentially cause overlooking issues • “Hasn’t been a strong case made” • “Far too many people in Hendon. The schools and GPS all full to bursting” • “Too big and dominant in the conservation area”
17	To what extent do you support or oppose the current proposals for Osidge Lane?	276	<p>In total:</p> <ul style="list-style-type: none"> • 3% of the 276 respondents strongly supported the proposals • 9% of the respondents supported the proposals • 47% of respondents strongly objected to the proposals • 5% of respondents objected to the proposals • 26% of respondents neither supported nor objected to the plans • 9% of respondents selected “don’t know”
18	Please explain your answer?	209	<p>Those in support commented that:</p> <ul style="list-style-type: none"> • The plans looked good and would provide the PDSA Hospital with a good space to operate from • “A modern facility with proper parking for pet owners”

Question no.	Question	No. respondents	Themes of feedback
			<p>Those in objection stated that:</p> <ul style="list-style-type: none"> • The car park at Osidge Lane was needed for the local residents • The move to Osidge Lane was too far away from where the PDSA was currently located. Along with wanting the PDSA to remain in Hendon, they had concerns that the site was too isolated and difficult for elderly residents to get to • “Don’t want the PDSA in this far off location where public transport is so scant” • “Another pretty picture of development in a distant corner of the borough”
19	To what extent do you support or oppose the current proposals for the former Quinta Club?	276	<p>In total:</p> <ul style="list-style-type: none"> • 6% of the 276 respondents strongly supported the plans • 17% of respondents supported the proposals • 29% of respondents strongly objected to these proposals • 4% of respondents objected to these proposals • 32% of respondents neither supported nor objected to the plans • 11% of respondents selected “don’t know”
20	Please explain your answer?	193	<p>Those in support of the proposals commented that:</p> <ul style="list-style-type: none"> • The current building needed to be redeveloped and this would be a good use of space • “Redevelopment of this site would serve a good purpose” <p>Those in objection stated that:</p> <ul style="list-style-type: none"> • They wanted the SLRS (School Libraries Resources Service) to

Question no.	Question	No. respondents	Themes of feedback
			<p>remain in Hendon and within the current library</p> <ul style="list-style-type: none"> • They believed the new proposed location was too isolated and difficult for visitors to get to • “If the older 1970s infill buildings of Hendon Library are demolished, gutted and rebuilt, there would no need for the SLRS to move” • “This will increase road traffic on an already busy and narrow road”
21	Do you have any comments on the community benefits that we have identified which could be delivered as part of the project?	215	<p>The majority who commented were sceptical about the community benefits that would be delivered as part of the project. Respondents felt the University would stand to benefit much more than the community would. Comments included:</p> <ul style="list-style-type: none"> • “The negative effects outweigh the benefits for the residents” • “The university is taking over the area and its expansion is treating Hendon not as a community but as a resource to be used to the university's financial advantage” <p>One respondent stated that keeping the Meritage Centre and the PDSA Hospital within Hendon and in new building would “benefit people’s feeling of well being”.</p> <p>Another respondent asked whether free courses could be offered to the community by Middlesex University.</p>
22	Do you have any suggestions about further community benefits that could be	198	<p>Suggestions about further community benefits included:</p> <ul style="list-style-type: none"> • Essential road cleaning and public space maintenance

Question no.	Question	No. respondents	Themes of feedback
	delivered as part of this project?		<ul style="list-style-type: none"> • A Safer Neighbourhood Team and police station • GP surgery • Affordable housing for the existing long term community • Children bike racks • More free parking
23	This project could generate approximately £1.6million of Community Infrastructure Levy (CIL) money. Do you have any comments or suggestions of how this CIL money could be spent to contribute and further improve the local area?	190	<p>Suggestions about how the CIL could be spent included:</p> <ul style="list-style-type: none"> • Fixing potholes and road repairs • Improving Fuller Street Estate • Improving Hendon Park playground • Green landscaping • Creating a bus lane on A41 • An additional medical centre of local residents, to take the strain off the Phoenix Practice and St George's Medical Centre • Youth projects
24	Do you have any comments on parking in the area, how it is currently used and managed, and what might be reasonably required in the future?	215	<p>Respondents commented that parking spaces needed to be retained in the area and provision should be increased. Comments included:</p> <ul style="list-style-type: none"> • "Parking is limited in the whole area, so shouldn't be removing spaces where they exist" • "More car parks definitely needed". <p>There was also concern that if spaces were taken away due to car parks being redeveloped the parking situation would worsen.</p>
25	What kind of community facilities would you like to see provided as part of the Hendon Hub project?	192	<p>Suggestions included:</p> <ul style="list-style-type: none"> • Community hall • Improved playgrounds • Sports facilities • A swimming pool • More green spaces • Law centre

Question no.	Question	No. respondents	Themes of feedback
			<ul style="list-style-type: none"> • Allotments • Dentist and GP surgeries • Restaurants and cafes <p>There were also comments which indicated a desire for the library to keep where it is and the same services to remain.</p>
26	What kind of public spaces (e.g. piazza or courtyard areas, green spaces, play space etc.) would you like to see created as part of the Hendon Hub project?	192	<p>Many respondents wanted to see the introduction of more green spaces and children's play areas. Comments included:</p> <ul style="list-style-type: none"> • "Safe, well lit, green spaces with benches. Swings and sand pits for children" • Green space essential. But how about investing in Sunny hill park? <p>One respondent asked where the protected cycling infrastructure was.</p>
27	Do you currently make use of any Middlesex University facilities? If so, which ones? If not, what might you want to use in the future?"	201	<p>Some respondents were not aware that they were able to use some of Middlesex University's facilities.</p> <p>Some of facilities used by respondents included:</p> <ul style="list-style-type: none"> • Gym • Tennis court • Library • The Atrium • Swimming pool <p>Although they did not specify the type, one respondent suggested that they would like to see classes/workshops available to residents.</p>
28	Do you have any further comments or feedback you would like to give?	245	<p>Respondents typically reiterated their general sentiment and view of the proposals, as set out for the preceding questions.</p>

Equalities questions

- 3.27 The feedback form concluded with stakeholder and equalities-related questions. To assist the team in complying with the duty under the Equality Act 2010 respondents were asked to provide equalities monitoring data and it was explained that collecting this information will help understand the needs of different communities, and that all the information provided will be treated in the strictest confidence and will be stored securely in accordance with our responsibilities under data protection legislation (such as the General Data Protection Regulation or the Data Protection Act 2018). The response profile for each protected characteristic is shown below. Due to the low completion of these questions and small sample sizes it has not been possible to analyse or draw out any conclusion on the findings by protected characteristics.
- 3.28 More information on equalities and how this has been considered can be found in the Equalities Impact Assessment (EqIA) which has been prepared as part of the Full Business Case.
- 3.29 Below is a breakdown of the answers to the Equalities questions.

Are you responding as:

Are you responding as:	Number of responses
A Barnet Resident	256 (90%)
A Barnet Resident and Business	8 (3%)
A person who works in the London Borough of Barnet Area	6 (2%)
Not answered this question	6 (2%)
A Barnet Business	3 (1%)
A Student/Staff Member at Middlesex University	2 (1%)
A Resident/Business outside of Barnet	1 (<1%)
Representing a Voluntary/Community Organisation	1 (<1%)

Which ward do you live in?

Ward	Number of responses
Hendon	214 (76%)
West Hendon	16 (6%)
Mill Hill	9 (3%)
Brunswick Park	7 (2%)
Colindale	4 (1%)
Golders Green	4 (1%)
Edgware	4 (1%)
Finchley Church End	3 (1%)

High Barnet	2 (1%)
Underhill	2 (1%)
Burnt Oak	1 (<1%)
East Finchley	1 (<1%)
No answer	17 (6%)

How did you find out about this consultation?

Method	Number of responses*
Leaflet	84
Social Media (Facebook, Twitter etc)	72
Word of mouth/friends/neighbours	53
Other (including a petition, online and the library)	32
Not answered this question	16
Hendon resident forum/Neighbourhood Watch	10
Next door/Neighbourhood App	9
Newspaper/Press	6
LBB website	3
Middlesex University	3

**Totals more than 283 as some respondents stated they received notification of the consultation in multiple ways*

Profile of protected characteristics

- 3.30 The council is required by law (the Equality Act 2010) to pay due regard to equalities in eliminating unlawful discrimination, advancing equality of opportunity, and fostering good relations between people from different groups.
- 3.31 The protected characteristics identified in the Equality Act 2010 are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- 3.32 To assist the Council in complying with the duty under the Equality Act 2010 we asked respondents to provide equalities monitoring data and explained that collecting this information will help us understand the needs of our different communities and that all the information provided will be treated in the strictest confidence and will be stored securely in accordance with our responsibilities under data protection legislation (such as the General Data Protection Regulation or the Data Protection Act 2018).

3.33 The following tables show the responses of people who took part in the Hendon Hub consultation.

In which age group do you fall?

Age	Number of responses
16-17	2 (1%)
18-24	12 (4%)
25-34	40 (14%)
35-44	59 (21%)
45-54	71 (25%)
55-64	49 (17%)
65-74	16 (6%)
75+	6 (2%)
Prefer not to say	14 (5%)
Not answered this question	14 (5%)

Are you:

Sex	Number of responses
Male	116 (41%)
Female	126 (45%)
Prefer not to say	29 (10%)
Not answered this question	12 (4%)

If you prefer to use your own term, please provide it here:

Answer	Number of responses
Sdgsd (<i>unclear if a typo or intentional</i>)	1 (<1%)
Not answered this question	282 (>99%)

Are you pregnant and/or on maternity leave? (Please tick one option on each row)

Are you pregnant?	Number of responses
No	90 (32%)
Yes	2 (<1%)
Prefer Not to Say	56 (20%)
Not answered this question	135 (48%)

Are you on maternity leave?	Number of responses
No	76 (27%)
Yes	1 (<1%)
Prefer Not to Say	54 (19%)
Not answered this question	152 (54%)

Is the gender you identify with the same as your sex registered at birth?

Is the gender you identify with the same as your sex registered at birth?	Number of responses
Yes	231 (82%)
Prefer Not to Say	40 (14%)
Not answered this question	11 (<4%)
No, it's different	1 (<1%)

What is your ethnic group? (Please tick one option only)

Ethnic Group	Number of responses
White British	140 (49%)
Prefer Not to Say	31 (11%)
Indian	25 (9%)
Any other white background	20 (7%)
Not answered this question	15 (5%)
Any other Ethnic Group	9 (3%)
Black British	8 (3%)
Irish	8 (3%)
Any other Mixed/Multiple Ethnicity	6 (2%)
Any other Asian Background	5 (2%)
Chinese	5 (2%)
Pakistani	3 (1%)
White and Asian	3 (1%)
Greek/Greek/Cypriot	2 (1%)
White and Black African	2 (1%)
Gypsy or Irish Traveller	1 (<1%)

You told us your ethnic group was... Please provide more info:

Ethnicity	Number of responses
Not answered this question	231 (82%)
Jewish	12 (4%)
No	4 (1%)
Afghanistan	3 (1%)
Ashkenazi Jewish	2 (1%)
Half Greek Cypriot/Half Seychellois	2 (1%)
American	1 (<1%)
Anglo/Indian/European	1 (<1%)
Black and White	1 (<1%)
European	1 (<1%)
European Jewish	1 (<1%)
From Continental Europe	1 (<1%)
German with British	1 (<1%)

Ethnicity	Number of responses
Iranian	1 (<1%)
South African	1 (<1%)
White European	1 (<1%)
UK Born and raised, Pakistani-Filipino parentage	1 (<1%)
UK resident since almost 30 years from Europe	1 (<1%)

Do you consider that you have a disability?

Disability	Number of responses
No	252 (89%)
Not answered this question	17 (6%)
Yes	14 (5%)

Those that ticked 'yes' had the opportunity to expand on their answer:

Disability	Number of responses
Prefer Not to Say	5 (2%)
Mobility	3 (1%)
Reduced Physical Capacity	3 (1%)
Learning difficulties	3 (1%)
Mental Illness	3 (1%)
Physical co-ordination	1 (<1%)
Other	1 (<1%)
Hearing	0
Vision	0
Speech	0
Severe Disfigurement	0
Not answered this question	264 (93%)

What is your religion or belief? (Please tick one option only)

Religion/Belief	Number of responses
Jewish	69 (24%)
Christian	64 (23%)
No Religion	46 (16%)
Prefer Not To Say	46 (16%)
Hindu	23 (8%)
Not answered this question	23 (8%)
Muslim	4 (1%)
Jain	3 (1%)
Buddhist	2 (1%)
Humanist	2 (1%)
Bahaai	1 (<1%)

What is your sexual orientation? (Please tick one option only)

Sexual Orientation	Number of responses
Straight or Heterosexual	167 (59%)
Prefer Not to Say	81 (29%)
Not answered this question	31 (11%)
Bisexual	3 (1%)
Gay or Lesbian	1 (<1%)

What is your marital status? (Please tick one option only)

What is your marital status?	Number of responses
Married	132 (47%)
Prefer Not to Say	50 (18%)
Single	47 (17%)
Not answered this question	19 (7%)
Co-habiting	16 (6%)
Divorced	11 (4%)
Widowed	4 (1%)
In a same sex civil partnership	2 (1%)

Petition

- 3.34 The council was also sent a petition on 9 June 2021 in relation to the proposal to relocate Hendon Library. This was submitted for Barnet Council's Policy & Resources Committee for consideration and discussion at the meeting on 16th June 2021.
- 3.35 The lead petitioner started the petition in response to the recent SPD consultation. The petition is for "Hendon Hub Library to stay as and where it is" and was signed by 1,382 signatories at the time of writing this report.

