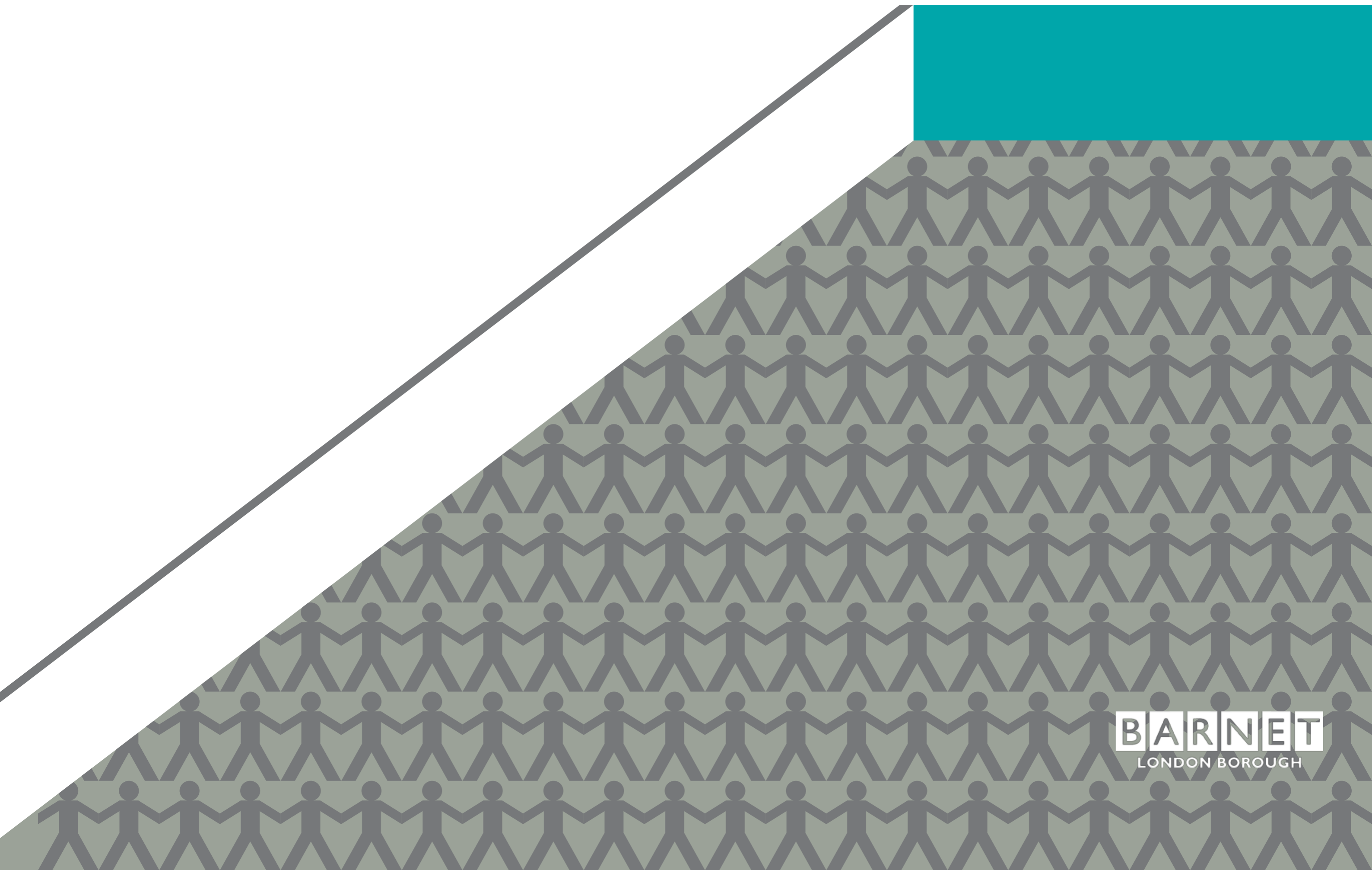


# London Borough of Barnet Community Asset Strategy Implementation Plan





**BARNET**

LONDON BOROUGH

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- 2 Objectives of the Community Asset Strategy Implementation Plan
- 3 Current Community Asset Portfolio
- 4 Stakeholder Engagement
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The Council's Corporate Plan for 2015-20 sets our vision and strategy for the next five years, which is based on the core principles of fairness, responsibility and opportunity to make sure Barnet is a place:

- of opportunity, where people can further their quality of life
- where people are helped to help themselves, recognising that prevention is better than cure
- where responsibility is shared, fairly
- where services are delivered efficiently to get value for money for the taxpayer

The council, working with local, regional and national partners, will strive to ensure that Barnet is a place:

#### 1. Of opportunity, where people can further their quality of life

- Barnet will be a great place, with over 90% of residents satisfied with the borough as a place to live
- we will deliver our regeneration programme, creating 30,000 jobs and 20,000 new homes by 2025. By 2020, there will be 10,840 additional new homes in Barnet
- all Barnet schools will be rated as good or better by Ofsted, giving our children and young people the foundation for future success
- Barnet will be the best outer London borough to be a small business, with 5% more businesses surviving and succeeding when compared with other London boroughs
- Barnet's exceptional parks and open spaces will be well used for leisure, enjoyment and sport. Over 75% of residents will be satisfied with Barnet's parks and open spaces. Barnet will continue to be a clean borough, rated significantly higher than the London average for having clean streets
- the repair of roads and quality of pavements will improve, with residents' satisfaction increasing to, at least, the London average
- and we will be a leader in London for recycling; over 50% of waste collected will be reused, recycled or composted.

#### 2. Where people are helped to help themselves, recognising that prevention is better than cure

- we will target Early Years services so that families who most need support are able to access it, ensuring that 85% of families with two year olds who most need additional services are able to access them
- working in partnership with schools, we will continue to reduce the achievement gap between those children who receive free school meals, or are in care, and their peers. Our aim is to be in the highest performing 10% of all local authorities for reducing the achievement gap

- we will encourage people to make healthy choices, with an increase in the proportion of adults taking part in regular sports activity or exercise to 55.6%
- we recognise the importance of people who require more support being able to live with independence, and able to access employment. We will be in the top 10% of all local authorities for the proportion of adults with learning disabilities who are in employment
- our vision is that older people are supported to live safely and maximise their independence. All older adults with eligible adult social care needs will receive services which enable them to live as independently as possible.

#### 3. Where responsibility is shared, fairly

- our ambition for residents and community groups is for them to succeed, with more people regularly volunteering in their communities – and over 35% of residents volunteering each month
- Barnet will be a place of opportunity, with low rates of unemployment (4.2%) and where young people are able to make a great start in life – being in the top 10% in England for highest numbers of young people in education, training or work.

#### 4. Where services are delivered efficiently to get value for money for the taxpayer

- Barnet will be in the lowest 25% of all councils (Boroughs and County Councils) for expenditure per head of population as we keep our costs under control.
- when compared with all other councils (Boroughs and County Councils), all our services will be rated above average.

#### And with improved Customer Services and increased transparency

- we will provide outstanding customer service, with 90% of customers satisfied with the service they receive from council services.
- customers will experience a personal service, meaning 80% of all inquiries from customers will be resolved at the first point of contact.

London Borough  
of Barnet



LONDON

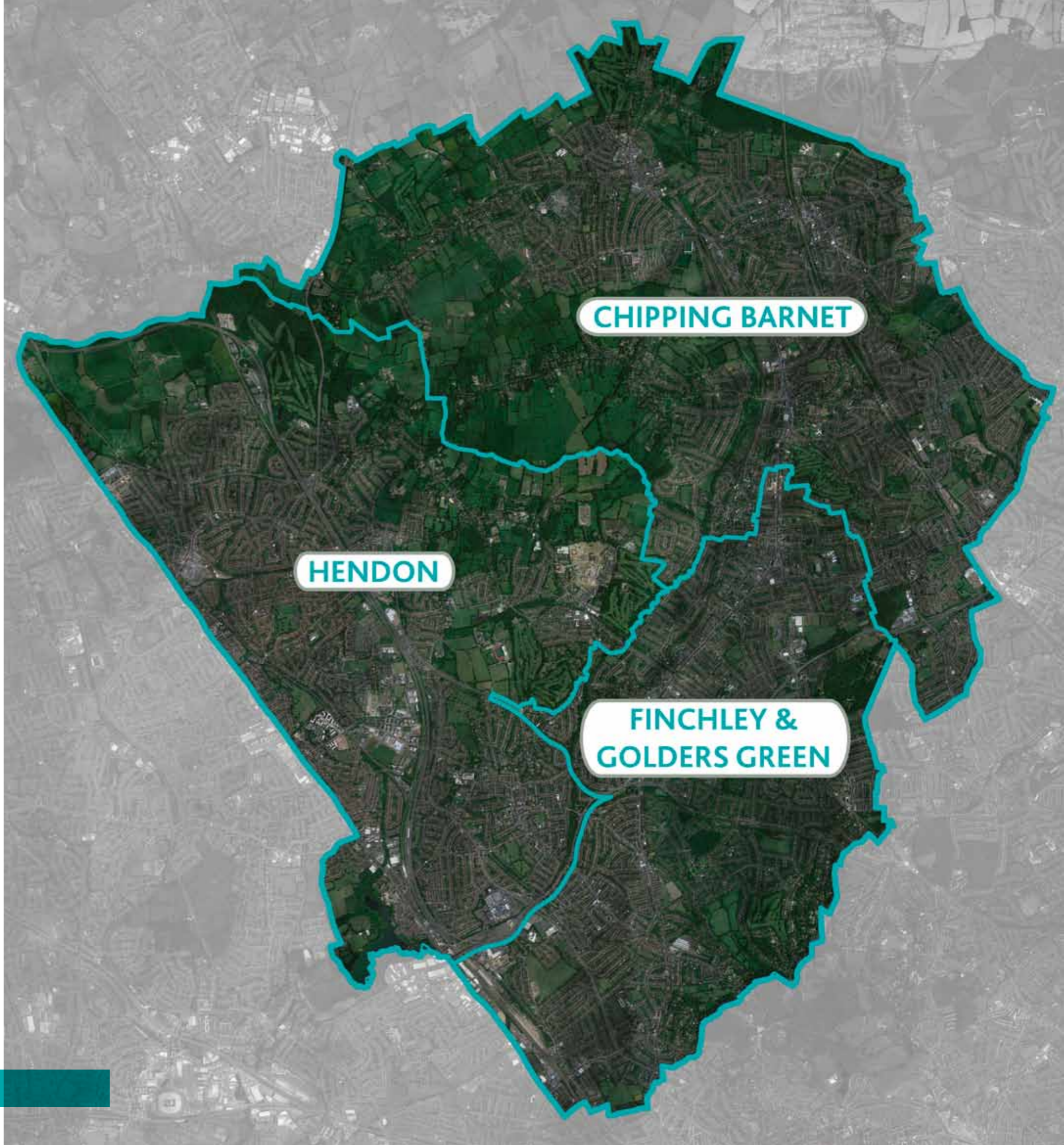
The Community Asset Strategy (CAS) was commissioned by London Borough of Barnet as part of its ongoing commitment to making the best use of its land and property portfolio to support community and voluntary sector organisations. Its aim is to also ensure that financial and community benefits are maximised for the benefits of residents to help deliver objectives in the Council's Corporate Plan 2015-2020. This document sets out how the principles of the CAS will be implemented.

This plan details the opportunity to improve community facilities, reduce risks and grow opportunities for co-location with partners and act as a catalyst for regeneration. Some major potential opportunities exist to create more efficient estates over the medium and long term, to reduce operational costs and carbon footprints. In the short term, well considered, identified strategies can generate cashable savings that can be re-invested back into the growth of Barnet.

The CAS Implementation Plan aims to ensure that active management of the Community Asset Portfolio enables the Council to ensure that property effectively enables the Council to realise capital receipts, reduce revenue costs, transform and deliver community services to customers and citizens in an effective and efficient manner.

The Council has already put in place a Strategic Asset Management Plan (SAMP) which sets out the vision for Council land and property over the next five years and provides a framework for management of community assets (known collectively as the community estate) in the context of the wider portfolio of assets.