4 TEAM RESPONSES

- 4.1 The previous chapter sets out the feedback received on the Hendon Hub proposals during public consultation. This chapter responds to the feedback received, grouped by the identified themes.
- 4.2 The wider project team have provided comments on the feedback, clarifying the approach to redevelopment and the considerations informing the illustrative scheme layout, and highlighting where it has been possible to amend the proposals based on the responses received.
- 4.3 A number of potential changes to the overall plans have been identified and worked up by the project team, responding to feedback received. These changes need to be considered and agreed to as part of the consideration of the Full Business Case before they can be confirmed. The table below sets out the changes that the team are recommending be made.

Theme of feedback	Overview	Team response
University expansion	<p>Suitability of an expanding university campus in a residential area</p> <p>Concerns around increased dominance of the university in this part of Hendon</p>	<p>The emerging The Burroughs and Middlesex University Supplementary Planning Document will help to guide and influence development in and around the Middlesex University campus in the future, including these proposals for Hendon Hub.</p> <p>The University has an established presence in Hendon, leasing the two office buildings at Ravensfield and Fenella and the Building 9 unit. It has further leases over the Town Hall Annex and the majority of the Library building . The only site with no presence currently is the Meritage Centre and the proposals for this site include mixed use accommodation including student accommodation but also homes for independent living, a proposed GP surgery and a health and wellbeing facility.</p> <p>Whilst new student accommodation is proposed, the majority of these students would be in Hendon in the day as they are at present as they are attending lectures. There are also a substantial number of students who live locally in HMO's. The project team has taken on board the very clear feedback and concerns around the perceived growth of the university footprint and the scheme is now much more mixed in terms of the use of buildings, and the student numbers are proposed to be reduced.</p>

Theme of feedback	Overview	Team response
	<p>Concern about the increased number of students who would be living in the local area</p> <p>Questions about the demand for additional student accommodation given changes caused by COVID-19, Brexit etc.</p> <p>Concerns about potential increase in anti-social behaviour due to increase in students</p>	<p>The overall number of student units proposed has been reduced from what was originally consulted on, with the final number to be confirmed when a planning application is submitted. Following the first round of consultation sessions, a reduction of 200 units was proposed.</p> <p>Although COVID and Brexit will change the way university's students and staff work, learn and study, Middlesex University is at the beginning of implementing a new ten-year strategy and is thinking long-term. Importantly, therefore, these proposals give the University the flexibility to adapt the use of its estates and facilities in response to the changes that undoubtedly lie ahead in the operating environment. It also offers opportunities to redevelop older inefficient buildings that need renovation. Whilst the University will certainly be adopting a blended learning model post-pandemic, it focuses on practice-based learning, training (amongst others) key workers of the future such as police workers, nurses and midwives and these plans will enable us to have the facilities we require to continue to do so.</p> <p>Middlesex students are heavily invested in their neighbourhood. The majority of students' behaviour is excellent and those studying subjects such as nursing, social care and teaching work in the local area on their placements, and many students volunteer in the local community.</p> <p>The University is keen to work constructively and positively with its neighbours and respond quickly to any reports of antisocial behaviour thought to be linked to students. The security team can be contacted via 020 8411 7777 and a new University and Residents Forum has been set up to provide a regular point of contact. Following conversations with residents, Middlesex Deputy CEO and Head of Estates have held walk-arounds with residents and have met with the police and the Safer Neighbourhood Team to discuss how to work more closely together going forward. The University is looking into more regular patrols and increasing coverage, making it easier for those living and working in Hendon to</p>

Theme of feedback	Overview	Team response
		report crimes or suspected crimes, and reviewing CCTV coverage to eliminate significant blind spots.
Hendon Library	<p>Rationale for moving out of current building</p> <p>Loss of public access to popular community building</p> <p>Concerns about accessibility of temporary library</p>	<p>The current library building is unable to provide the kind of modern, flexible library service due to its age and condition, and the restrictions posed by being a listed building. The new library will be in an eye-catching and purpose-built contemporary building, designed to deliver a modern library service, with new warm bright, flexible and accessible open spaces, flooded with natural light.</p> <p>Public access would be maintained to the current Hendon Library building by the university. The project team and university are in discussions about how this would work and be managed in practice.</p> <p>If required, the temporary library would have the same access hours and arrangements. It would need to comply with the relevant legislation (e.g. Public Libraries and Museums Act 1964, Equality Act 2010)</p>
Consultation	<p>Publicity and awareness of the project</p> <p>Changes to feedback form during consultation being live</p> <p>Likelihood of changes being made to the proposals in response to feedback.</p>	<p>The project has been advertised intensively throughout the consultation period, including multiple rounds of leafleting, local news coverage, social media posts from the council and interested residents, direct contact with stakeholders and community groups etc.</p> <p>The feedback form was updated in order to add required questions around equalities. No feedback was discarded or lost as part of this and this report considers all feedback forms received.</p> <p>The project team has identified numerous changes to the originally presented proposals, made directly in response to feedback received. These changes are now being recommended as part of the Full Business Case.</p> <p>Whilst not all comments can be responded to, the team have sought to improve the proposals positively and</p>

Theme of feedback	Overview	Team response
	<p>Appropriateness of undertaking consultation during COVID-19 lockdown restrictions</p>	<p>proactively in response to the feedback provided throughout the consultation.</p> <p>The project team has sought to be as flexible as possible with its consultation, with a virtual consultation hub and Zoom presentations ensuring the plans could still be presented when gatherings in person were not possible. Materials have been posted to people who have requested physical copies. As soon as in-person events could be held, the team arranged these to provide those who wanted to attend that opportunity.</p> <p>Given this flexibility and use of technology it was felt appropriate to continue with the consultation. A similar approach was also taken by the LBB planning policy team for its consultation on The Burroughs and Middlesex University Supplementary Planning Document.</p>
<p>Parking</p>	<p>Loss of parking spaces, knock on impact of parking on neighbouring roads, for residents of the Prince of Wales estate, or for specific uses (e.g. visitors to local churches using the car park on Egerton Road)</p> <p>Concerns about parking spaces on Prince of Wales Close and Fuller Street</p>	<p>The proposals will re-provide approximately 30 of the 32 spaces which would be lost if the Fuller Street Car Park is redeveloped with a new PDSA Pet Hospital. This is achieved through providing additional spaces in a currently underused area within the Prince of Wales estate.</p> <p>The large Burroughs Car Park has been removed from the project proposal (see below) and so these spaces will not be lost as part of redevelopment.</p> <p>The project team is considering how parking is used in the area, so that all the parking that is reasonably required can be provided for.</p> <p>There are already parking controls on many of the roads surrounding The Burroughs which limit parking by non-residents. The project team would support the introduction of Controlled Parking Zones (CPZs) on the parts of the Prince of Wales estate which do not currently have them in place</p>

Theme of feedback	Overview	Team response
	Blue badge parking	The proposals currently show 3% of parking spaces as being blue badge spaces which is considered to be appropriate for student accommodation development. The requirements for this type of parking will be monitored on an annual basis.
Traffic	<p>Increase in traffic in Hendon</p> <p>Congestion around Fuller Street during school drop-off and pick-up times</p>	<p>A Transport Assessment will be submitted as part of any planning application which considers the potential impact of development on local roads. The analysis and modelling carried out by the team so far has not identified any significant increase in traffic on local roads as a result of the Hendon Hub development. An important rationale of the project is to reduce the need for students to drive to the university from home or accommodation elsewhere, which should reduce traffic and parking pressures locally.</p> <p>It is acknowledged that the Fuller Street car park currently experiences congestion on a weekday at school drop off and pick up times associated with St Mary's and St John's CE secondary school. This is a common issue with schools and may require council/school intervention to educate parents regarding possible alternative arrangements.</p>
Building design	Suitability of proposed new buildings in terms of height and design	The new buildings proposed as part of the Hendon Hub project will be of a high quality and replace ones which are not of architectural merit or which detract from nearby Conservation Areas. The designs of these buildings have gone through a robust and extended pre-application process with Barnet planning officers to ensure they make a positive contribution to the look and feel of The Burroughs.
Heritage and conservation	Concerns about whether building designs reflect the character and heritage of the area	The heritage and conservation aspects of Hendon Hub are important to the overall success of the project and have received careful consideration from the design team. The design team's intention has not been to try and reproduce the architecture of the historic listed buildings on The Burroughs (which are of their time) but instead create a new collection of contemporary buildings which

Theme of feedback	Overview	Team response
	<p>Consultation with Historic England</p>	<p>are high quality and meet the needs of modern users, with a distinct look and feel of their own (as the listed buildings had when they were developed).</p> <p>Historic England has met with the project team as part of the usual pre-submission engagement with important statutory consultees and design changes have been made in line with their feedback.</p>
<p>Antisocial behaviour</p>	<p>Antisocial or criminal behaviour carried out by students or people linked to them</p>	<p>Middlesex University has already sought to put new policies and procedures in place to tackle any potential antisocial behaviour from students, as well as better publicising existing channels for communication with the university.</p> <p>A new resident engagement forum has been set up to allow regular contact with neighbours.</p> <p>A Metropolitan Police facility is now proposed within the new Hendon Library.</p>
<p>Housing</p>	<p>Concerns about the increase in housing in the area</p>	<p>These sites are felt to be suitable for new housing and currently planning policy supports the delivery of new housing on brownfield land. They are sustainably located in walking distance of the Hendon District Shopping Centre and Hendon Central Underground Station.</p>
<p>Timescales</p>	<p>If approved, when would the demolition of current buildings and construction of new ones take place?</p> <p>How long will construction last for?</p>	<p>The overall timescales for demolition and construction have not yet been finalised and will depend on the outcome of the town planning process. The overall timetabling and programme also have to be carefully managed to fit in with the requirements of the university, library service and community uses being relocated. However, it is currently anticipated that work could start in a phased approach from May 2022.</p> <p>The final phases of construction work are currently anticipated to complete in approximately mid-2025. More information on project timescales will be able to be</p>

Theme of feedback	Overview	Team response
		confirmed in the future, should planning permission be granted.
Community facilities	<p>Concern about future community space for residents</p> <p>Meritage Centre a vital hub that cannot be lost</p>	<p>There will be no loss of community space as part of Hendon Hub; the uses currently based within the Meritage Centre and elsewhere within the site boundaries are to be relocated nearby as part of the project:</p> <ul style="list-style-type: none"> • The PDSA is proposed to be moved circa 170 yards away from where they are currently located with their new building proposed to be located on the current Fuller Street car park just to the rear of their current facility. The time to walk from the existing to the proposed facility is likely to be less than three minutes for a person without mobility issues. The new facility will be modern, fit for purpose accommodation with dedicated car parking spaces and has been designed to PDSA's specification and requirements. It is proposed that a long lease of the site is provided to PDSA. • The African Cultural Association (ACA), Meridian and the community hall are proposed to be relocated to a new community hub that is to be located approximately 0.3 miles away from their existing facilities, on the RFC site. The time to walk from the existing to the proposed facility is likely to be circa six minutes for a person without mobility issues. The new facilities will be located adjacent to the proposed library building and will occupy a prominent location on The Burroughs. It is recommended that the Committee agrees to the use of the Community Benefit Assessment Tool (CBAT) on the grant of the new leases in respect of the following units. All these uses are currently assessed on the CBAT tool for their existing units. The Citizens Advice Bureau (CAB) will also be located in the same 'community hub' on the RFC site. • The MENCAP unit is proposed to be relocated to 154 Station Road, Hendon, which is a council-owned building located approximately 0.6 miles away from their current facility on the Meritage Centre (a circa 14 minute walk for a person without mobility issues, or a

Theme of feedback	Overview	Team response
		<p>five minute drive). MENCAP have a proposed change in service offer that this building will better facilitate and this relocation site has been worked up in tandem with them. It is recommended that the Committee agrees to the use of the Community Benefit Assessment Tool (CBAT) on the grant of the new lease in respect of this unit.</p> <ul style="list-style-type: none"> • ACA, CAB, Meridian and the community hall will all require temporary facilities, whilst the development is taking place, with the earliest being required by May 2022. It is proposed that these are located locally to the existing facilities to ensure minimal service disruption. The project team are actively working on finding temporary relocation sites either on Brent Street, on the Burroughs or in other local facilities. The team are working with Middlesex University and also looking at the programming of the development, to ensure that the users who currently use the community hall can be fully facilitated during the development. Equalities Impact Assessments will be undertaken for both the temporary and permanent moves. • Hendon Library is proposed to move across the road on The Burroughs circa 110 yards away (a circa two minute walk away for a person without mobility issues). It is proposed to include an improved disabled access, better planned space to take into account equalities for all users with the addition of 100 sq m for the use of the community and local groups. The library will be rent free. • The Schools Library Service (SLS) is proposed to be relocated to the Quinta Club, which is located circa 6.3 miles away from its current facility in Hendon Library (or a circa 16 minute drive, depending on traffic). It is a destination use as it will be used specifically by schools and will not be a facility that is generally open to the public. It will provide a far superior facility for the Schools Library Service, who currently operate in cramped conditions in Hendon Library. It will provide larger, fit for purpose accommodation for the SLA as a designated facility, with better car parking and access for local schools.

Theme of feedback	Overview	Team response
		<p>The accommodation is a Council owned facility and as such will be rent free for the service.</p> <ul style="list-style-type: none"> • Equalities Impact Assessments will be undertaken for all proposed moves, in conjunction with the individual uses.
Infrastructure	Concerns there would not be sufficient services to support all the additional residents	<p>The Hendon Hub project is expected to generate approx. £1.6million of Community Infrastructure Levy (CIL) funds which can be used to support infrastructure investment and local projects.</p> <p>The team are also looking to relocate a healthcare facility to within the project as part of the updated plans now being recommended, into modern and purpose-built accommodation.</p>
Benefits	Concerns that only the University would benefit from the plans	<p>The project will deliver numerous public benefits for the local community, as captured in the consultation materials. Examples include</p> <ul style="list-style-type: none"> • A new public Hendon Library with improved services • Replacement and purpose-built new PDSA Pet Hospital • Improved accommodation for the community uses currently based at the Meritage Centre in a new Community Hub • Improved open green space, landscape planting and seating • Improved green space around the Daniel Almshouses • Better signage and walking routes to/from Hendon Central along Watford Way • New pedestrian crossings and traffic calming • New shops and/or cafes opposite the Town Hall • Safer public spaces with CCTV and improved lighting to help prevent any anti-social behaviour • Improved open and green spaces within the Prince of Wales estate • New student accommodation and retail space to generate approximately £1.6million of Community Infrastructure Levy (CIL) money, which can be used to support infrastructure investment and local projects

Theme of feedback	Overview	Team response
		<ul style="list-style-type: none"> • Additional spend in local economy from students living in Hendon • Jobs and apprenticeships for residents created through the circa £90million construction programme
PDSA	<p>Rationale for the redevelopment of the facility</p> <p>Desire to see the facility remain within Hendon</p> <p>Suitability of Fuller Street</p>	<p>The current PDSA Pet Hospital is not a purpose-built facility, and the Hendon Hub project provides an opportunity to deliver a much-improved facility for the charity.</p> <p>Whilst the proposals originally consulted on would have seen the facility relocated to the Osidge Lane site, the latest recommendation of the project team is that the PDSA is now moved to the Fuller Street car park site, close to its current location and within Hendon.</p> <p>This site is a very short distance from its current location and so will be familiar to those who currently visit the Pet Hospital.</p>
Large Burroughs Car Park	Loss of parking spaces, knock on impact of parking on neighbouring roads	<p>Having considered this point the proposal is that this site be removed from the Hendon Hub project, meaning it will not be redeveloped with new homes and would remain as a car park.</p> <p>It may still be required to provide a temporary location for Hendon Library whilst the new library site is developed. The team is working to try and avoid requiring this.</p>
Osidge Lane – Parking	Loss of parking spaces, knock on impact of parking on neighbouring roads and businesses	Having considered this point the proposal is that this site be removed from the Hendon Hub project, meaning it will remain a car park as it currently is.
Osidge Lane – PDSA	Introduction of a new pet hospital to a residential area, loss of facility from existing area and community it serves	<p>The recommendation of the project team is that this site be removed from the Hendon Hub project, meaning it will not be redeveloped with a new PDSA Pet Hospital.</p> <p>The team is now proposing the new Pet Hospital be developed on the Fuller Street car park in Hendon.</p>

Theme of feedback	Overview	Team response
Osidge Lane - Timescales	Duration of the project and date of completion	The recommendation of the project team is that this site is removed from the Hendon Hub project, meaning it will not be redeveloped with a new PDSA Pet Hospital
Osidge Lane – Disruption to local area	Concern about potential impact on the PDSA Hospital on residents living in Osidge Lane areas	The recommendation of the project team is that this site is removed from the Hendon Hub project, meaning it will not be redeveloped with a new PDSA Pet Hospital
Osidge Lane - Traffic	Potential increase in traffic in the area due to relocation of PDSA Hospital	The recommendation of the project team is that this site be removed from the Hendon Hub project, meaning it will not be redeveloped with a new PDSA Pet Hospital. Traffic in the area will now not be affected by this site.
Osidge Lane - Consultation	Desire to know radius used for the leaflet drop Suggestion that local stakeholders were unaware of the plans	Leaflets promoting the consultation were sent to properties within a 500m radius of the site, which would have included for example the nearby Brunswick Park School.
Quinta Club – Village Green	Desire to see the Village Green status of the Quinta open space acknowledged	The Village Green status is now acknowledged in planning documents.
Quinta Club – Security	Potential unauthorised or illegal access to the Village Green	Bollards or similar security measures will be put in place to prevent vehicles accessing the Village Green, whilst ensuring some are moveable to allow access for maintenance.
Quinta Club – Traffic and road safety	Road traffic safety on Mays Lane	Available data suggests there have been very few recorded accidents in the vicinity of the site. Furthermore, there will be only a low level of travel to and from the site by SLRS staff. Visibility at the access to the site will be improved through some careful pruning and maintenance of the hedges either side of the access point.

Theme of feedback	Overview	Team response
Quinta Club - Consultation	Some residents unaware of the consultation	Leaflets promoting the consultation were sent to properties within a 500m radius of the site, and for the second round, the notification was emailed directly to people who had registered their interest.
Quinta Club – External uses	Types of external groups who will be able to rent out the facilities	This space will be available for hire by community groups or local residents. This hire will need to fit with the size of the space and use of building by the SLRS - it will not be suitable for parties or social gathering, for example, but for small-scale meetings.
Quinta Club - Timescales	Duration of the project and date of completion	The overall timescales for the refurbishment of the former Quinta Club have not yet been finalised and will depend on the outcome of the town planning process. However, it is currently anticipated that work could start in early 2022 and last for 12 months.
Hendon Fire Station	Is Hendon Fire Station a part of the Hendon Hub project?	No, the fire station is not within the Hendon Hub project and will not be redeveloped as part of it.
Compulsory Purchase	Concerns about the use of Compulsory Purchase powers on this project; questions about its suitability	The use of compulsory purchase powers is only ever a last resort. The project team would hope that any properties required could be purchased directly through negotiation with owners.

5 CONCLUSION AND NEXT STEPS

- 5.1 The London Borough of Barnet is preparing proposals to redevelop several sites in and around The Burroughs in Hendon as part of the Hendon Hub project. This will integrate academic and civic spaces along The Burroughs, working in partnership with Middlesex University and other key stakeholders to create a place that everyone can be proud of, and which will deliver significant new investment.
- 5.2 Hendon Hub comprises a mixed-use development opportunity in Hendon's The Burroughs, providing services to the community and Middlesex University. There are three core sites to the scheme: Ravensfield, Fenella and Car Park (RFC); Building 9 (including the Town Hall, Town Hall Annex, and Hendon Library), and the Meritage Centre (MC) site. Other satellite sites are to be incorporated to house relocations and landscaping improvements.
- 5.3 There will be no loss in community facilities, with the following services to be relocated and be more accessible within as part of the development:
- Hendon Library to the RFC Site
 - Meridian from the MC Site to the RFC Site
 - African Cultural Association from the MC Site to the RFC Site
 - Citizen's Advice Bureau to RFC Site
- 5.4 This consultation began on 26 February 2021 and closed on 7 June 2021. During this time, the project team has sought to consult and engage with neighbours and local community groups prior to the finalisation of the project and the submission of planning applications. As well as meetings held with Council planning officers, extensive stakeholder and public consultation has been undertaken through several virtual and in-person consultation events, the use of a dedicated virtual consultation platform: www.hendonhub.co.uk, regular briefings for local councillors and other stakeholders, and meetings with members of the public. Printed copies and other alternative formats of the consultation materials were also made available on request.
- 5.5 People with an interest in the proposals have been able to provide their feedback in several different ways, including an online feedback form, through writing to or emailing the team, over the phone or directly at consultation events.

- 5.6 The project team has sought to respond to the feedback received from local residents, LBB planning officers, statutory planning consultees and others and has made numerous changes to the overall proposals as a result. These proposed changes are set out in Chapter 4, although they cannot be confirmed unless the Full Business Case has been approved by the Policy and Resources Committee. These are, however, the recommendations of the project team, who have sought to improve and refine the proposals in response to feedback provided during the consultation.
- 5.7 More information about how the proposals have been developed, refined and finalised through consultation with the public, council planning officers and others will be available in the documents that would be submitted as part of any future planning applications. This would include the Design and Access Statement and Planning Statement, as well as the Statement of Pre-application Consultation.
- 5.8 The project team will also continue to keep interested residents and stakeholders updated on the submission and progress of the application, all of which will be available on the www.hendonhub.co.uk project website.
- 5.9 If planning applications were to be submitted, interested residents and stakeholders would have a further opportunity to provide comments and feedback through the Council's public access system as part of the statutory consultation that is undertaken on all applications.

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Appendices

- APPENDIX A:** FEBRUARY CONSULTATION LEAFLETS
- APPENDIX B:** SCOPE AREAS USED FOR LEAFLET MAILOUTS
- APPENDIX C:** MARCH CONSULTATION LEAFLETS
- APPENDIX D:** MAY CONSULTATION LEAFLETS
- APPENDIX E:** INTERNAL COMMUNICATIONS
- APPENDIX F:** COUNCIL SOCIAL MEDIA POSTS
- APPENDIX G:** HENDON HUB WEBSITE
- APPENDIX H:** CONSULTATION BOARDS
- APPENDIX I:** MAY DROP-IN INVITATION
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- APPENDIX K:** PROMOTION VIA FIRST TEAM
- APPENDIX L:** HENDON LIBRARY SURVEY
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Hendon Hub FBC Risk Register

Date 08 July 2021



Risk Identification			Previous Month's Assessment			Current Assessment			Mitigation Management	Mitigated Assessment		
Ref.	Description	Status	Probability Factor	Impact Factor	Live Risk Score	Probability Factor	Impact Factor	Live Risk Score	Mitigation action planned	Mitigated Probability	Mitigated Impact	Mitigated Risk Score
Strategic Case												
1	External change of policy at GLA or national level removing support for PBSA (Purpose Built Student Accommodation) development or other assets to be delivered through the investment	Open	3	4	12	3	4	12	Continued liaison with MDX as strategic partner to ensure local support and uptake, as well as ample local demand. Keep up to date with wider policy changes. Reviewed strategic context shows London Plan 2021 still supportive of PBSA developments. Strong strategic fit demonstrated in OBC and FBC	2	4	8
2	Do not obtain Planning Permission	Open	5	5	25	4	4	16	Regular formal pre app meetings with LBB planners now concluded. Still remains a risk until planning secured	3	4	12
3	Non-adherence with GLA policy could delay development programme and risk political opposition to the scheme	Open	4	4	16	4	4	16	GLA consulted through pre app process and no further comments on design. Still remains a risk until planning secured	3	4	12
Economic Case												
4	Covid-19 & economic uncertainty cause borrowing rates to increase significantly (c.3%), increasing total interest payments, restricting annual returns to LBB	Closed			0			0	PWLB discounted as an option at FBC.			0
5	Potential changes in agreement for lease by MDX, with potential that they would only be willing to sign off on a portion of the units so the value of the agreement and the assured rental could decrease	Open	3	4	12	3	4	12	Constant communication and negotiations ongoing with MDX as primary stakeholder; rentals agreed at earliest possible date for guarantee of income. Agreement for lease sign-off with Board of Governors achieved	2	5	10
Commercial Case												
6	Failure to secure appropriate funding partner	Open	5	5	25	3	5	15	Two stages of soft market testing; both have returned strong positive interest from private market. Improved trajectory on basis of MDX covenant since OBC. LBB will tender out and most agreeable will be selected; constant communication with MDX to ensure terms agreeable and agreement secured at earliest possible date	3	5	15
7	Procurement opportunities taken up by those outside the local area, reducing local social returns	Open	4	4	16	3	2	6	Encourage tenders by local firms / those with a track record of local employment; established as set criteria; MDX local employment plan. Social returns considerations part of tender documents which are deemed feasible based on ongoing communications	3	2	6