Whilst all Council assets and some private assets such as pubs and sports facilities have the potential to deliver community benefits. The CAS defines these properties as Council owned land and buildings which are used for social, recreational or leisure purposes, and are occupied by a variety of organisations ranging from charitable and voluntary groups to commercial leisure organisations.



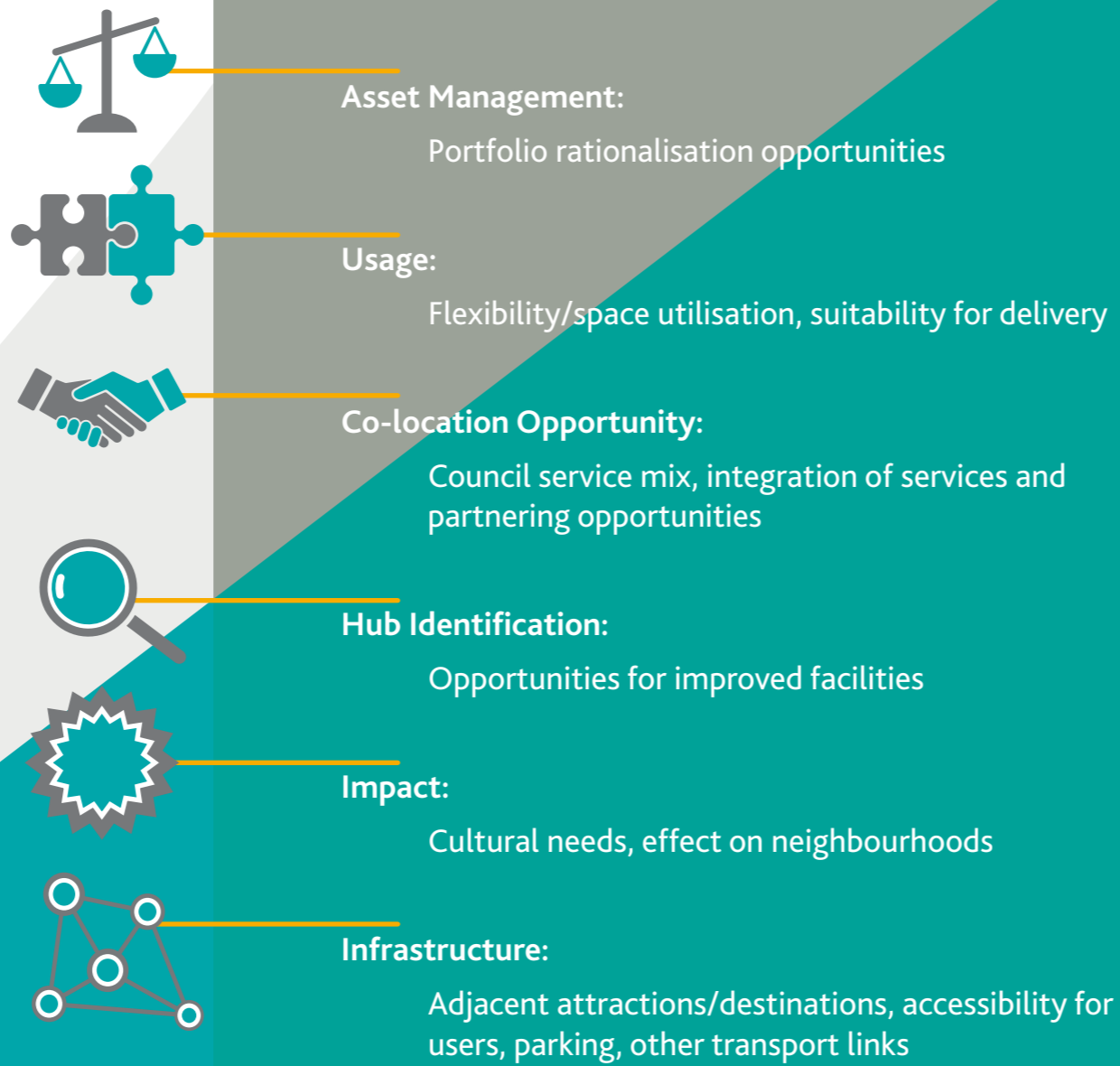


The key evaluation principles considered were the impact of the proposal with regards to:

1. Finance, in particular value for money
2. Customer need and accessibility
3. Alignment to current Council strategies and initiatives
4. Regeneration and impact on neighbourhoods

This Implementation Plan forms two significant parts:

- Financial appraisal which looks at the overall savings/costs to the Council
- Physical evaluation which considers a series of criteria as follows:



The Council owns 141 sites across the Borough, which can be classed as community assets because they are used primarily by third parties for community activities rather than for providing operational Council services. These assets include sports facilities, playing fields, bowling greens, gyms and sports centres, and a variety of buildings including community halls, offices, nurseries and a community library. Some of these sites are operated on a commercial basis by the private sector whilst others are managed and used by voluntary and community organisations.

The Council recognises the important social and economic contribution that the voluntary and community sector (VCS) makes to the borough and appreciates the role it has in helping to deliver the objectives in the Council's Corporate Plan:

- Of opportunity, where people can further their quality of life.
- Where responsibility is shared, fairly.
- Where people are helped to help themselves, recognising that prevention is better than cure.
- Where services are delivered efficiently to get value for money for the taxpayer.

The Council has also agreed a Community Participation Strategy. This sets out how it will work with local residents and community groups in order to increase self-sufficiency, reduce reliance on statutory services, and make the best possible use of community strengths to tailor services to local need.

Voluntary and community groups have a key role to play in achieving this vision and the Strategy commits to making sure the resources and assets which are available to support their work are used as effectively as possible.

Barnet, along with the rest of the public sector, is facing severe financial pressures and has a duty to ensure that it is realising Best Value from all its assets, including those that are used for community purposes. A key challenge for this strategy is to ensure that the social and wider economic value provided by community assets is properly taken into account whilst maximising their contribution to helping the Council balance its books.

The Council has adopted a Strategic Asset Management Plan (SAMP) which sets out the principles for how it will manage the community estate within the context of its overall portfolio of land and properties. The SAMP commits to making efficient and effective use of Council assets to support community groups.

The Council recognises the importance of ensuring that the community estate is fit for purpose, maintained to a good standard and flexible enough to meet the needs of local communities, whilst also helping the Council to meet its objectives.

Building upon the framework provided by the SAMP, the following objectives and principles for the Community Asset Strategy have been identified and consulted upon:

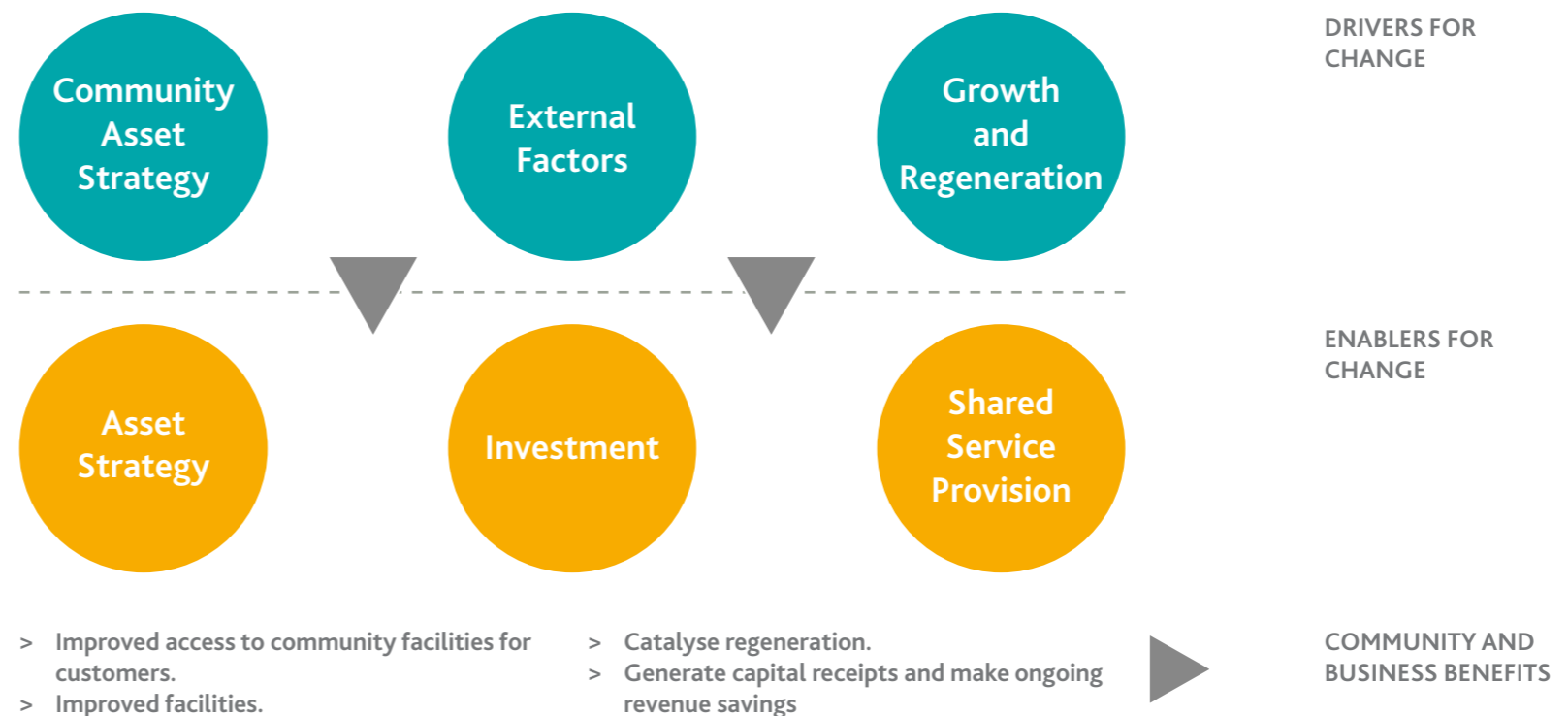
- To provide communities with the best possible assets to meet their local needs, investing in modern, flexible, functional space for residents and VCS groups.
- To enable communities to become active and independent, and able to take on more responsibility for their local areas and reduce the need for Council services.
- To rationalise the Council's estate, without compromising these aims, to ensure it is being used efficiently to support the Council's priorities and create the best possible value for residents. This should include exploring partnership working with other public bodies, and finding opportunities to create 'community hub' facilities in which groups might be co-located.

To achieve these objectives the Council will adopt the following approach to management of community assets:

- We will seek to generate a commercial yield on all community assets.
- Use some of the additional income raised by charging commercial rents to consider providing a subsidy where an organisation is clearly supporting the Council's objectives or assisting with service delivery and would not be able to do so without financial assistance.
- Seek to maximise the use of buildings and identify opportunities for organisations to share and co-locate.
- Develop community hubs in the borough which will provide a facility that can be used by a variety of community groups.
- Take a positive approach to the transfer of assets to the VCS where this can be demonstrated to be of benefit to the wider community and help the Council deliver its objectives.
- Ensuring that the use of community buildings and land fits with the Council's objectives and identified needs of the local community.

- The Council will generate a commercial yield on community assets, but this could be subsidised where an organisation is clearly supporting the Council's objectives or assisting with service delivery.
- The Community Asset Strategy will prioritise utilisation of buildings and identifying opportunities for organisations to share and co-locate.
- The Community Asset Strategy will also set out the approach to community "right to bid", and explore how community assets can be used as a tool for encouraging community engagement.