Hendon Hub FBC Risk Register

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Ref.	Description	Status	Probability Factor	Impact Factor	Live Risk Score	Probability Factor	Impact Factor	Live Risk Score	Mitigation action planned	Mitigated Probability	Mitigated Impact	Mitigated Risk Score
8	Procurement risk	Open	4	5	20	3	5	15	Market engagement has shown interest on an open market and framework approach; considered sufficient interested parties on the CCS framework (as far as procurement rules will allow).	3	5	15
9	Appointment of an LBB-guaranteed SPV would mean LBB were exposed to the group accounts impact of such a company where, should MDX default, LBB would be required to create a provision for the remaining rental liability in the single entity accounts which could be unaffordable	Open	4	4	16	4	4	16	An MDX covenant will be pursued wherever possible, with assurances and checks on the MDX financial accounts regularly to mitigate risk of MDX default. However appreciate this may not be available in the market at the time	3	4	12
Financial Case												
10	Construction cost inflation	Open	5	5	25	5	5	25	Contingency allowance of 15% applied to the construction budget and a blended cost inflation of 9% over the period. Sensitivity tests performed deliver a positive NPV at significant increases to costs. Will remain as a risk due to the volatility of the current market	5	4	20
11	Corporate yield changes due to COVID-19 destabilising market and reducing returns on investment	Open	5	5	25	3	5	15	Ongoing communication with funds; market currently stabilising; long-term asset investment still strong. MDX covenant position improved since OBC soft market testing.	2	5	10
12	Financial position of MDX and universities falls post-COVID - if a university is put in administration there would be caution in the wider investment market in the sector	Open	5	5	25	3	5	15	Due diligence/investigations into LBB stepping in should the market significantly deteriorate. UK Government have introduced financial packages to support UK universities in light of COVID-19. Further, alternative university in London may take over lease. Fallback position demonstrating worse case has been modelled, showing options available to LBB should MDX default are feasible and viable, depending on future market conditions. MDX financial accounts consistently monitored and updated accounts to be published shortly.	3	5	15
13	Fluctuations in interest and bond rates altering returns, costs, and interest repayments	Open	5	5	25	5	5	25	Account for changes in interest rates in financial modelling (sensitivities) so net realisations are as true to fact as can be envisaged. Continued engagement of investment funds	5	4	20

Hendon Hub FBC Risk Register

Date 08 July 2021



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Ref.	Description	Status	Probability Factor	Impact Factor	Live Risk Score	Probability Factor	Impact Factor	Live Risk Score	Mitigation action planned	Mitigated Probability	Mitigated Impact	Mitigated Risk Score
14	Cost certainty (Covid-19, inflation, Brexit - resources lost etc)	Open	4	4	16	4	4	16	Quantity Surveyors have provided regular updates to the project cost plan, benchmarking against the market and market tests. Securing best and final offer will mitigate a large proportion of cost uncertainty. It should be noted that cost certainty will never truly be eliminated until PC due to variable market. Cost contingencies and sensitivities covered within financial testing for FBC	3	4	12
15	Onerous funding conditions/terms	Open	3	4	12	4	4	16	High level of market interest shown through soft market testing increases LBB's ability to secure favourable terms. This risk can be passed down to contractor via the priced in 20% performance bond premium. Maintained at red risk until funding offers retained	3	4	12
16	Funding conditions delaying: appointment; refund of costs to date; and cash receipt for the development	Open	5	5	25	5	5	25	Advice from KPMG has been sought re typical funding conditions and conversations have taken place as part of a soft market testing process. Acquisitions, including potential CPOs, are key workstream to facilitate fund appointment. Conversations with potential funders are ongoing regarding the certainty of conditions and potential further mitigants. The potential need for CPO has been included in the base case programme.	4	5	20
17	Funding requirements - financier may want say on agreement for lease etc; LBB may not be able to satisfy funding conditions in a timely fashion	Open	4	3	12	4	3	12	Scope within costs and programme to address slight changes to agreement for lease on the basis of funding partner requesting; Workstreams to progress funding conditions	4	3	12
18	LBB guarantee over construction period required (construction risk)	Open	5	4	20	5	4	20	Construction partner taking on design responsibility once appointed who will be engaged early in the process. A performance bond insurance policy will be put in place on the contractor, and liquid damages will cover additional. Employers agent appointed in the earliest instance to mitigate programme/cost risks and implications on site. Sign off of PC signals closure of LBB construction risk.	5	3	15

Hendon Hub FBC Risk Register

Date

08 July 2021



Risk Identification			Previous Month's Assessment			Current Assessment			Mitigation Management	Mitigated Assessment		
Ref.	Description	Status	Probability Factor	Impact Factor	Live Risk Score	Probability Factor	Impact Factor	Live Risk Score	Mitigation action planned	Mitigated Probability	Mitigated Impact	Mitigated Risk Score
19	LBB are required to offer their covenant in order to attain a private offer, putting them at risk of MDX not meeting rental payments across the 40 year lease	Open	5	4	20	3	4	12	Financial case for FBC assessing both covenant options to ensure due diligence given to LBB stepping in. In the event of the LBB covenant, there is the opportunity for LBB to 'save' the additional cash receipt and put away to cover cost of MDX default plus other risk mitigation items. Another higher education provider may take over the MDX lease, alternatively conversions to other residential units may be required in the worst case. Both these events have been modelled and continue to show a positive NPV and return to LBB. This is the highest risk funding option to LBB	3	4	12
Management Case												
20	Fund/MDX not accepting finished scheme (joint inspections from MDX required by agreement for lease - need sign off on practical completion; fund monitoring surveyor to review final asset)	Open	3	5	15	2	5	10	Liquidated damages in building contract; Employers Agent engaged across process to ensure compliance with AtOL; due diligence re warranties; performance bonds etc; milestones through development period to check against delivery	2	5	10
21	Failure to agree relocation terms and potential delay for 1. CBAT leases 2. non CBAT leases 3. 3rd party acquisitions 4. Appropriation 5. Relocation of tenants where required incl. S10 Housing Act notices.	Open	4	4	16	3	4	12	Good progress being made with ongoing negotiations and discussions with occupiers/owners; 3rd party acquisitions progressing with CPO option included within costs and phasing of the scheme should private agreement not be possible; appropriation will be instigated post FBC; tenants that need to be relocated have all been informed and a strategy is being developed with Barnet Homes to ensure relocations are carefully planned with the correct procedures followed to minimise impact on those concerned.	4	2	8
22	Should a CPO be required there is the potential of an 18-month scheme delay in the event of public enquiry, with potential restrictions in scheme size and resulting returns.	Open	4	5	20	4	5	20	Acquisition by private agreement with third parties is the preferred route forward, with frequent updates and conversations held with land owners and occupiers. Compliance with guidelines and required will be ensured through expert advice, paying due diligence to the process. As mentioned, CPO timings have been included in the programme as a prudent measure.	4	3	12

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Hendon Hub FBC Risk Register

Date

08 July 2021



Risk Identification			Previous Month's Assessment			Current Assessment			Mitigation Management	Mitigated Assessment		
Ref.	Description	Status	Probability Factor	Impact Factor	Live Risk Score	Probability Factor	Impact Factor	Live Risk Score	Mitigation action planned	Mitigated Probability	Mitigated Impact	Mitigated Risk Score
23	Design risk	Open	3	4	12	3	3	9	Architects, heritage assessment, and local surveys have all been used to ensure building materials / appearance of the Burroughs remains consistent. Formal 5 stage pre-app process has been completed.	2	3	6
24	Planning risk including unfavourable EIA, VIA, aborocultural assessment outcomes	Open	4	4	16	3	4	12	5 stage pre-app process to attempt to mitigate. Adjust scheme accordingly to account for assessment outcomes to ensure full compliance; provision for changes have been made in cost plan.	2	4	8
25	Programme Delay	Open	5	5	25	4	4	16	Make necessary adjustments to programme. Workstreams action plan to be reviewed in conjunction with the master programme which is updated regularly	4	4	16
26	Losing critical staff at crucial points of the project/ project team sickness (Covid-19 etc) could cause delays	Open	4	4	16	3	4	12	Resource plan to be kept up to date. Staff vaccinated, end of furlough in September 2021	2	4	8
27	Consultation with existing residents and business owners and due regard is given to outcomes of consultation	Open	5	5	25	5	5	25	It is critical that residents feel connected directly to the decision-makers who shape their communities, ensuring everyone's voice is heard, openly and equally. An extended period of consultation has been carried out to ensure that the public opinion is heard. There have been substantial scheme changes to address these concerns, including a 26% reduction in student accommodation unit numbers. The project team is aware of ongoing concerns and endeavours to assess and mitigate negative impacts anticipated from the scheme	5	4	20
28	Risk of environmental non-compliance	Open	3	3	9	3	3	9	BREEAM Excellent requirement for all buildings: Mitigation measures to maintain the minimum credits are in place.	3	3	9
29	Risk of building regulation non-compliance	Open	3	3	9	3	3	9	Monthly Approved inspection visit and report with checks and balances in place to ensure meeting regulations	3	3	9
30	Construction period could negatively impact the area, with disturbance re noise/highway access/public realm access etc	Open	3	4	12	3	4	12	Phasing adjusted such that disruption to local area is minimised, method statements for construction process will be delivered. When onsite the team will endeavour to create minimal disturbance, keeping locals in the loop through a clear communication plan	2	4	8

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Hendon Hub FBC Risk Register

Date 08 July 2021



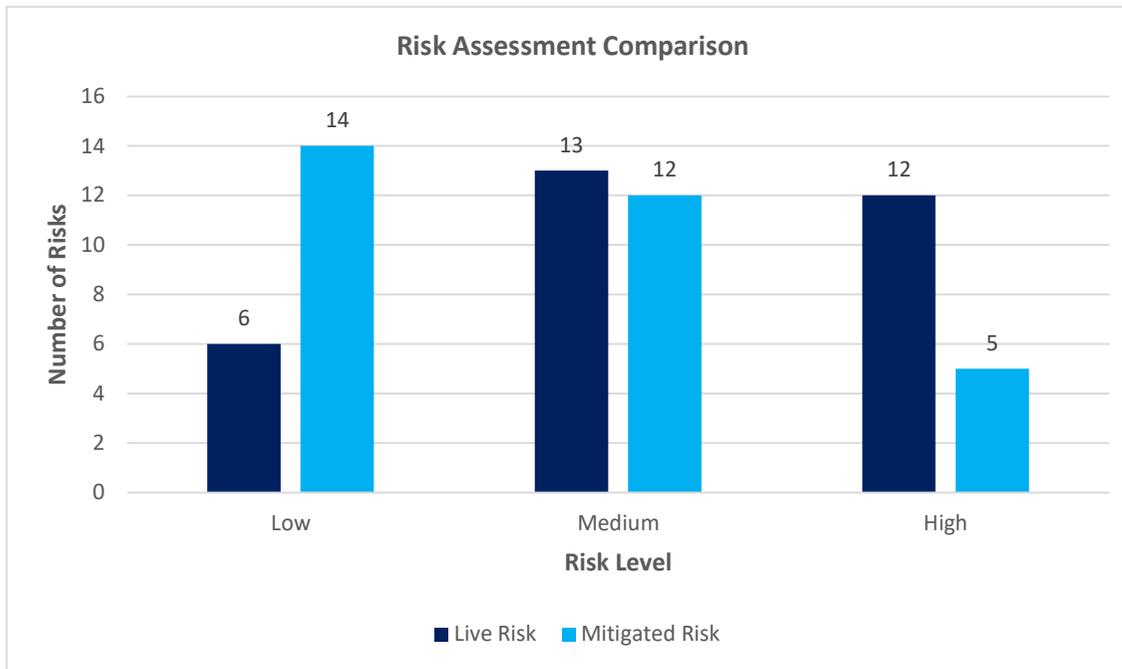
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Ref.	Description	Status	Probability Factor	Impact Factor	Live Risk Score	Probability Factor	Impact Factor	Live Risk Score	Mitigation action planned	Mitigated Probability	Mitigated Impact	Mitigated Risk Score
31	Failure of FBC sign off and accompanying decisions sought	Open	3	5	15	3	5	15	Engaging key officers and Councillors pre FBC	1	5	5

Hendon Hub FBC - Risk Register Summary

Date 08 July 2021



Risk Level	Lower Band	Upper Band	Live Risk	Mitigated Risk	Live %	Mitigated %
Low	0	10	6	14	19%	45%
Medium	11	15	13	12	42%	39%
High	16	25	12	5	39%	16%
Total			31	31	100%	100%

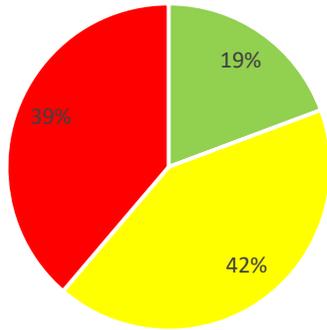


Hendon Hub FBC - Risk Register Summary

Date 08 July 2021

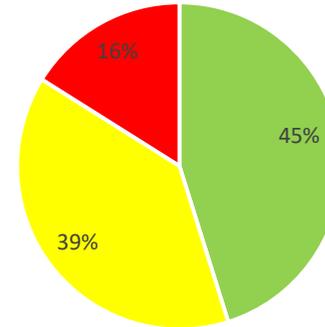


Live Risk Assessment by Risk Level



■ Low ■ Medium ■ High

Mitigated Risk Assessment by Risk Level



■ Low ■ Medium ■ High

ID	Task Name	Duration	Start	Finish	
1	Key Dates	49.43 mons	Tue 20/07/21	Mon 30/06/25	
2	FBC Approval / P&R Committee	0 days	Tue 20/07/21	Tue 20/07/21	FBC Approval / P&R Committee ◆ 20/07
3	Planning Submission Primary Sites	0 days	Mon 02/08/21	Mon 02/08/21	Planning Submission Primary Sites ◆ 02/08
4	LBB Planning Committee December	0 days	Mon 13/12/21	Mon 13/12/21	LBB Planning Committee December ◆ 13/12
5	Receipt of Planning Decision Notice	0 days	Mon 21/02/22	Mon 21/02/22	Receipt of Planning Decision Notice ◆ 21/02
6	Commence CPO Process	18 mons	Tue 22/02/22	Tue 25/07/23	Commence CPO Process
7	Invitation to Tender	0 days	Mon 09/08/21	Mon 09/08/21	Invitation to Tender ◆ 09/08
8	Exchange of Contracts	2 wks	Mon 04/04/22	Fri 15/04/22	Exchange of Contracts
9	Stage 3 Design	4.25 mons	Mon 30/05/22	Fri 23/09/22	Stage 3 Design
10	Primary Works Start on Site	0 days	Mon 26/09/22	Mon 26/09/22	Primary Works Start on Site ◆ 26/09
11	Primary Works Construction Completion	0 days	Mon 30/06/25	Mon 30/06/25	Primary Works Construction Completion ◆ 30/06
12					
13	Gateways	60.98 mons	Mon 17/08/20	Mon 30/06/25	
61					
62	RIBA Stage 2 Design	5.25 mons	Mon 04/01/21	Fri 28/05/21	RIBA Stage 2 Design
139					
140	Planning Pre Submission	13.55 mons	Fri 28/08/20	Mon 27/09/21	Planning Pre Submission
290					
291	Planning Submissions	7.5 mons	Mon 12/07/21	Mon 21/02/22	Planning Submissions
310					
311	Procurement for Primary Works	16.7 mons	Mon 01/02/21	Fri 27/05/22	Procurement for Primary Works
370					
371	RIBA Stage 3 Design	4.25 mons	Mon 30/05/22	Fri 23/09/22	RIBA Stage 3 Design
380					
381	RIBA Stage 4 Design + Stage 5 Construction	49.73 mons	Mon 12/07/21	Mon 30/06/25	
471					
580					
776					
972					
1112					
1252					
1392					
1512					
1522					
1527					

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Summary of Responses to the Hendon Library Design Survey

1. Introduction

Proposals to create a new building for Hendon public library was a key part of the phase 1 Hendon Hub consultation conducted by GL Hearn, with library users encouraged to complete the online form or contact the Hendon Hub team via email or phone and/ or attend the virtual and face to face events to register their views.

In addition to this formal consultation, the Library Service has also commenced a programme of library customer engagement aimed specifically at informing the design of any future library provision in the area.

The first element of this engagement was a short survey (online and paper) which asked residents how the library in Hendon could be improved and for their opinions on a variety of additional services that might be provided from a new building. This survey was conducted between 3 March and 4 June 2021.

The survey was widely promoted using the following mechanisms:

- In the lobby of Hendon Library.
- On the libraries website and the Engage Barnet website.
- On Hendon Hub consultation boards.
- At the face to face and virtual Hendon Hub consultation events.
- Direct communications to local organisations and schools.
- Direct communications to umbrella organisations working with Hendon residents.
- In the bi-weekly library newsletter.
- In Barnet First (electronic version).
- On social media

The following report outlines the main themes in the responses to the questionnaire.

1.1 Response to the engagement questionnaire

The survey was split into three sections as outlined below:

- **Section 1:** The first section of the questionnaire looked at the services currently provided from Hendon Library and how to balance the requirements and wishes of different library customers within the proposed new building.
- **Section 2:** The second section looked at how the Library Service could improve the different sections of the library in the proposed new building.
- **Section 3:** The third section considered what **new** services could be provided.

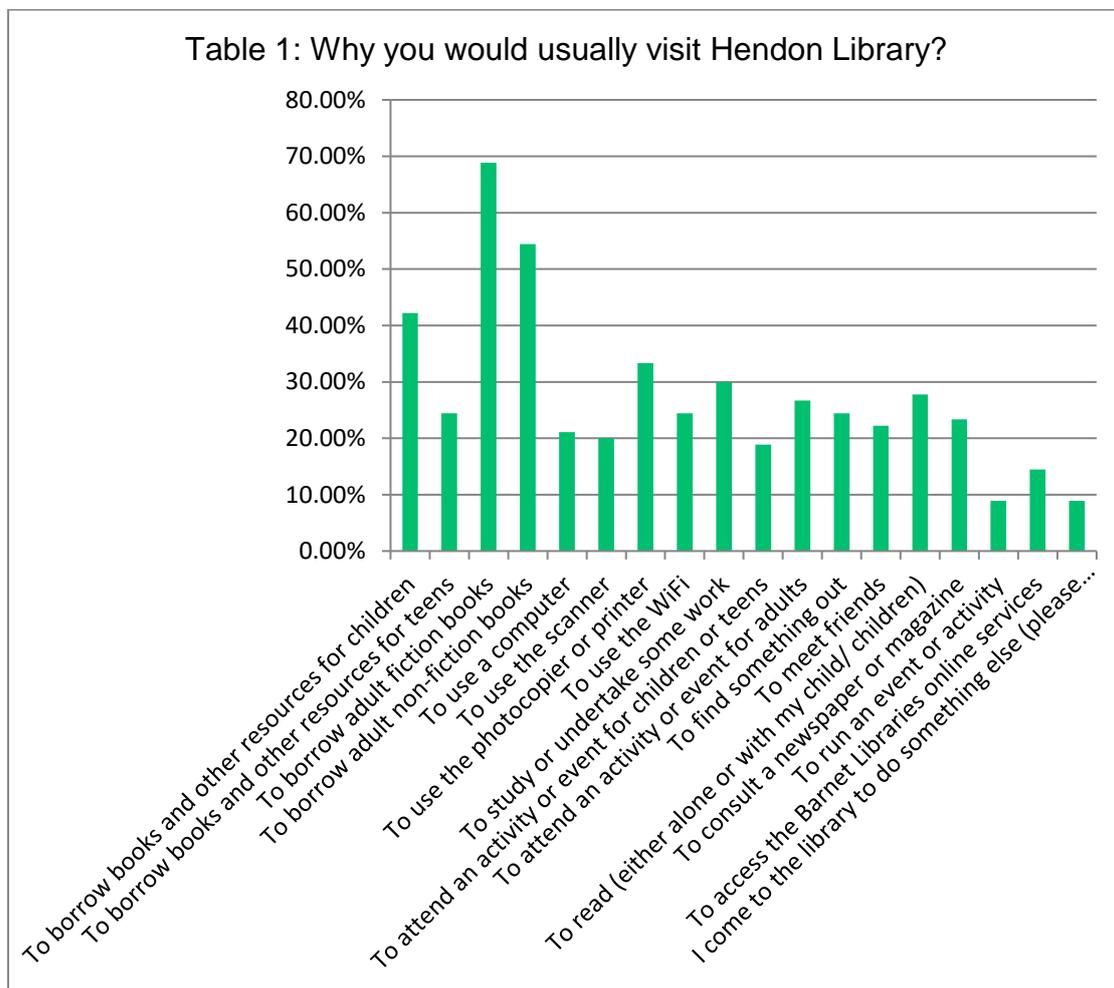
Residents were invited to provide their responses to multiple choice questions, questions that asked them to rate options in terms of their importance and free text boxes for their own ideas and further comments.

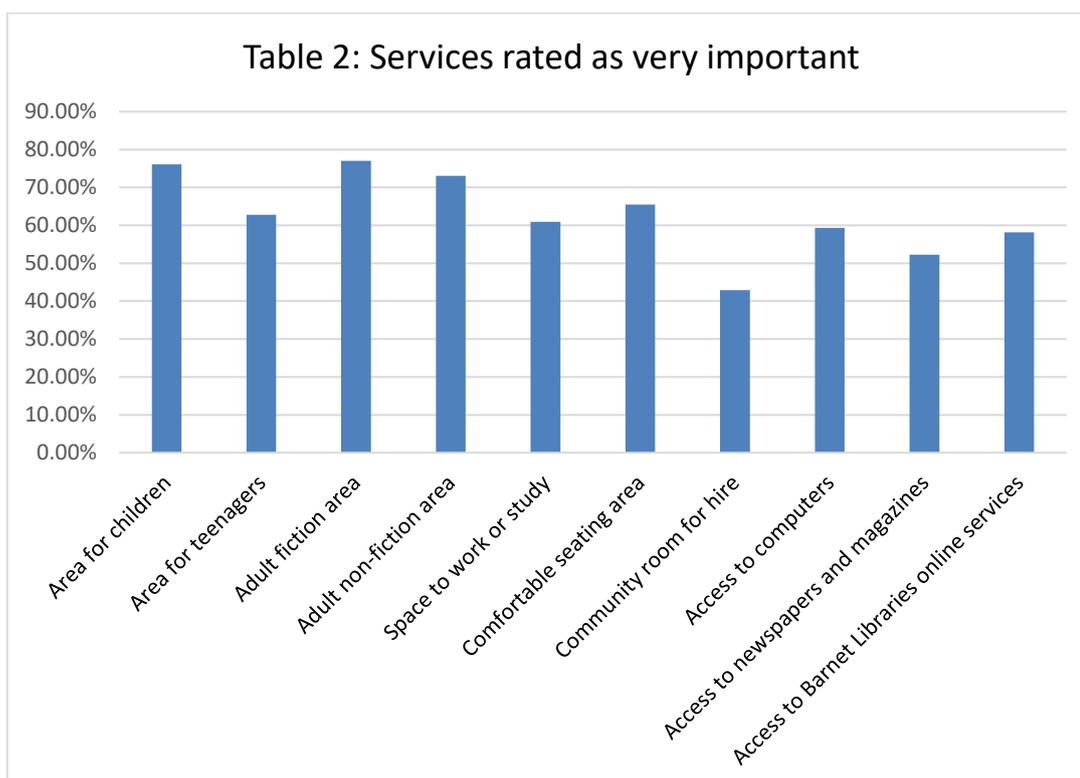
1.2 Summary of key findings from questionnaire

In total 112 responses were received.

1.2.1 Section 1: Services currently provided by Hendon Library

- 61% respondents said they currently used Hendon Library, with a further 30% saying they had used the library in the past.
- Of those library users or recent users 33% used the library every week, 20% a couple of times a month and 27% roughly once a month.
- Table 1 below summarises the various uses made of the library.
- Respondents were then asked to rank the current library services in order of importance ranging from very important to not important. Respondents could choose 'don't know/ not sure if they did not hold an opinion. See table 2 below for the services ranked as 'very important.'





1.2.2 Section 2: Improving the library

In this part of the survey, residents were given a series of options that might improve each section of the library and were asked if they agreed or disagreed. They were then asked if they had any further ideas of their own. The areas of the library concerned were: the children's library; the teenage library; the adult library; the community/ activity room and the local studies service.

The options for which there was generally strong agreement are summarised below:

The Children's Library

- More books for children (66% 'strongly agree').
- Comfortable seating for shared reading (65%)
- A storytelling/ rhymetime area (61%)
- Technology to support learning (55%)

There was slightly less support for more homework tables (49% strongly agree); a tactile area for young children (47%); space for display of children's work (43%); access to Barnet Libraries online (38%).

There were a total of 43 additional comments. The most common themes are summarised below:

- Need for a wider and more comprehensive book stock for children.
- Need for a fun, comfortable and inviting space suitable not just for very young children but also children becoming more independent.

- A larger space. Many comments made reference to the size of the children's library prior to 2017 and expressed a desire for it to return to this footprint.
- Soundproofing/ the ability to separate the children's section from other parts of the library.

The Teenage Library

- Technology to support study (68% 'strongly agree').
- More study tables (63%)
- More books for leisure (62%)
- More books for study (60%)
- More comfortable seating (53%)

There was slightly less support for access to Barnet Libraries online (46% strongly agree); technology to support leisure (34%); information boards (38%)

There were a total of 35 additional comments. The most common themes are summarised below:

- Need for a wider range of the most popular books for young people.
- The need for access to quiet space to study away from other distractions.
- Several respondents commented that they did not know the library had a teenage section or where it was suggesting the need for the area to have a greater sense of identity distinct from other parts of the library. It should be noted that only 20% of respondents were current users of the teenage library.

The Adult Library

- More adult fiction books (70% 'strongly agree').
- More adult non-fiction books (66%)
- More comfortable seating (61%)
- More computers (51%)

There was slightly less support for access to Barnet Libraries Online (48%); information notice boards (42%); study or work tables (41%)

There were a total of 38 additional comments. The most common themes are summarised below:

- The need for a wider and more diverse book stock.
- A desire for more comfortable reading spaces.
- The wish to have the upper floors of the building reinstated as part of the library footprint.