Principles for Community Estate,  
Strategic Asset Management Plan 2014





The current Community Asset Portfolio is made up as follows:



DESCRIPTION	COUNT
Community Centre	24
Youth Club	13
Sports Club	10
Office	10
Retail	10
Hall	8
Football Club	7
Golf Club	7
Cricket Club	7
Miscellaneous	7
Vacant	7
Tennis Club	5
Day Centre	5
Bowling Club	4
Rugby Club	3
Gym	2
Leisure Centre	2
Sports Pitches	2
Nursery	2
Animal Clinic	1
Garage	1
Library	1
Museum	1
Stadium	1
Community Transport	1
<b>GRAND TOTAL</b>	<b>141</b>



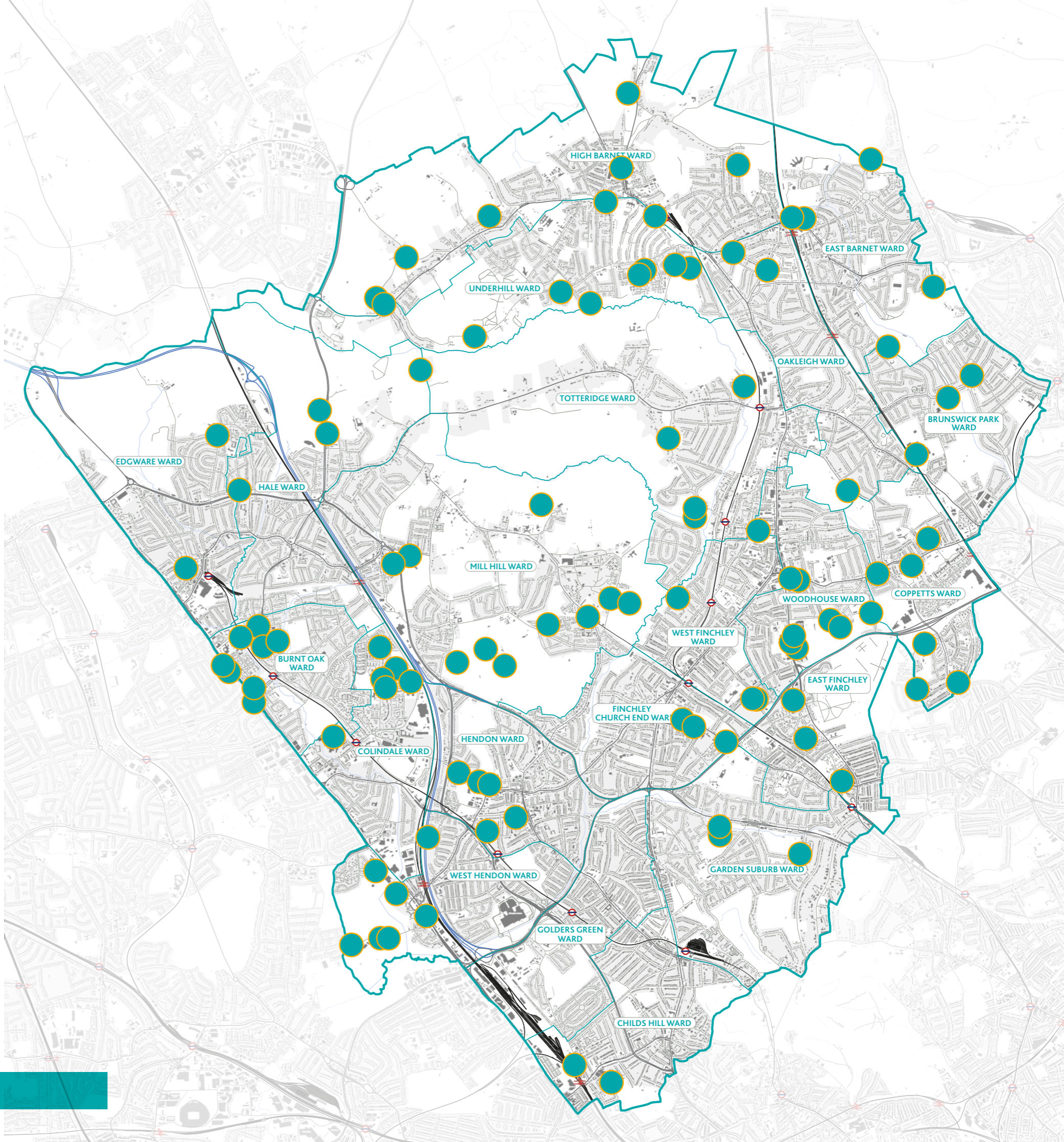
LEASE STATUS	COUNT	%
Expired	30	20
Expires before 2021	21	15
Expires between 2021 and 2025	5	4
Expires after 2025	51	39
Other Agreements (e.g. Licences)	34	22
<b>GRAND TOTAL</b>	<b>141</b>	

**Lease status for Community Assets in Barnet**

The majority of agreements currently in place are leases which grant an interest in the land and generally transfer exclusive occupation and liabilities for the building to the lessee. Other arrangements include Licences, which provide permission to use the property and generally responsibility for the building is retained by the landlord.

Not all 141 properties have been part of this Implementation Plan as they have limited or no opportunity for change in the next 5-10 years due to long leases or commercial use such as commercial sports facilities.

Therefore, in Phase 1 of the Implementation Plan we have prioritised the review of those properties highlighted in the Community Asset Strategy as having expired/soon to expire leases or the potential for a community hub. The 67 properties identified in Phase 1 are listed on the following page.



**Location of Community Assets** (Please note that some properties are so close together 1 dot may cover 2 properties)



## Phase 1 - Further engagement of 67 priority community properties



- 1. East Barnet 5th Scout Group BRUNSWICK PARK
- 6. Barnet 1st Scout Group UNDERHILL
- 30. East Barnet 3rd Scout Group EAST BARNET
- 33. East Finchley 22nd Scout Group EAST FINCHLEY
- 49. Hendon 16th Scout Group MILL HILL



- 2. Former Association of Veterans of Foreign Wars BRUNSWICK PARK



- 3. St John Ambulance BRUNSWICK PARK
- 5. St John Ambulance UNDERHILL



- 4. Tower Gym BRUNSWICK PARK
- 35. Nomads Community Gym EDGWARE



- 7. Barnet Table Tennis Club UNDERHILL



- 8. Rainbow Community Centre UNDERHILL
- 12. North Road Community Centre
- 16. Grahame Park Community Centre COLINDALE
- 29. New Barnet Community Centre EAST BARNET
- 44. Arkley Village Hall HIGH BARNET
- 54. Algernon Road Multi Cultural Centre WEST HENDON
- 57. Hanuman Community Centre WEST HENDON
- 58. West Hendon Community Centre WEST HENDON



- 9. Barnet Museum UNDERHILL



- 10. Faith Community BURNT OAK
- 14. Northwest Churches COLINDALE
- 19. Faith Community COLINDALE



- 11. Minotaur Thai Boxing Gym BURNT OAK
- 55. Chin Woo Chinese Martial Arts WEST HENDON



- 13. 120 Hendon Squadron Air Training Corps BURNT OAK
- 51. 1374 East Barnet Squadron Air Training Corps OAKLEIGH



- 15. Grahame Park All Weather Pitch COLINDALE



- 17. Barnet Centre for Independent Living COLINDALE



- 18. Trustees of the Somali Graduate Association COLINDALE



- 20. Barnet Borough Talking Newspaper COPPETTS



- 21. Friern Barnet Community Library COPPETTS



- 22. Incognito Theatre COPPETTS
- 45. Susi Earnshaw Theatre School HIGH BARNET



- 23. Barnet Asian Women's Association COPPETTS



- 24. Community Focus Inclusive Arts COPPETTS



- 25. Barnet Elderly Asian Group COPPETTS
- 41. Age Concern HENDON



- 26. African Refugee Community COPPETTS



- 27. East Barnet Rifle Club EAST BARNET
- 60. Hendon Rifle Club WEST HENDON



- 28. Nightingale Nursery EAST BARNET
- 56. Parkside View Nursery WEST HENDON



- 31. Oakhill Park Bowls Club EAST BARNET
- 37. Bishopswood Bowling Club (Lyttleton Playing Fields) GARDEN SUBURB
- 65. Bishopswood Bowling Club (Summers Lane) WOODHOUSE



- 32. RSPCA EAST FINCHLEY



- 34. Finchley Sea Cadets EAST FINCHLEY
- 61. Hendon Sea Training Corps WEST HENDON



- 36. Northway Tennis Centre GARDEN SUBURB
- 52. Barnet Lawn Tennis Club OAKLEIGH



- 38. Friends of Moat Mount Campsite HALE



- 39. Barnet Citizens Advice Bureau HENDON
- 40. Barnet Citizens Advice Bureau HENDON



42. Barnet Mencap HENDON



43. African Cultural Association HENDON



46. Hendon Rugby Football Club MILL HILL

47. Mill Hill Rugby Football Club MILL HILL



48. Mill Hill Village Sports Club MILL HILL

50. Old Camdenians Sports and Social Club MILL HILL



53. The Stables Horse Activity Centre TOTTERIDGE



59. Hendon Mosque and Islamic Centre WEST HENDON



62. Phoenix Canoe Club WEST HENDON



63. Princes Park Youth Football Club WEST HENDON



64. Barnet Housing Aid Centre WOODHOUSE



66. Homeless Action in Barnet WOODHOUSE



67. Society of Model Engineers WOODHOUSE

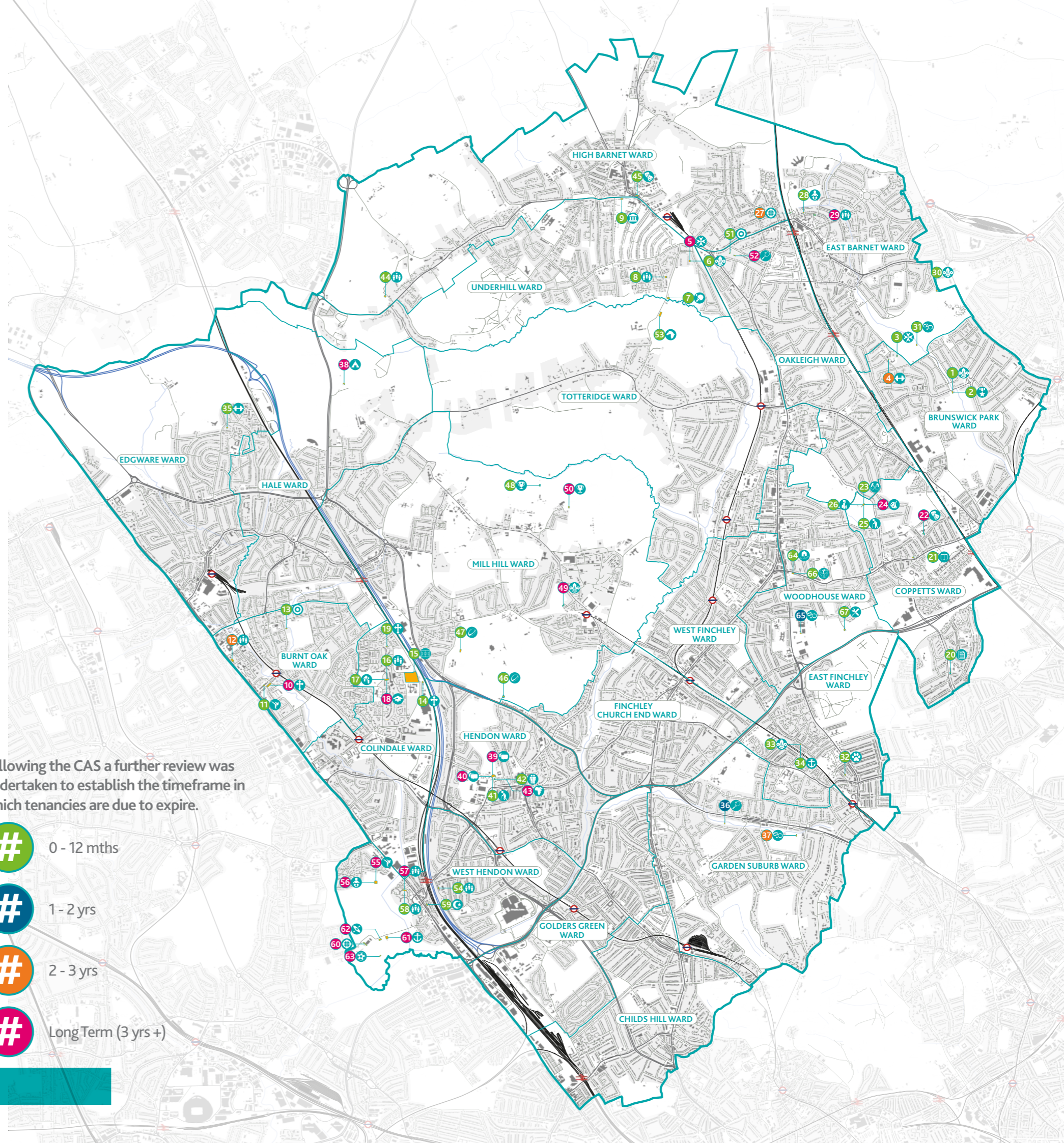
# 0 - 12 mths

# 1 - 2 yrs

# 2 - 3 yrs

# Long Term (3 yrs +)

Following the CAS a further review was undertaken to establish the timeframe in which tenancies are due to expire.