The Community Room/ Activity Room

The majority of respondents were not current users of the community room (8% only). The potential improvement which garnered the greatest level of support was an increase in the size of the room with 58% strongly agreeing with this option. There was slightly less support for display boards (42%); equipment for hire (43%); projector/ audio-visual equipment (44%)

There were a total of 28 additional comments. The most common themes are summarised below:

- Better ventilation.
- More information about events and activities being delivered in the community room.

The Local Studies Service

All three suggestions for how to improve the Local Studies Service received reasonable support:

- Better access to local history resources online (61% 'strongly agree').
- Designated space to consult local history resources (54%)
- Display space for local history resources (53%)

There were a total of 28 additional comments. The most common themes are summarised below:

- The need for a more accessible and welcoming service. Some respondents commented that this element of the service is not well known and could have more benefit to local schools.

General comments

In many cases the same comments were repeated in answer to each section and did not relate specifically to one particular area of the library. Several respondents were supportive of the options to improve the library but only if the service remained in the current building. The desire for all floors of the building to be part of the library footprint was mentioned frequently.

1.2.3 Section 3: Potential new services

Respondents were also asked what they thought about a series of potential new services that could be provided from a new building. These were: the creation of a technology Makerspace; pop-up space for community services; exhibition space and business support/ work space. Responses are summarised below:

Option	Strongly agree & tend to agree	Tend to disagree & strongly disagree
Makerspace	50	11
Pop-up space for community services	54	11
Exhibition space	49	12
Business support/ work space	37	21

Finally, respondents were asked if they supported the idea of the library having a specific focus or theme with more events and services designed to reflect this particular area of

activity. Health and well-being was considered marginally more important than the other themes. Responses are summarised below:

Theme/ Focus	Very important	Fairly important	Total
Digital Literacy	31	24	55
Employment Support	26	25	51
Creative Arts	27	21	48
Local History	28	24	52
Health and Well-Being	29	28	57

Some respondents commented that they felt this was a gimmick and 37 participants opted to skip this question. The view that any new services should be accommodated within the existing building was repeated. Other comments included the desire to have more author events and talks and to use the library as a place to meet. Suggestions for other themes included a focus on books or on STEM (Science, Technology, Engineering, Maths).

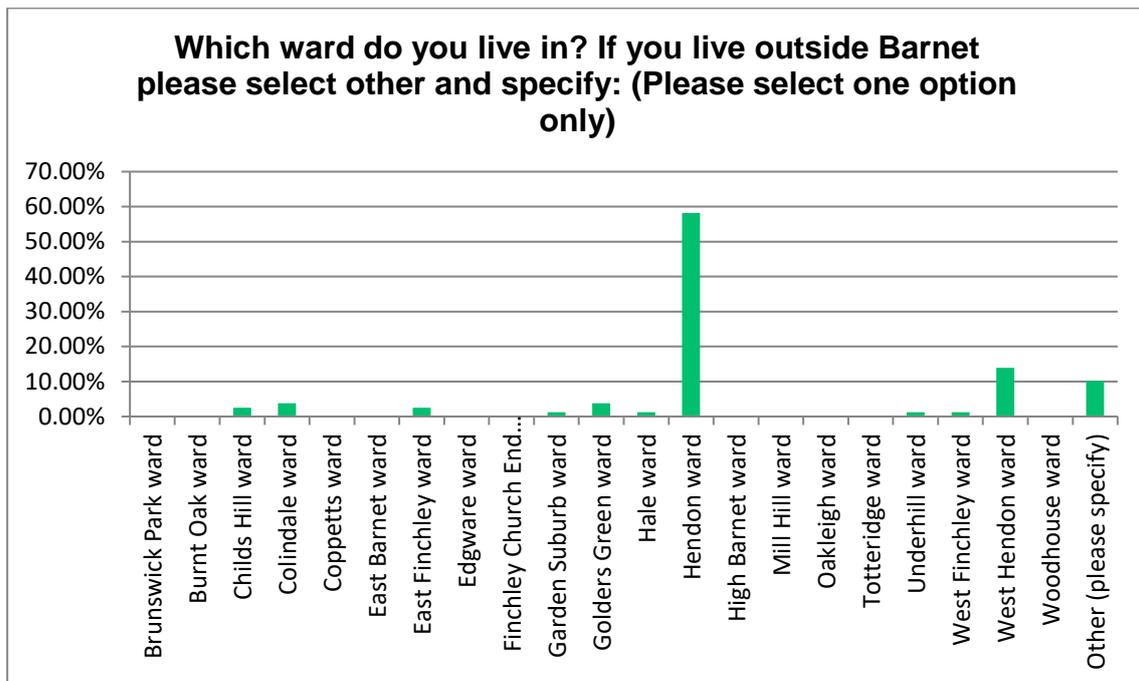
At the end of the survey respondents were asked for any other suggestions for services they would like to see in any new library. Comments not already expressed elsewhere in the survey included:

- Citizens Advice.
- The Boost Team.
- Better opening hours.
- More staffed hours.
- Outdoor spaces.
- Digital display screens.
- Adult education classes.
- A café.
- Book clubs for all ages.

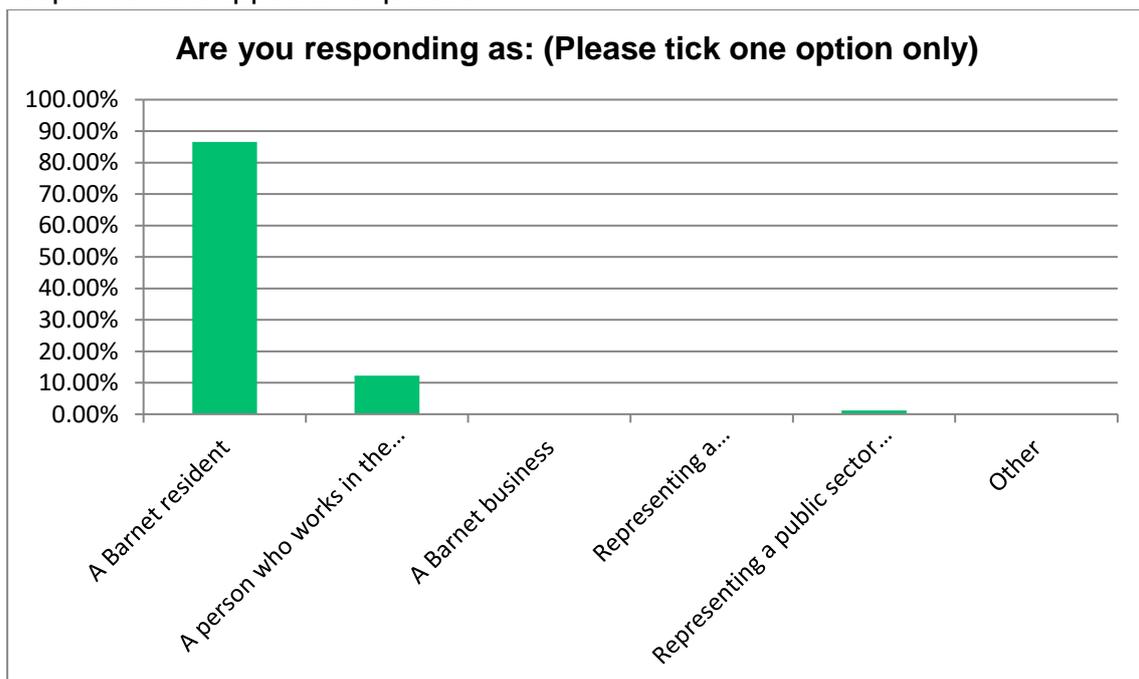
1.3 Response profile

To assist us in complying with the duty under the Equality Act 2010 we asked respondents to provide equalities monitoring data and explained that collecting this information will help us understand the needs of our different communities and that all the information provided will be treated in the strictest confidence and will be stored securely in accordance with our responsibilities under data protection legislation (such as the General Data Protection Regulation or the Data Protection Act 2018). The response profile for each protected characteristic is shown below. Due to the low completion of these questions and small sample sizes it has not been possible to analyse or draw out any conclusion on the findings by protected characteristics.

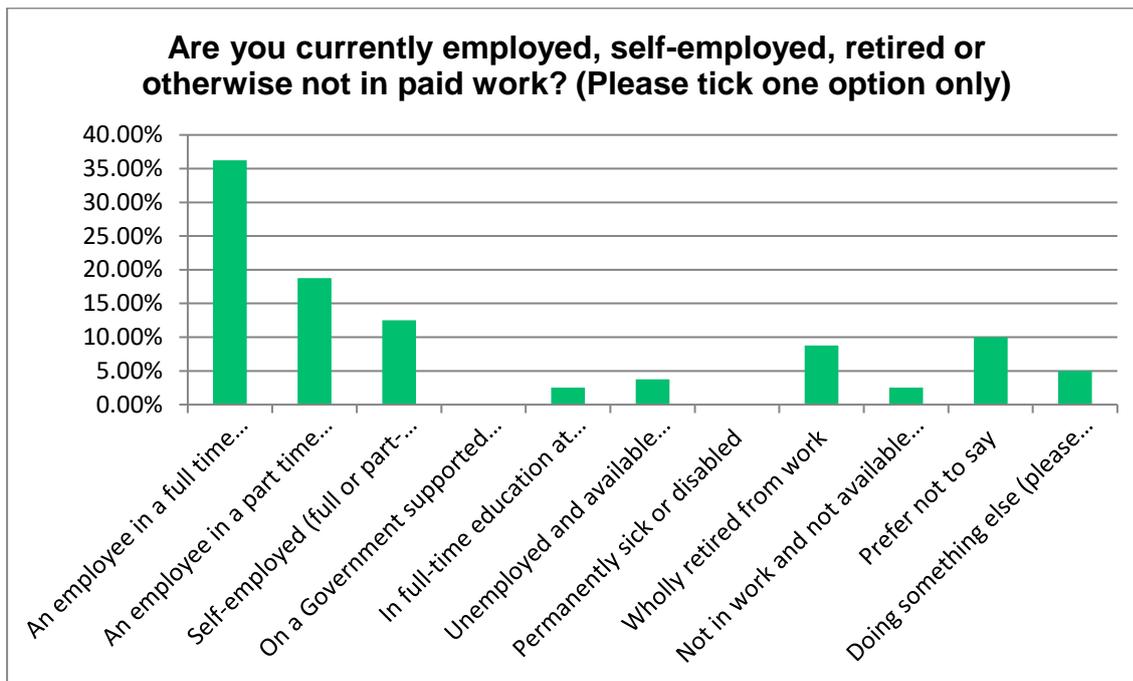
- 58% respondents live within the Hendon ward and 14% within the West Hendon ward. 33 respondents elected to skip this question.



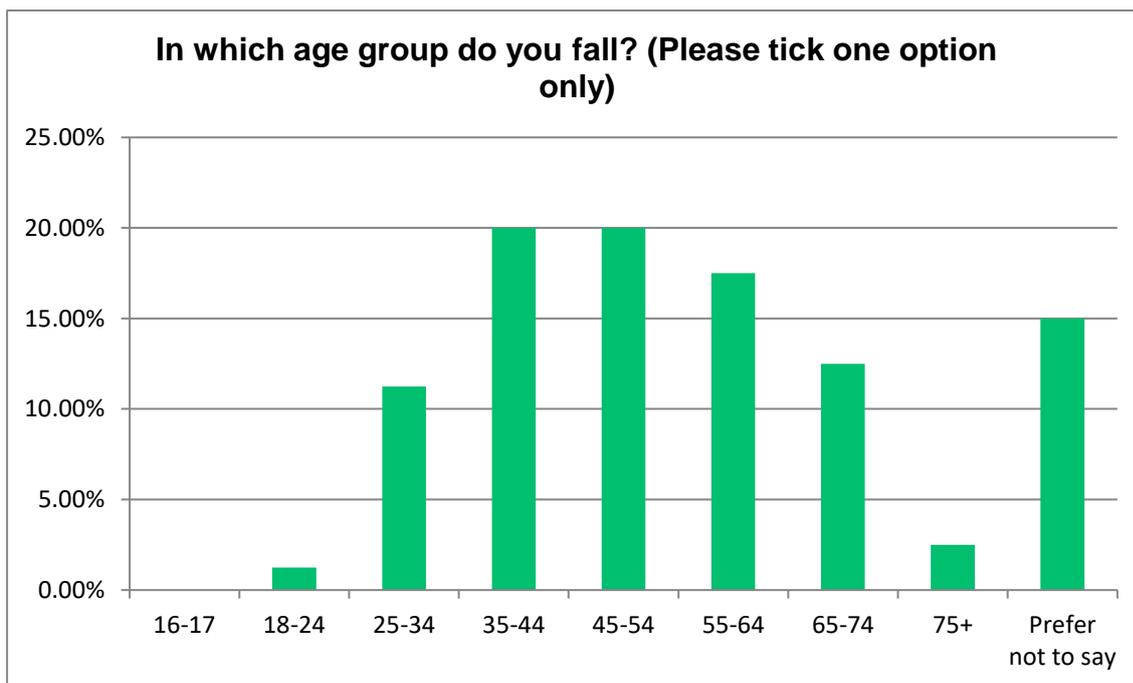
- 87% said that they were responding as Barnet residents, 12% as people who work in the borough and 1% as a representative of a public sector organisation. 30 respondents skipped this question.



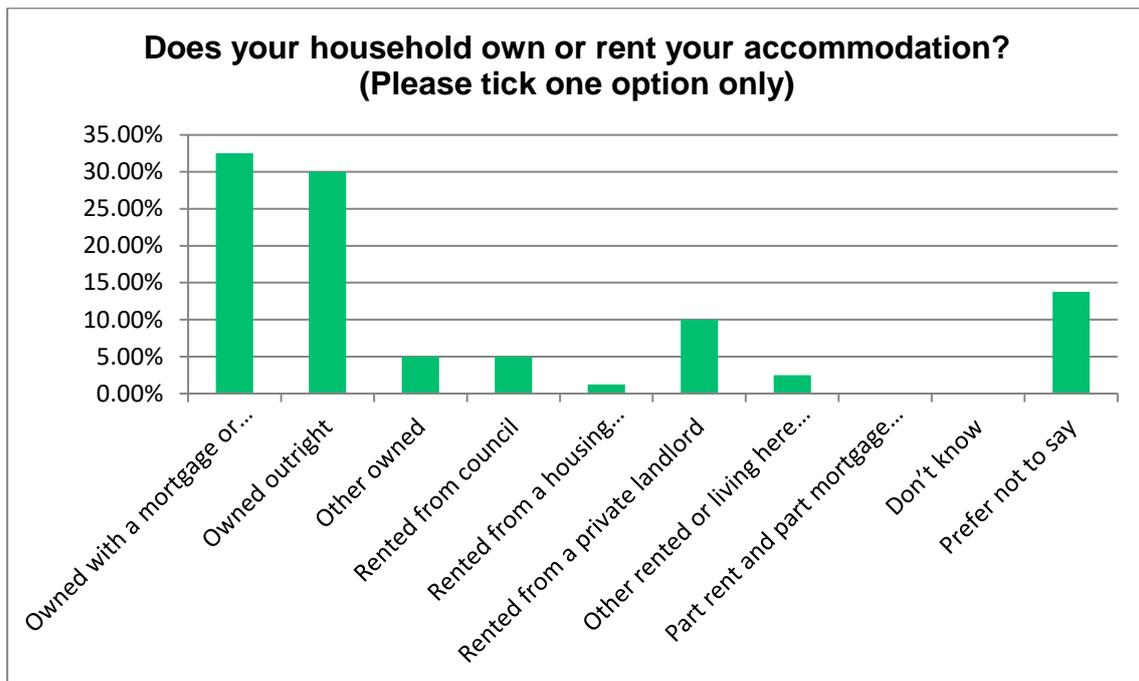
- The majority of respondents were either in full (36%) or part-time (19%) employment. 32 respondents skipped this question.



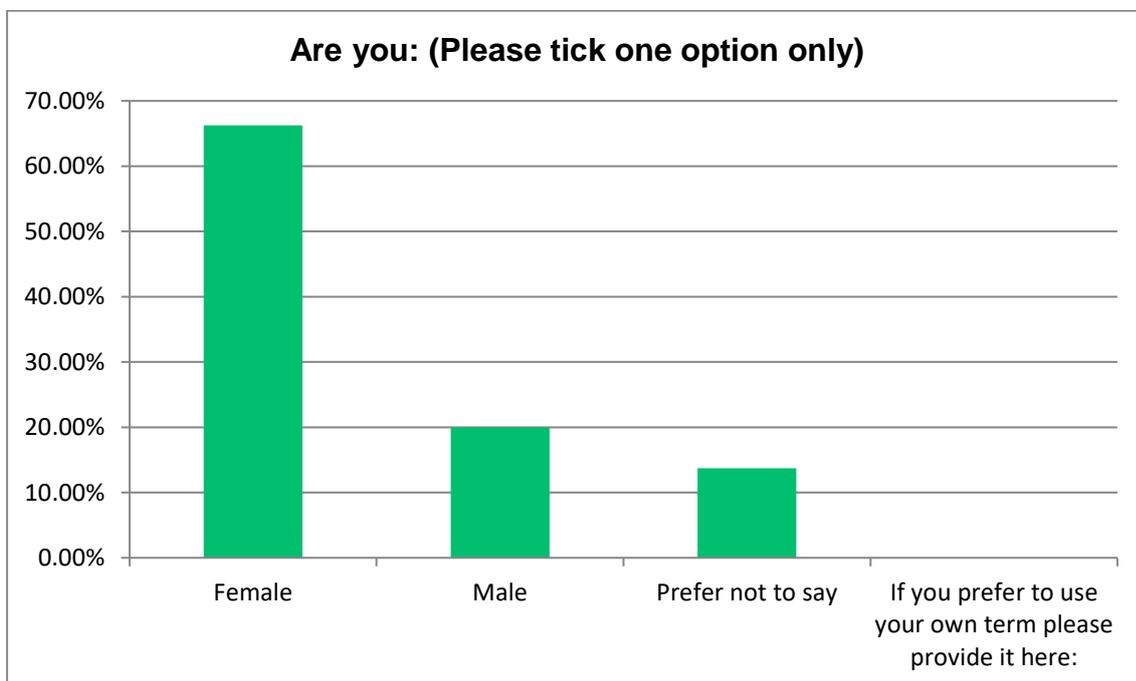
➤ 58% respondents were aged between 35 and 64. 32 respondents skipped this question.



➤ 33% respondents stated they owned they accommodation through a mortgage or loan, a further 30% stated that they owned property outright, and 10% that they rented through a private landlord. 32 individuals skipped this question.



- 66% respondents identified as female, 20% as male and 14% chose 'prefer not to say.' 32 respondents skipped this question.
- 85% of respondents stated that their gender was the same as your sex registered at birth, with the remaining 15% preferring not to say. 34 individuals opted to skip this question.

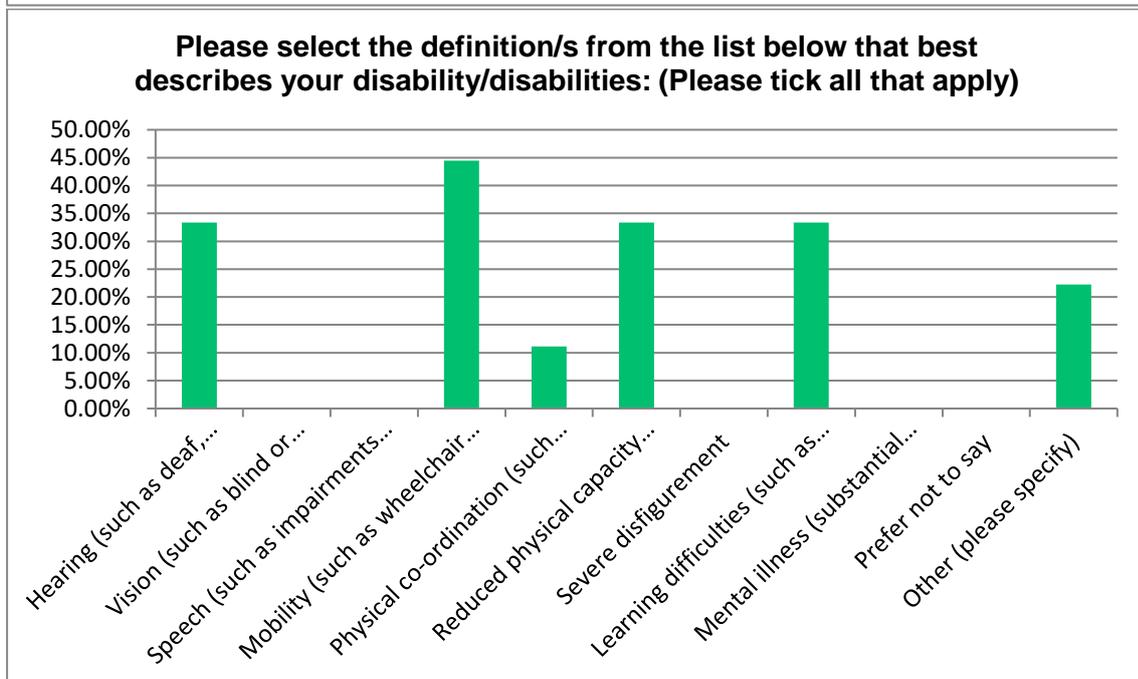
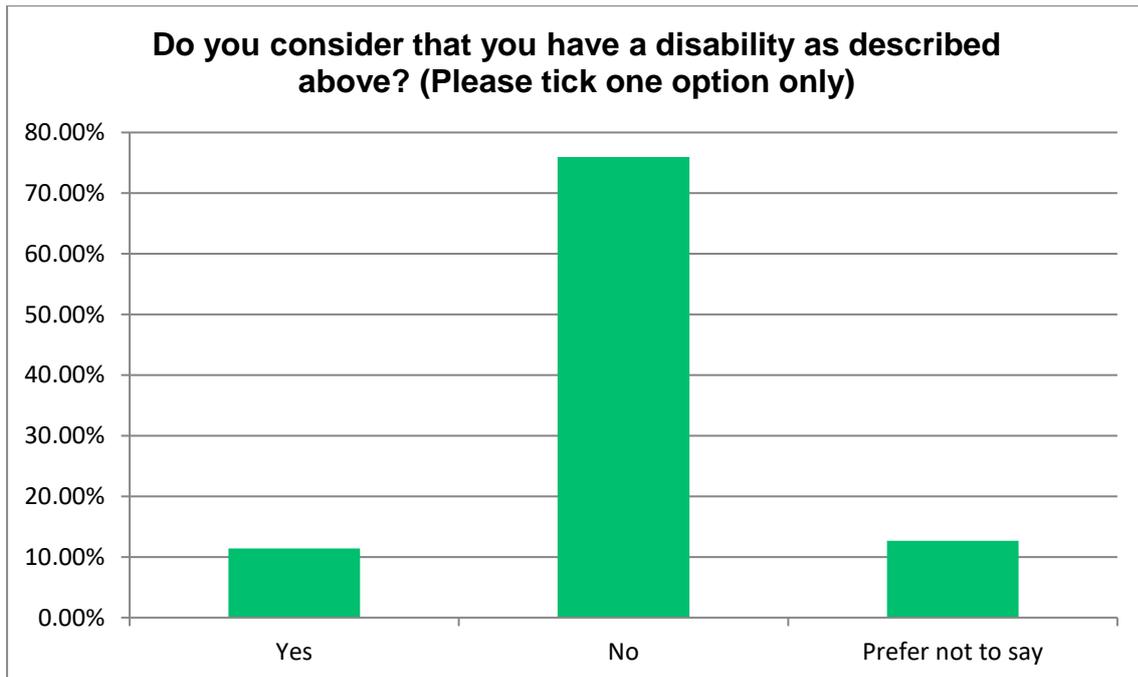


- The ethnicity of respondents is outline below:

Asian - Indian	3.80%	3
Asian - Pakistani	1.27%	1
Black - African	1.27%	1
Black - British	2.53%	2

Mixed - White and Black Caribbean	1.27%	1
White - British	49.37%	39
White - Irish	2.53%	2
White - any other	12.66%	10
Prefer not to say	20.25%	16
Any other ethnic group (please specify)	5.06%	4
	Answered	79
	Skipped	33

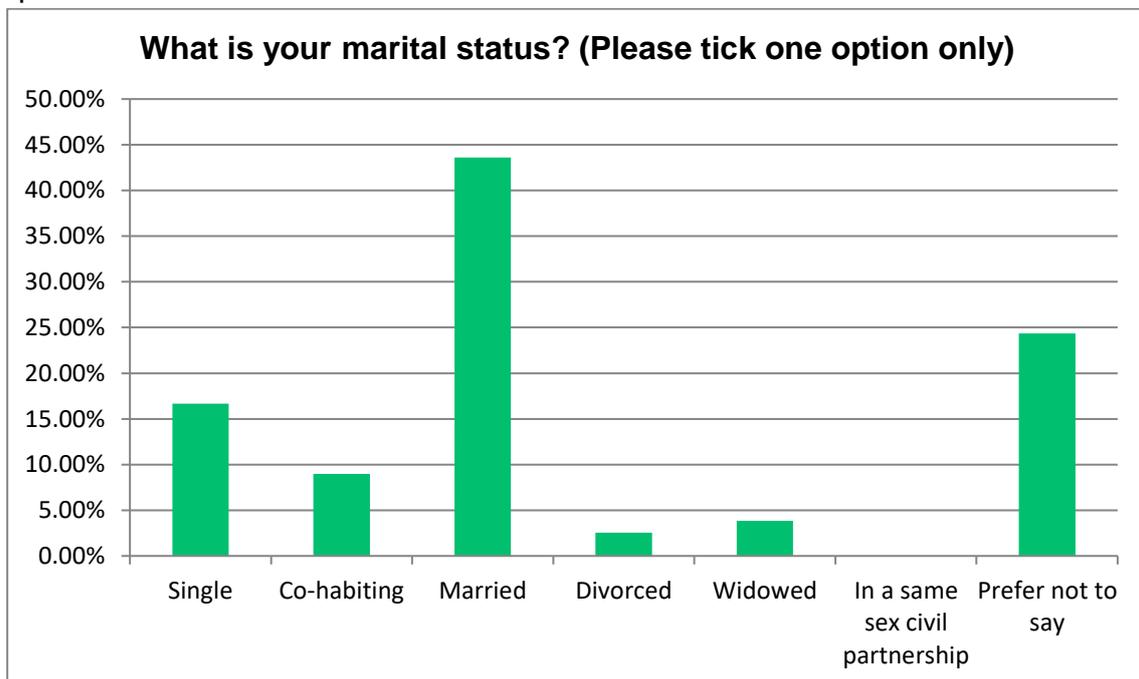
- 11% respondents considered themselves to have a disability. 33 respondents skipped this question.