As the map demonstrates, the community estate is widely dispersed around the Borough providing the potential for rationalisation.



The Council engaged with the community formally and informally in a number of ways prior to the development of the CAS, including:

- A general survey about civil society and community activism carried out by CommUNITY Barnet in 2009
- A qualitative needs assessment in 2010
- A review of compliance issues across the estate in 2012
- A stakeholder engagement meeting in 2013
- Consultations exercises on the Council's priorities and spending review in 2013 and 2014
- A series of formal interviews with a range of voluntary and community groups in 2014

The following issues emerged from these exercises and these have informed the development of proposals for the Community Asset Strategy which were then subject to a public consultation which started in December 2014 (see table below):

The public consultation exercise held from December 2014 through to March 2015 gave community groups the opportunity to express their views and opinions in relation to the emerging Community Asset Strategy.

- The consultation exercise was designed to seek stakeholder and the general public's response to the following specific key areas:
- The definition of community buildings
- The objectives and aims of the Strategy
- The principles for the governance of community assets
- The proposed respective rights and responsibilities for the Council and users of the community estate
- The proposed policy for community asset transfer
- The proposed criteria by which the Council will offer support to voluntary and community groups.

## Consultation Issues

ISSUES	HOW ADDRESSED IN CAS
<p><b>The quality and use of the community estate:</b> Existing assets are not always best suited to the needs of the groups using them, with inadequate parking, poor access, lack of storage, inflexible space and poor energy efficiency.</p>	<p>Proposals to rationalise and make more efficient use of existing assets to provide modern builds in the form of community hubs and generate additional income for reinvestment in community portfolio.</p>
<p><b>Rights and responsibilities:</b> Confusion around what rights and responsibilities community groups have and how best to engage with the Council. Lack of appreciation of the varied capacity of occupiers to meet repairing obligations.</p>	<p>Clarification of rights and responsibilities and intention to take a more standardised approach to agreements. Helping community groups to work together and co-locate and identify groups that will take responsibility for management and maintenance of community assets.</p>
<p><b>Being fair in relation to funding:</b> A need for grant funding or subsidy for groups that do not have access to alternative fundraising routes.</p>	<p>Policy of charging commercial rate in all cases supported by a clear and fair subsidy system for community groups who are helping the Council to deliver its objectives. This will be funded by the additional income raised.</p>
<p><b>Relationship between growth and development:</b> Opportunities for promote growth and regeneration, through disposal of some sites and opportunities for new community facilities.</p>	<p>Review and rationalisation of existing community estate.</p>
<p><b>Working with other public sector bodies:</b> The Council should consider the potential for working with other public sector organisations and neighbouring authorities.</p>	<p>As the CAS is implemented, opportunities for working with other public sector bodies will be considered, particularly where there are potential opportunities for co-location of services and VCS groups.</p>

Summary of responses to online consultation

An online survey was launched in December 2014 on the Engage Barnet website which resulted in 19 responses to the questionnaire by the closing date of Friday the 13th February 2015. The responses to these showed that approximately 60% of respondents agreed with the Council's proposals whilst about 30% did not agree, as summarised in the table to the right:

QUESTION	STRONGLY AGREE / TEND TO AGREE	STRONGLY DISAGREE / TEND TO DISAGREE	NEITHER AGREE NOR DISAGREE / DON'T KNOW
Are these the right objectives?	11	5	3
Will the aims ensure we meet our objectives?	10	5	2
Have we considered right areas for our governance principles?	7	4	2
Will support criteria help achieve the aims of the strategy?	8	4	1

In addition, a series of workshops were arranged in relation to the Community Asset Strategy.

The issues that emerged from the workshops are outlined in the table below:

Issues from workshops

ISSUE	HOW ADDRESSED IN CAS
Community Assets should be given a broad definition.	The Council accepts that as a public body, its entire asset portfolio essentially belongs to the community and that it manages it on behalf of the residents of Barnet, and this has been taken into account in the definition in 3.1 above, which recognises they need to consider opportunities that may be offered for other Council and non-Council facilities to support the activities of community and voluntary groups.
That the Council should ensure it "gets the basics right" with a focused customer service.	Section 6 of the CAS sets out clear governance arrangements for management of the community estate going forwards and the implementation plan will also consider the case for a specific liaison post to support community groups who wish to engage with the Council about use of its assets.
The Community Asset Strategy should focus on community need.	The aim of the CAS is to ensure that communities have the best possible facilities available to them to meet local need and the criteria for considering how we will support community groups through use of our portfolio reflects the group's ability to meet the needs of the wider community.
That the Council should increase the capacity of its community assets over a longer term, taking an enabling role.	The Council will seek to increase capacity through a rationalisation of the existing community estate, which will focus on delivering modern fit for purpose facilities which are fully utilised and which give community groups the resources they need to carry out their work.
That the Council should continue to work with the broader community to better match needs with services including the potential for community hubs.	The Council will work with the wider community as well as its community occupiers as it carries out a review of the community estate and explores opportunities for the development of community hubs.

The consultation indicates a degree of broad support for the principles that were consulted upon, albeit with limited feedback. However, the Council recognises as organisations will be more concerned about the specific impact of changes on their current arrangements, it will need to consult on specific proposals, on an area by area basis, as options for change emerge.

In addition, the Council has recently agreed a new Corporate Plan and set of Commissioning Plans through to 2020. Opportunities for delivering these thorough new arrangements will be part of the detailed implementation phase of this strategy. This is an important first step in ensuring that any discussion between the Council and community groups can take place with a good understanding of what the Council is likely to be able to support going forward given the difficult financial settlements likely over the next 4-5 years up to 2020.



As part of this Implementation Plan an early stage of stakeholder engagement has taken place with the community. The objectives of this initial stakeholder engagement were to:

Ongoing engagement, consultation and Equality Impact Assessment (EIA) will take place as part of decision making.

- Wrote to and engaged with all stakeholders to raise awareness of the Community Asset Strategy and listen to their feedback.
- Raise awareness of the Community Asset Strategy and increase our understanding of what it means to each stakeholder group.
- Wrote to all 67 stakeholders of Phase 1 to initiate dialogue in what the Implementation Plan means to them.

What do you consider would be the advantages of a community hub model for community organisations?

*Cost sharing, synergies between groups (i.e. multiple membership schemes) and improved sustainability (i.e. if one group ceases to function the risk is spread for the others if there are multiple users)*

What do you think are the most important things the council should take into account when assessing social or community benefit?

*Quality of life and the balance of facilities in the area. Social and recreational facilities are badly lacking in some parts of the borough and addressing this issue is an important to community well being.*





In what circumstances do you think community groups would want to take on the financial and management responsibility for maintaining the buildings?

Where the lease conditions are fair and there is an opportunity the group to operate on the basis of making operating profits for re-investment in its objectives, including into the development of the Asset it leases.

How do you think the 25 year lease would help?

It provides a degree of certainty of tenure and allows some types of community organisation to borrow to invest in the asset they are using and recover the investment from subscription fees and operating cash flow over time. Longer terms must be available where the up front investment is considerable.

Do you think that owning or managing assets helps community organisations to be more sustainable in the long term?

With growth, the organisation will be able to move on and therefore move over for the next organisation to grow. It becomes self-sustaining. The hubs could perhaps be a stepping stone rather than a permanent home. 25 year leases are huge, 5 years leases sound good with guaranteed options to stay for a further 5 years that must be agreed before the final year.





There are 4 proposed solutions depending upon individual situation:

- 1 Community Assets delivered as part of Regeneration Zones
- 2 Covered by Other Reviews
- 3 Community Hubs
  - 3A Test Pilot
  - 3B Potential Future Opportunities
  - 3C Management Arrangements for New Community Hubs
- 4 Standardising Lease Arrangements and Assessing Social Value

## 1 REGENERATION ZONES

In developing the proposed solution the Implementation Plan has taken into consideration the Regeneration Zones across the Borough. These are identified as follows:

### Dollis Valley Estate

Regeneration proposals include replacing the existing 436 flats and maisonettes with a mixed tenure high quality development of up to 616 new homes. The proposals aim to transform Dollis Valley into a vibrant neighbourhood with a distinctive character, whilst respecting the suburban location of the site.

### Stonegrove and Spur Road Estates

Scheme aims to create 999 homes of mixed tenure with improved living conditions and reduced rent for the residents. As well as this, the regeneration intends to improve other aspects of the local community including infrastructure (roads and transport links), educational and community facilities and more open spaces for the people of Edgware to benefit from.

### Grahame Park

A radical rebuilding programme is planned to transform this estate over the next 15 years. Approximately 3,000 new homes will be built forming part of a new heart for Colindale. The regeneration plans include new community and retail facilities.

### West Hendon Estate

Regeneration scheme is being carried out in partnership with Barratt Metropolitan LLP (BMLLP) which is a consortium made up of the Metropolitan Housing Partnership and Barratt Homes.

### Cricklewood Brent Cross

Will deliver a new town centre for Barnet and North West London, creating up to 27,000 jobs and acting as a catalyst for future economic growth. 7,500 new homes will be delivered as well as new buildings for 3 local schools, new health facilities and high quality parks and open spaces.

### Granville Road Estate

The vision and underlying objectives for the estate regeneration include the following:




- To create a cohesive sense of place
- Promotion of the supply of market, intermediate and affordable housing
- Achieve an integrated balanced community
- Deliver high quality design employing sustainable construction techniques
- Bring improvements to the public amenity space
- Enhance the local economy
- Reinforce local identity

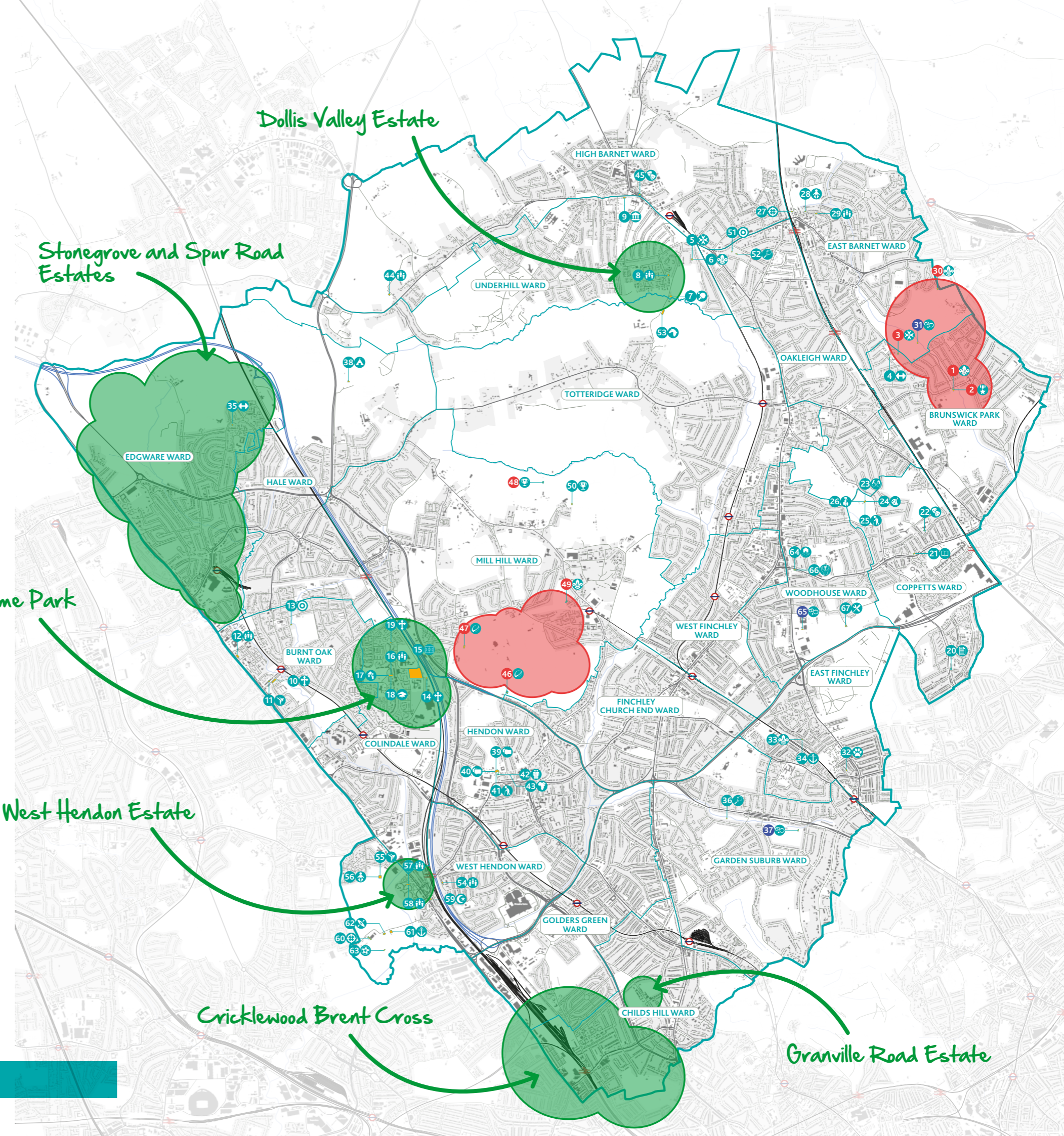


## 2 COVERED BY OTHER REVIEWS

The areas highlighted in red are outside the scope of this Community Asset Strategy as they are part of the Sports and Physical Activity (SPA) and Masterplanning Review.