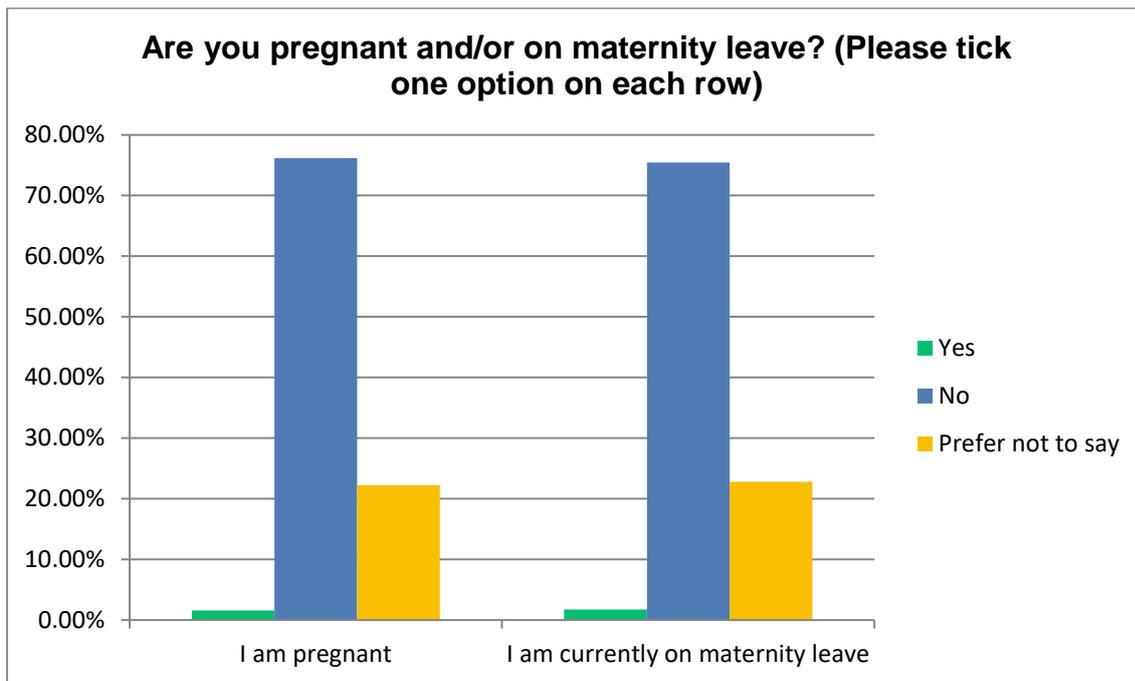
- Respondents described their faith in the following ways:

Christian	23.08%	18
Hindu	2.56%	2
Jewish	26.92%	21
Muslim	2.56%	2
No religion	20.51%	16
Prefer not to say	23.08%	18
Other religion/belief (please specify)	1.28%	1
	Answered	78
	Skipped	34

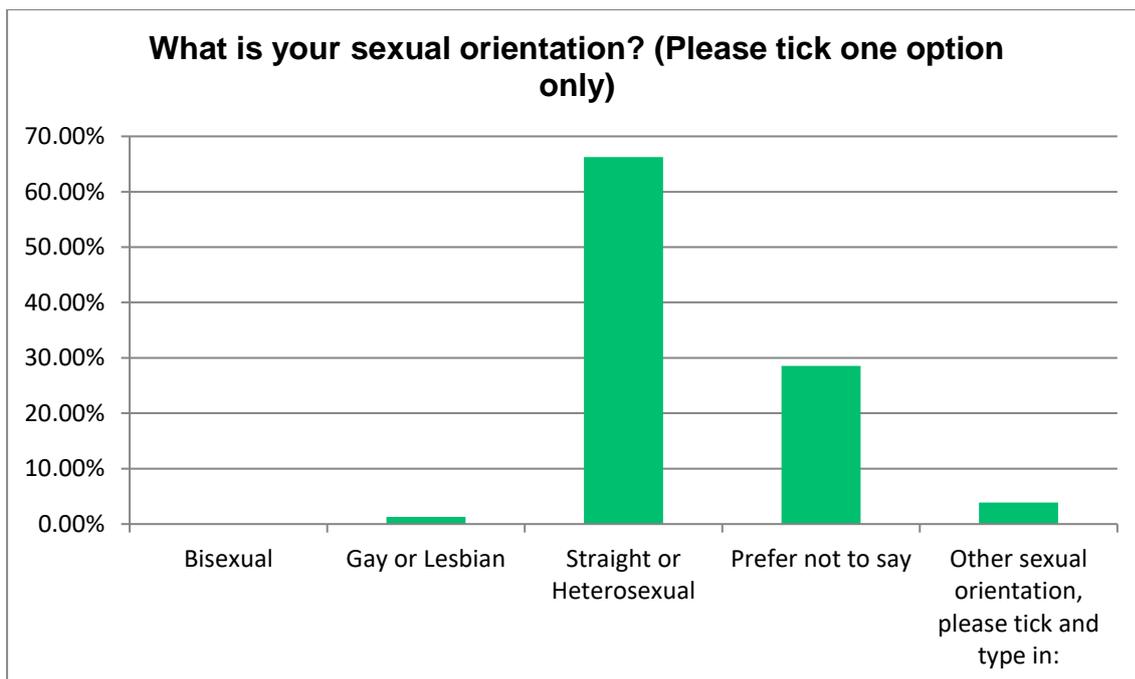
- 44% of respondents stated that they were married, 2.5% that they were divorced, 17% that they were single, and 9% that they were co-habiting. 34 people chose to skip this question.



- Only 2% of individuals said that they were pregnant, and a further 2% said that they were currently on maternity leave



- 66% of respondents identified as straight or heterosexual, with 1% identifying as gay or lesbian, and a further 4% identifying with another sexual orientation. 29% preferred not to say and 35 individuals skipped this question.



Addendum to Appendix FBC Hendon Hub EqIA

This Addendum modifies the Appendix FBC Hendon Hub EQIA, where and specifically it states the uses by the community of the Meritage Centre and the impact of relocations. This modification is to provide more detail in relation to the current occupancy of the Meritage Centre by the Hendon Scout Troop who prior to government restrictions were meeting one evening a week during term-time. This group will be engaged with at the earliest convenience to them and undergo a full needs-based assessment pertaining to the relocation and transition to a new space that will suit their needs. The relocations from the Meritage Centre will be provided close by, reducing any negative impact to young people and staff. Further to this, LBB will be in contact to support the Hendon Scouts Group and ensure that they are comfortable throughout the relocation process. Should temporary facilities be required, this will be managed with the service providers to ensure there is limited disruption.

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Policy & Resources Committee, 20 July 2021
Proposed Hendon Hub Redevelopment Full Business Case
Addendum

The Committee are requested to note and agree a proposed amendment to Recommendation 10.d in the Proposed Hendon Hub Redevelopment Full Business Case (additional wording in bold italics):

“Any other matters required, such as the appropriation of land required for planning purposes, ***any compulsory purchase orders*** required and any non-material or minor amendments to the scheme.”

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PUBLIC INTEREST TEST – CHECKLIST
Schedule 12A Local Government Act 1972

Name of Project: Hendon Hub FBC **Committee:** Policy & Resources Committee (P&R)

Date: 20th July 2021

Category of exemption applied:

For financial Annex 1 exempt from publication in accordance with paragraph 3 of Schedule 12A of the Local Government Act 1972 on account that it contains information relating to the financial or business affairs of any particular person including the authority holding the information)

Public Interest Test Questionnaire

This is not a definitive list. However, it does provide a series of questions that you should ask yourself when recommending confidentiality.

FACTORS WHICH SUPPORT DISCLOSING INFORMATION	
<p>Will disclosure help people to understand and participate in public debate about current issues?</p> <p>The public paper will enable the public to see the rationale for the business case and will facilitate public debate. The exempt information is limited to financial details of the funding decisions, including sensitivities, and the construction budgets. Release of these could prejudice the Council significantly in commercial negotiations.</p>	Yes
<p>Will disclosure help people to understand why the Council has taken certain decisions?</p> <p>The public reports provide the business cases that back up the recommendations upon which the Council’s decisions have been based. The exempt information largely provides the financial back up.</p>	Yes
<p>Will disclosure give the public information about the personal probity (or otherwise) of elected members or council staff?</p> <p>Neither the exempt financial annex nor the public reports contain any information regarding elected members or council staff.</p>	No
<p>Will disclosure encourage greater competition and better value for money for council taxpayers?</p> <p>Disclosing the financial information would risk weakening the council’s negotiating position leading to worst value for money with regard to the deal with MDX, the proposed deal with funders and in commercial discussions with main contractors.</p>	No
<p>Will disclosure allow individuals and companies to understand decisions made by the Council that have affected their lives?</p> <p>All this information is detailed within the main FBC report.</p>	Yes

<p>Is the information about factors that affect public health and public safety? (NB you should be careful if considering the release of information which might adversely affect public health and safety)</p> <p>The exempt information is limited to financial detail only and does not impact health and public safety.</p>	No
<p>Will disclosure reveal incompetent, illegal or unethical decision-making or examples of malpractice?</p> <p>Due diligence processes are identified within the main FBC report which is to be made public. The public paper details the legal basis for the decisions that are to be made. The financial annex provides back up only and has been validated by independent consultants.</p>	No
<p>Will disclosure reveal that such maladministration has not in fact occurred?</p> <p>The exempt information has been validated by independent parties. Due diligence processes are identified within the main FBC report which is to be made public.</p>	Yes

FACTORS WHICH SUPPORT WITHHOLDING INFORMATION	
<p>Will disclosure damage the Council's interests without giving the public any useful information?</p> <p>Disclosure of the financial annex would release commercially sensitive information into the public realm that could prejudice the negotiating position of LBB in the financial market. The financial annex also discloses costs associated with appropriation and 3rd party acquisitions, placing LBB at risk of a breach of data protection and the duties owed to third parties.</p> <p>The disclosure of said information may impair the council's ability to negotiate the best value deal from the financial market.</p>	Yes
<p>Will disclosure damage another organisation or person's interests, without giving the public any useful information?</p> <p>Others' interests could be damaged in the process of disclosure due to their financial position and interest in the deal are jeopardised.</p>	Yes
<p>Will disclosure give an unfair, prejudicial, or inaccurate view of a situation?</p> <p>All costs, values, and soft market testing offers presented within the financial annex have been independently validated so would not give an unfair or inaccurate view of the position. All 'subjective' discussion is disclosed within the main body of the FBC report.</p>	No
<p>Will disclosure prevent the effective delivery of services without giving the public useful information?</p> <p>Disclosure could prejudice the negotiations in this project.</p> <p>In addition, a funding partner may not be prepared to proceed with financing the development if their rates and other commercially sensitive information are in the public domain.</p>	Yes
<p>Will disclosure put the health and safety of any group or individuals at risk?</p> <p>No – the financial annex purely contains financial information and pertains to no health and safety concerns.</p>	No
<p>Is there a clear and coherent reason why the community in general would benefit more from information being withheld?</p> <p>The public FBC paper provides full details of the scheme proposals, including the financial benefits and risks to the Council. The financial detail does not aid the community's understanding and will be available once the period of financial sensitivity has passed.</p> <p>Disclosing more details will prevent the council from getting best value in the project and will put more pressure on the public purse.</p>	Yes

**Justification of decision
(Please provide explicit reasoning)**

The financial annex contains sensitive information regarding the potential funding deal with an investor, and other parties. Revealing this information jeopardises LBB's position in the market, preventing them from achieving best offers from funding partners.

Following appointment of a funding partner, and completion of third-party acquisitions and transactions, details presented in the financial annex will be made available to the public, at which stage it will not prejudice the council's proposals.

Other documents attached? No

Name and Title:

Date: 01/07/2021

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

AGENDA ITEM 17

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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