There are also properties that will be reviewed in conjunction with Green Spaces.

-  Regeneration Zones
-  Covered by SPA and Masterplanning Review
-  Areas covered by review in conjunction with Green Spaces





### 3 COMMUNITY HUBS

Opportunities exist to make more efficient use of the community estate by maximising the times during which its assets are being used by community groups. One way to do this is to encourage different groups to co-locate within an asset. This could involve a community group using the same facility as a Council or public sector service or could involve a range of groups working together in a 'community hub' arrangement.

This approach has a number of benefits:

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

The Council will therefore encourage community groups to co-locate more often than is the case at present, and will review the spread and current usage of its assets and the distribution of community groups and services across the Borough to identify opportunities to do this. This could potentially also involve co-locating a community group with a Council or other public sector service - especially where these services complement one another. When a number of services are co-located in a single building or a local area, they can be thought of as a community 'hub'.

The Council will also consider investing in a number of purpose-built community hubs. These would be multi-use facilities built specifically with a view to maximising the benefits of co-location and enabling as wide a range of groups as possible to benefit from the use of Council assets. Community hubs can be underpinned by flexible lease and management arrangements which can facilitate more use by smaller groups who may not wish to take on overall responsibility for an asset.

In identifying locations for hubs clear criteria to prioritise opportunities which come forward to invest in hubs, focusing on the proposed location, the opportunities it would provide, its financial sustainability, and whether capacity exists in the local community to manage a hub. This plan looked at how hubs are distributed across the Borough in a way which reflects the needs of local communities and the Council's commissioning priorities for that local area.

The Council has so far identified 4 potential opportunities for community hubs including Tarling Road Community Hub, Friary House Hub at Friary Park, Underhill Community Hub and Daws Lane Community Hub. These locations are shown on the map (right).

#### Criteria for prioritising investment in community hubs

##### Proposed location of the hub

- Would it support a logical distribution of hubs across the Borough?
- Is it accessible? Does it have good public transport links? Could it have access to parking for older people, disabled people, or people with young children?
- Is the proposed location in an area with demonstrable demand for premises or for services of the types proposed?

##### New opportunities provided by the hub

- Would this hub have the potential to attract investment from other sources?
- Will it provide an opportunity to rationalise other public sector buildings in that area?
- What investment would be required to set this up?

##### Sustainability of the community hub model

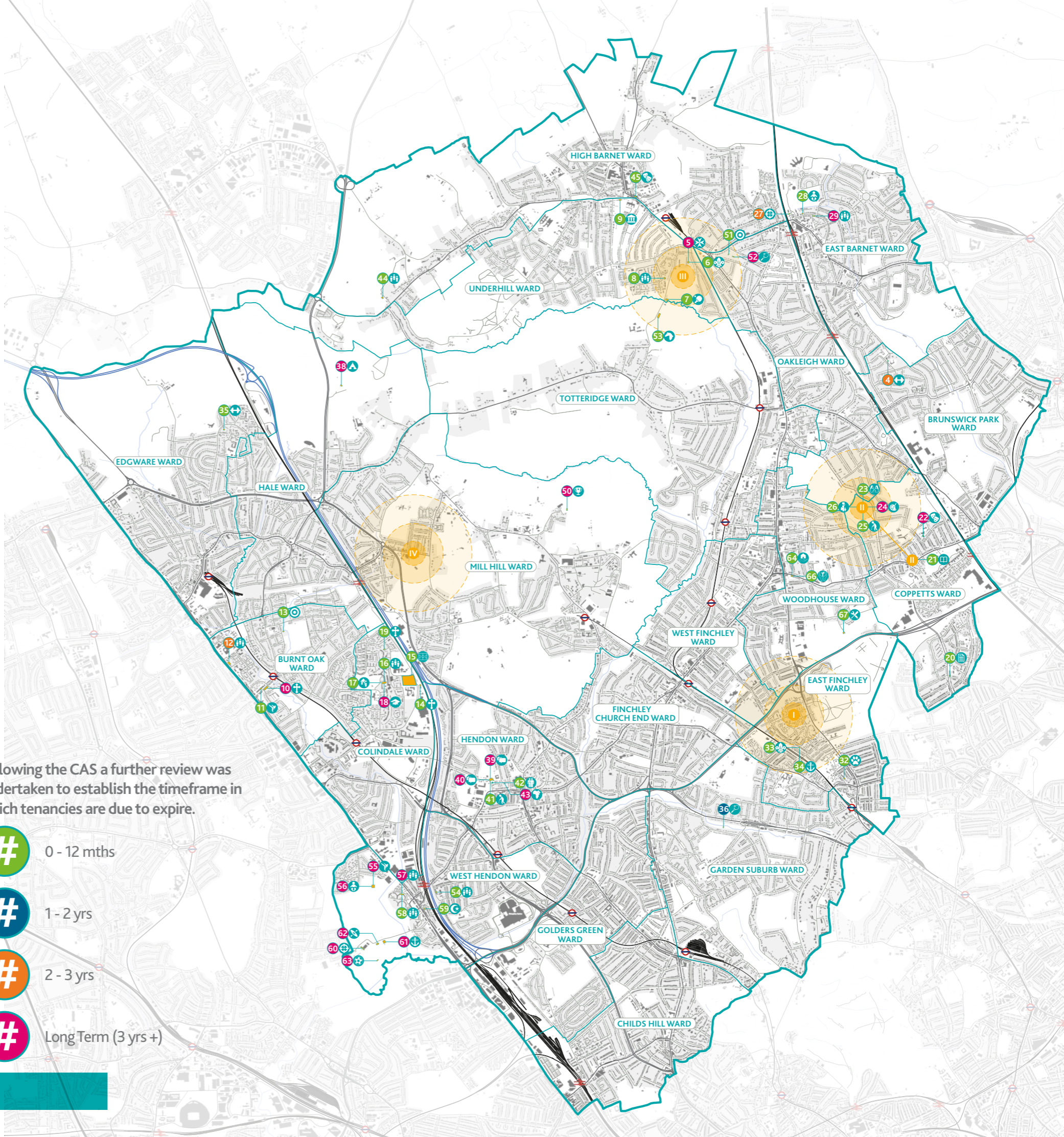
- Would a hub make local groups more sustainable by giving them the chance to join up and share costs?
- Would the projected rental income and/or business activity cover the core running costs of the facility?
- Would space be available for rent by either public bodies or private sector organisations?

##### Existing community capacity to support the hub

- Is there interest among local community groups in being part of a hub?
- Do local groups have any existing knowledge or capacity of the requirements for managing community buildings?
- Does the local community have fundraising skills or capacity?

The Council will also explore options to incorporate a hub into the development of its new headquarters in Colindale, looking in particular at services which could complement the Council's activities (see section 3B - Potential Future Opportunities).

We will use these opportunities as pilots which identify best practice for the future development of hubs in Barnet, with a focus on understanding the practical issues involved, developing a robust framework for joint working with communities, and developing sustainable business models and approaches to managing hubs.



Following the CAS a further review was undertaken to establish the timeframe in which tenancies are due to expire.

- I** Tarling Road Community Hub
- II** Friary House Hub, Friary Park
- III** Underhill Community Hub
- IV** Daws Lane Community Hub

- #** 0 - 12 mths
- #** 1 - 2 yrs
- #** 2 - 3 yrs
- #** Long Term (3 yrs +)

Potential Community Hub locations

### 3 COMMUNITY HUBS

#### 3A - TEST PILOT I

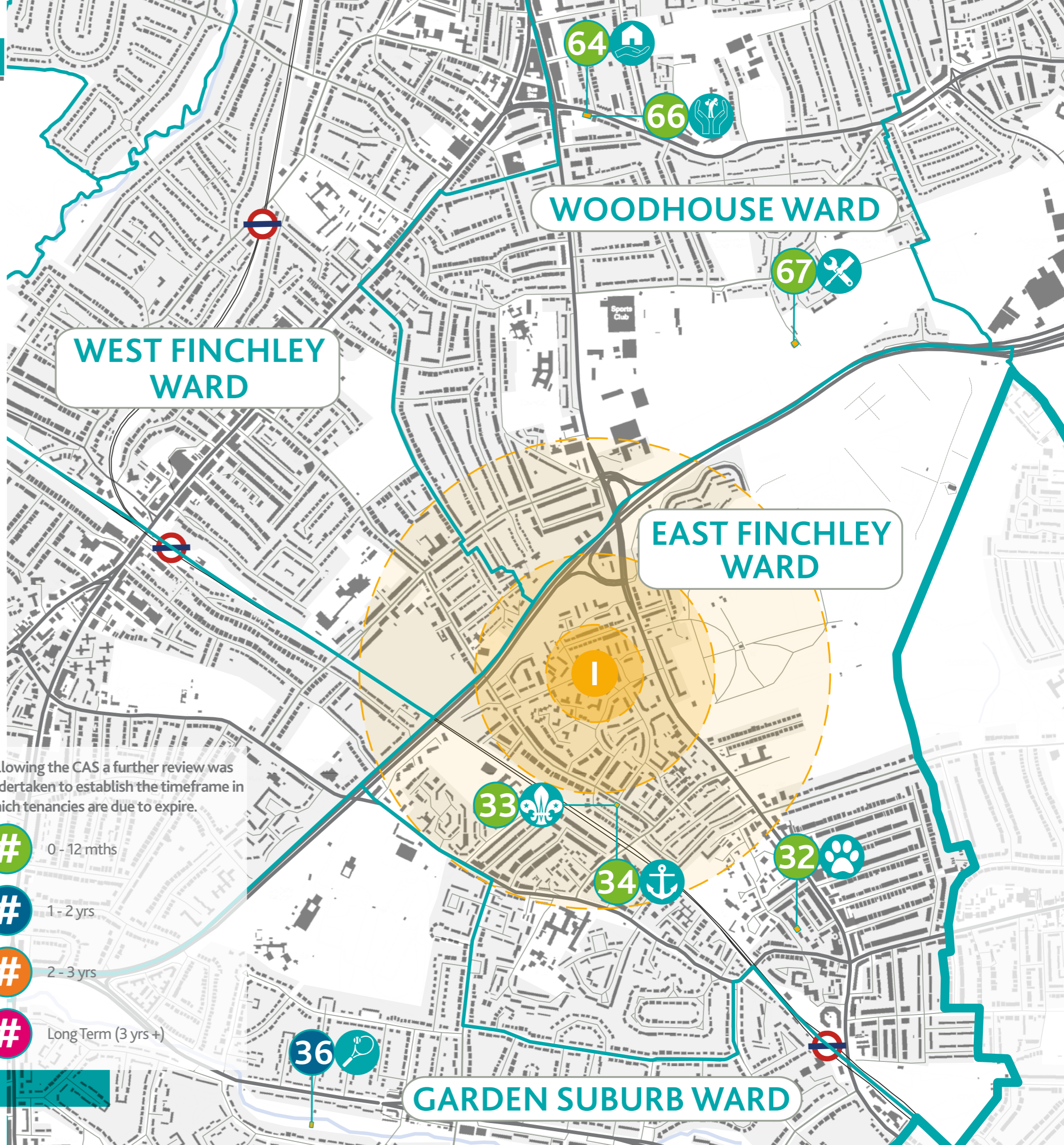
##### 1 Tarling Road Community Hub

We are discussing with local residents on a Community Hub in Tarling Road.

We will engage with local community groups to gather feedback on how the Community Asset Strategy will impact on their own circumstances, and establish their preferred future arrangements. We will continue to build a profile of how community groups working together can meet local needs and where there is potential for co-location for community hubs.

Following the CAS a further review was undertaken to establish the timeframe in which tenancies are due to expire.

-  0 - 12 mths
-  1 - 2 yrs
-  2 - 3 yrs
-  Long Term (3 yrs +)

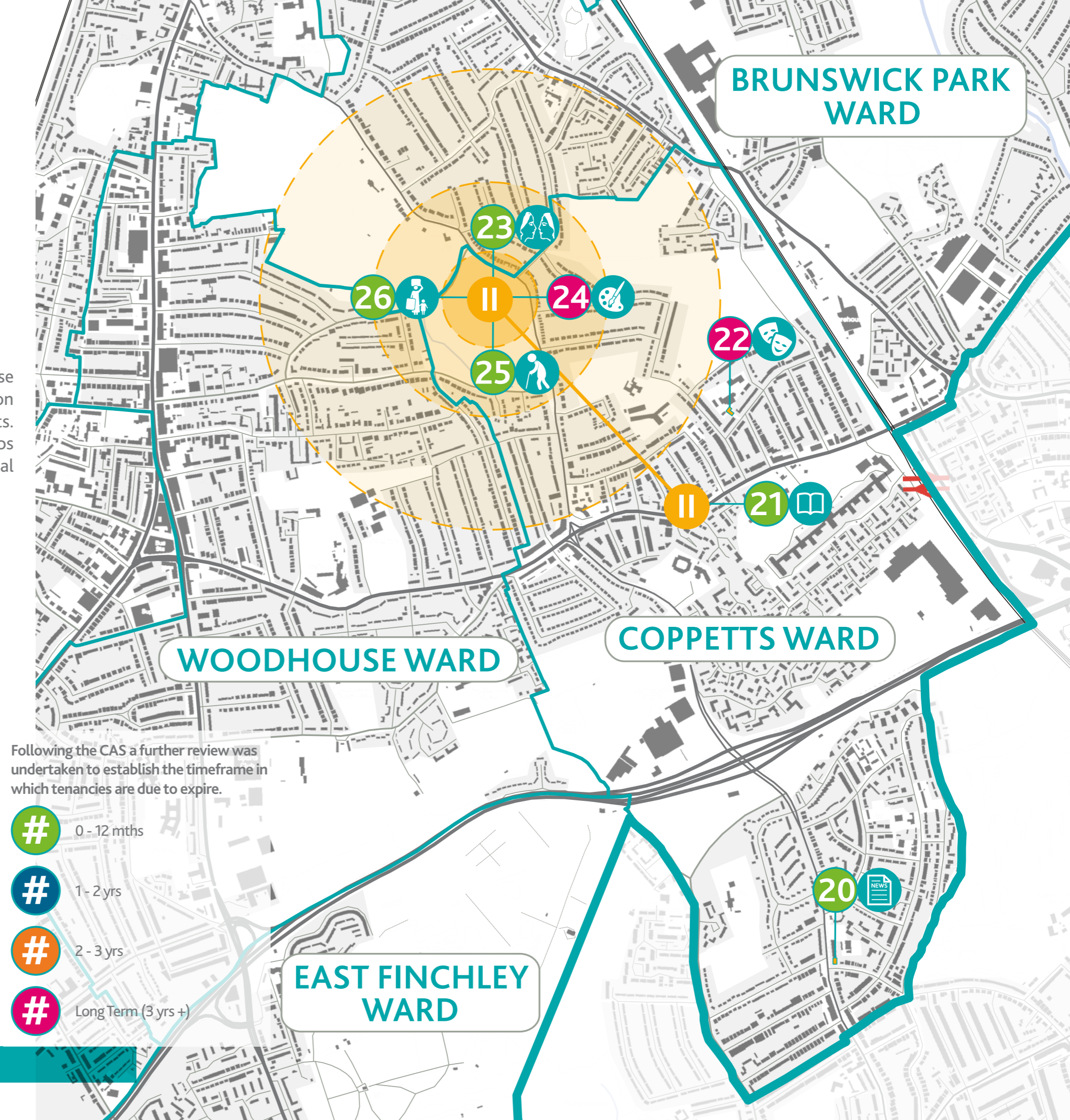


### 3 COMMUNITY HUBS

#### 3A - TEST PILOT II

##### II Friary House Hub, Friary Park

There are a number of community groups within the Friary House area and we will engage with these groups to gather feedback on their individual circumstances and preferred future arrangements. We will continue to build a profile of how community groups working together can meet local needs and where there is potential for co-location for community hubs.



Following the CAS a further review was undertaken to establish the timeframe in which tenancies are due to expire.

- # 0 - 12 mths
- # 1 - 2 yrs
- # 2 - 3 yrs
- # Long Term (3 yrs +)

### 3 COMMUNITY HUBS

#### 3A - TEST PILOT III

##### III Underhill Community Hub

New Community Hub to be developed under a section 106 agreement at Chandos Avenue.

We will undertake future feasibility study by engaging other local community groups to gather feedback on how the Community Asset Strategy will impact on their own circumstances, and establish their preferred future arrangements. We will continue to build a profile of how community groups working together can meet local needs and where there is potential for co-location for community hubs.

Rainbow Community Centre : Future location is subject to a separate study. Presently there are 3 potential options.

Following the CAS a further review was undertaken to establish the timeframe in which tenancies are due to expire.

- # 0 - 12 mths
- # 1 - 2 yrs
- # 2 - 3 yrs
- # Long Term (3 yrs +)

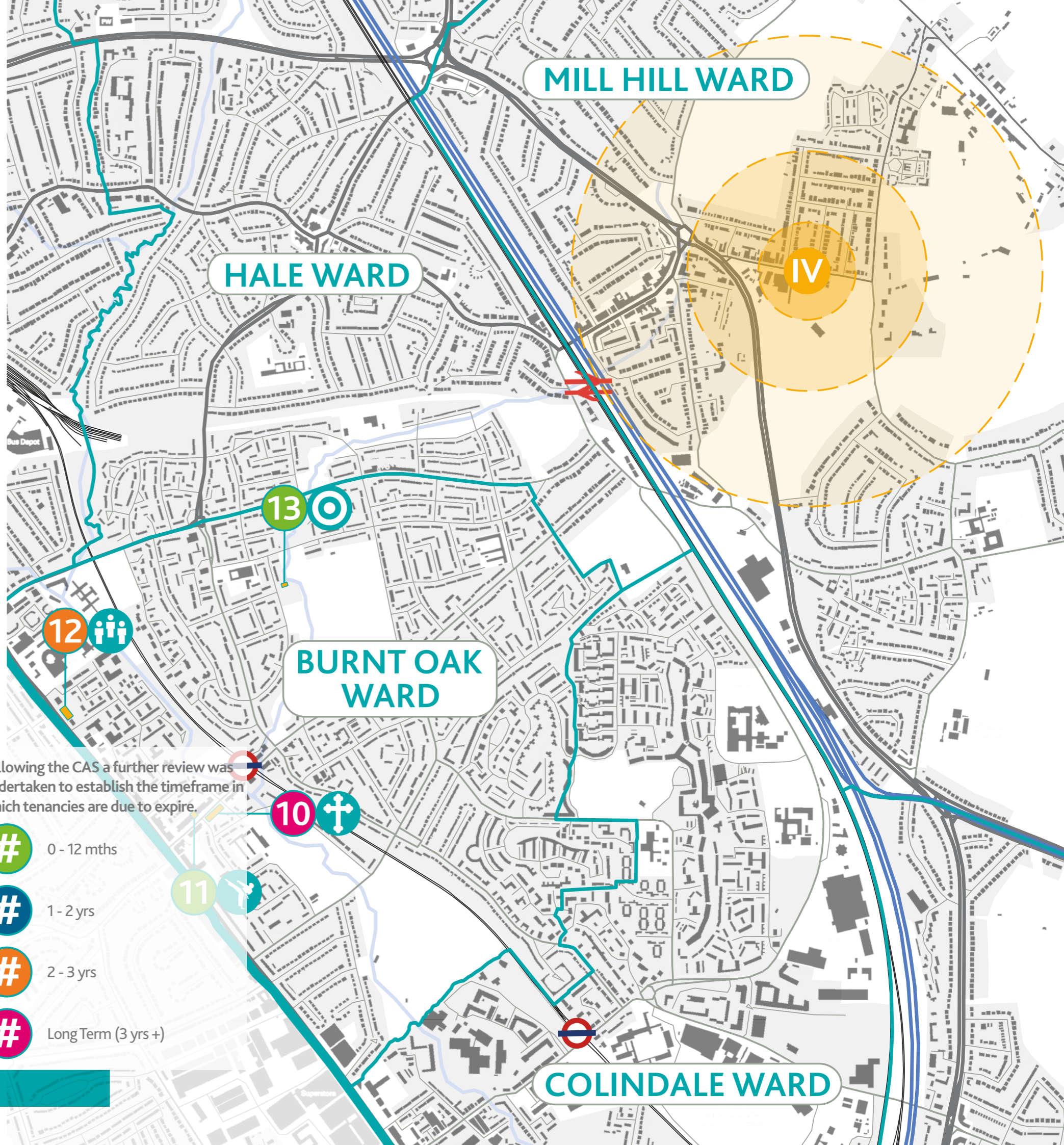


### 3 COMMUNITY HUBS

#### 3A - TEST PILOT IV

#### IV Daws Lane Community Hub

We have been working with the local residents investigating the possibility of a new Community Hub at Daws Lane. We will engage with other local groups to gather feedback on how the Community Asset Strategy will impact on their own circumstances and establish their preferred future arrangements. We will continue to build a profile of how community groups working together can meet local needs and where there is potential for co-location for community hubs.



Following the CAS a further review was undertaken to establish the timeframe in which tenancies are due to expire.

- 0 - 12 mths
- 1 - 2 yrs
- 2 - 3 yrs
- Long Term (3 yrs +)

### 3 COMMUNITY HUBS

#### 3B - POTENTIAL FUTURE OPPORTUNITIES





The following sites have been identified as potential future opportunities for co-locating local community groups:

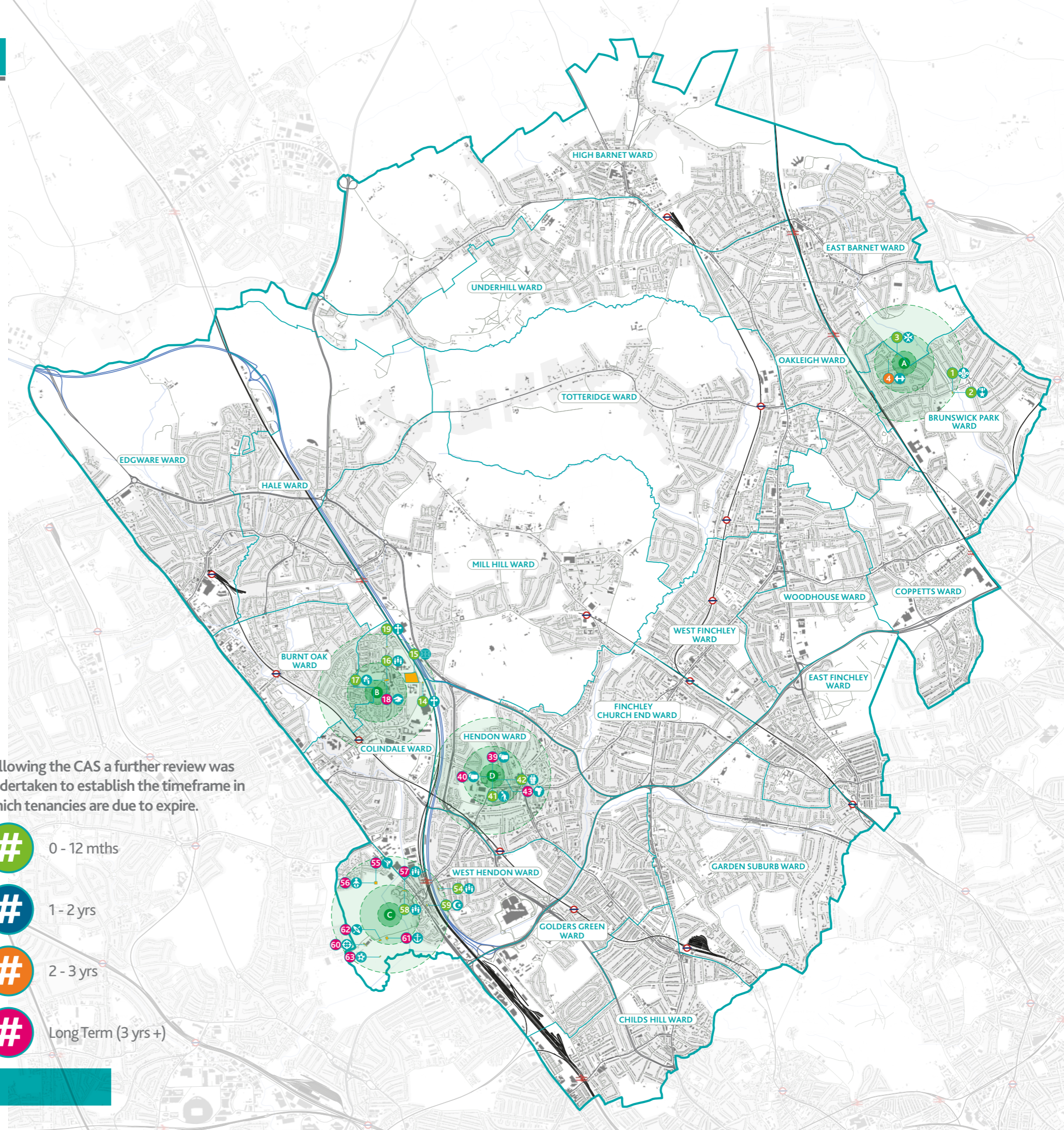
- A** New Leisure Pool, site to be agreed
- B** Community Hub at Grahame Park, Colindale
- C** New Water Sports Hub, Cool Oak Lane
- D** Church End Hub, Hendon

As part of 3B further engagement will take place with local community groups to gather feedback on how the Community Asset Strategy will impact on their own circumstances, and establish their preferred future arrangements.

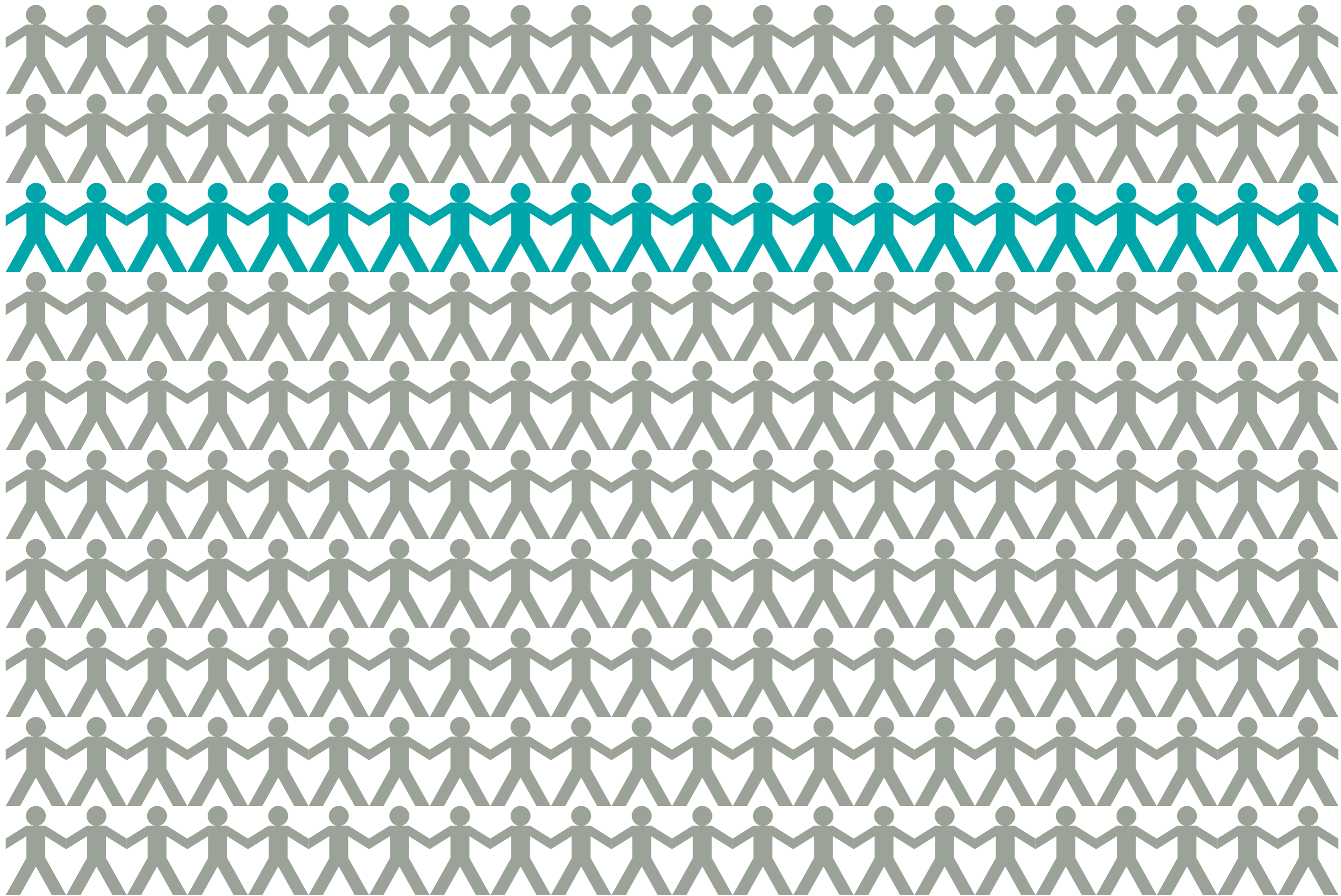
We will continue to build a profile of how community groups working together can meet local needs and where there is potential for co-location for community hubs.

Following the CAS a further review was undertaken to establish the timeframe in which tenancies are due to expire.

-  0 - 12 mths
-  1 - 2 yrs
-  2 - 3 yrs
-  Long Term (3 yrs +)









### 3 COMMUNITY HUBS

#### 3C - MANAGEMENT ARRANGEMENTS FOR NEW COMMUNITY HUBS

##### Management Company verses Direct Leases

###### Introduction

Below are set out various leasing models for the proposed new Community Hubs; together with respective issues, benefits and risks of each model. This will inform a qualitative and quantitative decision on the preferred model for leasing each property to a Community Group while achieving best value for the Council and Community Groups, in line with the aims of the Community Asset Strategy (CAS).

This does not seek to describe the detailed mechanics of how grants to funding organisations will be applied to reduce rental levels collected and how this will need to be reflected in the lease management structure and any fees charged by a management company or head leaseholder.

Whilst any of the subsequently described models may be used by to the Council to best suit individual cases, the preferred model would be the utilisation of a management company.

The ultimate aim of the new Community Hubs is to provide a new facility for varied community use.

Below are outlined the salient points only and it is not intended to provide an in-depth history of previous events and approvals.

The proposed implementation of the new Community Hubs is to ensure Community Assets are used as efficiently as possible.

The Council will, wherever possible, promote flexible shared-use community facilities. Unless there are clear reasons that this policy should not apply (such as safeguarding concerns), no community organisation should have exclusive use of a community building without explicit consent.

'Community Hub' is a term used in different ways in different areas, but usually refers to a location where a number of different organisations with a social or community focus work in close proximity to each other.

A Community Hubs should provide flexible, economical spaces for Community Groups, the statutory sector, social enterprises and small and medium sized enterprises to operate in, co-produce and deliver services from. They should provide a home where community growth, community action, volunteering and enterprise will be nurtured.

In considering the preferred model, the Council understands that one size does not fit all and the options referred to below will assist in understanding the nuances of each option.

###### Options

There are a number of leasing models available; these include:

- A. LBB appointing a management company under a head lease and in turn the management company issuing sub leases to the Community Groups,
- B. LBB leasing direct to the Community Groups and managing directly, or
- C. LBB appoint a head lease to one Community Group and that group sub leases to other Community Groups.

The preference is Model A (appointment of a Management Company) although as mentioned above one size does not fit all: each of the three leasing models mentioned above, while viable, will have its own unique set of issues.

In considering each model the following matters need to be taken into account:

#### Occupation agreement

- A lease: this is a legal document giving the tenant an interest in land. It normally grants an exclusive right to occupy the premises throughout the term of the lease. The majority of leases into which Community Groups wish to enter will be regarded under the Landlord and Tenant Act 1954 as business tenancies.
- A licence: this grants a group a right to occupy space on a non-exclusive basis and does not convey any legal possession rights.

#### Management of the building

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

A Management Company can refer to either an existing organisation, such as Community Barnet or Peabody Trust, or locally formed community management groups. It is vital to the function and sustainability of the Community Hubs to ensure a robust management structure.

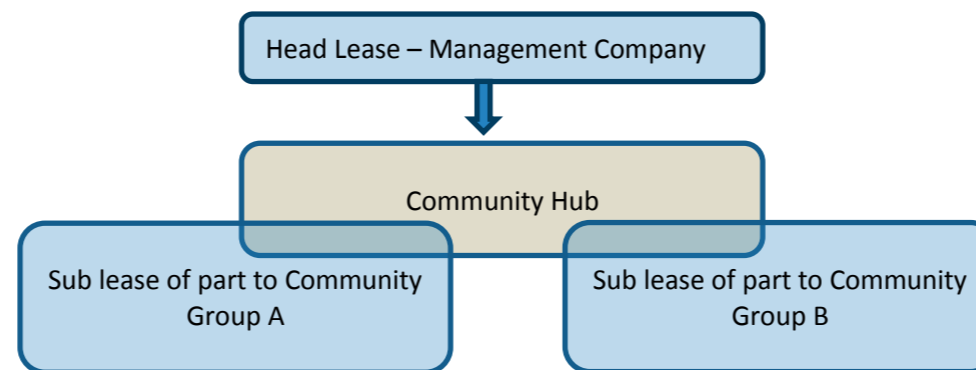
Appointing a Management Company will require a transparent governance procedure to ensure best practice and sustainability.

Set out below is an outline of the Framework for how the Council will manage all Community Assets and the basis on which new leases are offered.

The various leasing models are set out below:

### Model A Management Company take the Head Lease

LBB appoint a Management Company who are granted a head lease at market rent to manage the property and matters referred to above.



The Management Company on approval of LBB, grants subleases to Community Groups, these subleases are at Market Rent and payable under the terms of the subleases to the head lease.

In accordance with the CAS, LBB agrees a funding package with each respective Community Group. The funding package will be in accordance with the procedures of the CAS.

#### Benefits

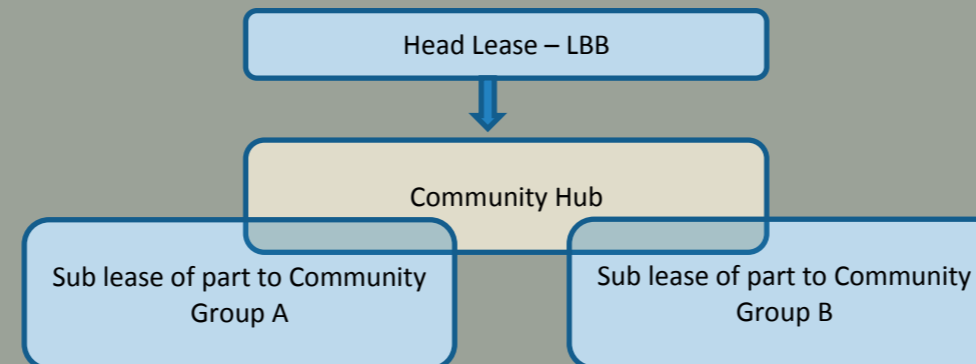
- Management light as the Management Company manages the property on behalf of LBB.
- This would effectively be a Fully Repairing and Insuring (FRI) lease.
- Management Company is responsible for repairs and maintenance, and managing service charge.
- Management Company pay rent to LBB.
- LBB will have overarching rights in the head lease to ensure fair and transparent management.

#### Issues to be considered and addressed

- A robust management agreement to be put in place.
- The issue of how a contractual relation via the subleases to the Community Group is established as LBB will not hold the head lease needs to be addressed.
- Funding and rental payments need establishing in terms of function.
- Rental – in reality this will operate on the basis that while the leases refer to a market rent payable, the respective rent demands will make reference to any grant funding in place at the time of the rent demand and will act as a credit on the rent demand.
- The rent due under the head lease will reflect the rent payable under the respective subleases having regard to the level of grant funding. If the grant funding provides 100% credit against the rent due under the subleases, this will be reflected in the rent due under the head lease (100% grant funding equates to a nil demand under the head lease).
- LBB will monitor and review the performance of the Community Groups in terms of the conditions of the grant funding.
- LBB to have overarching rights within the head lease to ensure fair and transparent management.
- The Management Company can benefit from additional revenue streams received from Community based 'rentals'. This will incentivise the Management Company to actively promote the Community Hub.



### Model B Direct Landlord & Tenant Relationship



LBB as Landlord grant subleases to the Community Groups direct.

In accordance with the CAS LBB agrees a funding package with each respective Community Groups. The funding package will be in accordance with the procedures of the 'CAS'.

#### Benefits

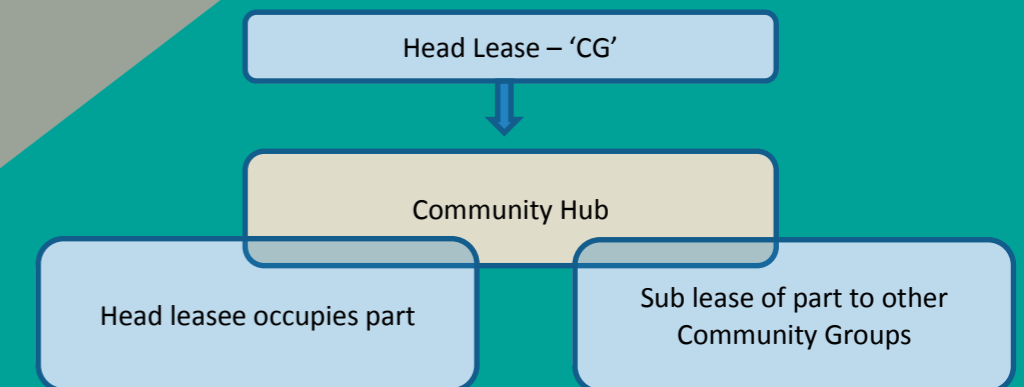
- Community Group's rent payable direct to LBB.
- LBB have direct input via a contractual relationship with Community Groups.

#### Issues to be considered and addressed

- Intensive day to day management requirement, requiring a full resource to implement which is not currently in place.
- LBB would be responsible for repairs and maintenance of the building, with the Community Group's responsible for internal repairs and maintenance within their respective demises. LBB would have to monitor this and provide a full proactive and reactive management resource.
- LBB would need to set up and manage a service charge to recharge Community Groups.
- LBB would be contractually obligated to manage and enforce any breaches of lease covenants.

- Rental – in reality this will operate on the basis that while the leases refer to a market rent payable, the respective rent demands will make reference to any grant funding in place at the time of the rent demand and will act as a credit on the rent demand.

### Model C Appointment of one 'Community Group' as Landlord



LBB grant a head lease to one Community Groups who in turn grant sub leases for part occupation to other Community Groups.

In accordance with the 'CAS' LBB agrees a funding package with each respective Community Groups. The funding package will be in accordance with the procedures of the 'CAS'.

#### Benefits

- Management light as the Community Groups manages the property on behalf of LBB.

#### Issues to be considered and addressed

- It will require a clear and transparent process to decide which Community Group is granted the head lease.
- Head leaseholder would be responsible for repairs and maintenance of the building, with Community Groups under subleases responsible for internal repairs and maintenance within their respective demises. LBB would have to monitor this.

- LBB would still have to be party to the sub lease in terms of rent (grant funding) and manage processes relating to monitoring of KPI's for both head lessee and sub lessees.
- LBB would require overarching rights in the head lease to ensure fair and transparent management.
- The Community Group granted the head lease would be responsible for promoting the Community Hub and granting subleases and licences. A robust and transparent framework will need to be implemented to ensure a fair procedure and ensure that the Community Hub is activity made available to the wider community.
- Still to be reviewed is how LBB manages the process of which Community Groups to appoint as head lessee.

## Conclusion

Based on the various leasing models Model A offers the most robust leasing model for the Community Hubs.

This leasing model obviates the need for LBB to micro-estate manage both building and occupiers, and can be used as a precedent for future Community Asset buildings.

A robust management agreement with overarching rights will ensure a fair and transparent management structure and seek to ensure a sustainable Community Hub model.

## Framework for Managing Community Assets

The Council will operate a standard policy in which the rental value of each of its community buildings is assessed on the basis of full market rental value for community use. Where the occupier is deemed to be contributing to local priorities and fulfilling other criteria for support, the Council may choose to grant financial assistance in the form of a rebate to provide support (through an agreement with the occupier), at a level which reflects the community benefit the organisation is providing. This has to be supported by a sustainable business plan.

The benefits of this approach are that it:

- Allows a clear assessment of the value of the support the Council is offering the occupier, without this affecting the investment value of the asset.
- Allows the level of support to be set in relation to the benefit provided by the organisation.
- Enables asset related support to be weighed up against other kinds of support being offered to Community Groups.
- Allows the Council to support Community Groups to become more independent and resilient by encouraging them to move towards meeting the rental obligations themselves through a phased withdrawal of the subsidy.
- Encourages full utilisation of the asset.

The Council will seek to agree the level of social or community benefit to be delivered by organisations making use of its assets, including but not limited to:

- The provision of additional activities or opportunities such as volunteering or apprenticeships in delivering services.
- Coordination with other Council strategies or with plans for particular localities or communities.
- Full utilisation of the building as far as is practicable.
- Value for money for Barnet's residents
- Financially sustainable arrangements for groups using Council community assets.
- Ensuring that a compliant building is maintained.

The Council needs to be able to be flexible in its approach to lease arrangements so that it can respond to this. For example, a Community Group might lose the skills of a key staff member who had been enabling it to fulfil its maintenance liabilities. Alternatively, a group may be granted a lease on a Council property on the basis of the work it is doing at present but its role may shift to the point that its work no longer directly supports Council priorities.

Each lease agreement will be preceded by a clear statement setting out the heads of terms (contractual principles) applying to the agreement, including the relative rights and responsibilities of each party.

In general terms, where an occupier is offered a leasehold interest, it is proposed that this will be, on full repairing and insuring terms (which means that the tenant is responsible for all repair and insurance obligations). It will ideally be contracted outside the Landlord and Tenant Act 1954, subject to 5 yearly upward only rent reviews and a 6 month rolling break clause which can be brought into effect by the Council only. Asking for leases to be contracted outside of the Landlord and Tenant Act 1954 means that there is no automatic right to renewal or right to compensation on the lease expiring. In addition, the lease will contain a provision where if the primary use of the asset no longer supports Council priorities, the lease may be determined on 3 months written notice by the Council.



## 4 STANDARDISING LEASE ARRANGEMENTS AND ASSESSING SOCIAL VALUE

### Grant support to the Voluntary and Community Sector to support utilisation of Barnet's Property portfolio

As part of Barnet Council's community asset strategy the Council is seeking to rationalise its property portfolio as efficient use of property assets becomes imperative in a more significant and transparent way. It presents an opportunity to improve facilities along with customer and staff experience, reduce risks and opportunities for co-location with partners and act as a catalyst for regeneration.

Barnet Council recognises that, now and in the future, in order to achieve the best results for communities, it has to work in partnership with the Voluntary and Community Sector (VCS). It values the important contribution made by the VCS to residents' wellbeing, the local economy, local environment and the sustainability of a wide range of services which benefit local people and visitors.

In order to enable the VCS to deliver services which meet community needs, the Council proposes to financially support VCS groups and organisations through its asset and capital rationalisation strategy. This policy describes how the Council intends to sanction grants to the VCS to enable organisations in this sector to utilise the Council's property portfolio to deliver benefits to the wider community and environment of Barnet in line with the Council's priorities, values and approach, who to and for what purpose. It demonstrates how the Council will allocate grants in an approach that is consistent, transparent and accountable. Ahead of this grant assessment, there will be a social value tool to assess that the organisation is providing social value to the local community and Barnet.

#### Guiding principles

Although each specific grant claim will be assessed on their individual business case, all claims will be assessed for:

- Ranking/score in accordance to social values
- The funding of the organisation and its viability
- Pursuit of commercial funding

To help groups to make the best applications they can, the Council will ensure that the grant scheme has clear criteria on which decisions to fund will be based and that the schemes and deadlines are well publicised.

The Council will ensure decisions whether to fund or not are clearly communicated. For those that are successful, an appropriate written agreement will be drawn up so that both the Council and group are clear on the amount, what the funding will deliver and any special conditions that may apply.

#### Who can be funded?

The Council will fund organisations which are voluntary and community sector organisations operating on a non-profit distributing basis. This means that any profits made by the organisation must be invested back in to the company to promote the company's social objectives. Activities must be wholly or substantially for the benefit of Barnet residents.

Council officers will check that organisations:

- Have a recognised legal structure with governance arrangements which outline who and how decisions are made
- Are legally able to carry out the activities described
- Are financially viable and have appropriate clear financial controls including a bank account
- Have a clear management structure that is democratic and aims to represent its users
- Have policies for employees and volunteers which are compliant with all relevant legislation
- Have all relevant insurances and licences
- Have aims, objectives and policies that complement those of Barnet Council

### How applications/funding will be assessed?

An application for funding will be assessed in three parts:

1. The first will assess the level of rental grant the organisation is entitled to
2. The second will assess the financial viability of the organisation as a whole. In part, this will include the ability of the organisation to pay any element of rent. [We no longer make core grants from which rental liability would previously have been deducted]
3. The third will assess the activity/projects of the organisation and the benefits received by the wider community and environment of Barnet against pre-determined criteria.

### Financial considerations

The Council will put in place reporting controls to ensure its spend with groups/organisations that accept grants are incorporated into the Council's monthly financial monitoring process.

Any grant entitlement awarded to a VCS organisation will be capped at the market rental value of the proposed Council premises to be occupied, which will be reviewed every two years – however if an organisation's financial health appreciates significantly, the Council will need to be informed otherwise backdate increased rents may be applied.

In evaluating the entitlement of grant subsidy towards occupation of any of the Council's property portfolio by a VCS organisation, the benefits determined to the wider community and environment of Barnet from the activity/projects of the VCS organisation will be reviewed when the rent for the property occupied is reviewed under the lease. This will require the re-submission of necessary information by the VCS organisations.

Any VCS organisation awarded a grant entitlement to cover premises costs will have a rent account set up. The Gross debit on the rent account will represent the market rental value of the proposed Council premises to be occupied. The account will also have a credit applied amounting to the value of the grant awarded. Any remaining balance will be the expected contribution from the VCS organisation.

The proposed grant scheme will initially be approved by Assets, Regeneration and Growth Committee, any subsequent changes will need to be submitted and approved by the Community and Leadership Committee.

### Assessment of Social Value and Community Benefit

An external agency will be retained to design and prepare a methodology or tool by which to assess the benefit to the community or various community organisations.

The aim is to develop a methodology which assesses various organisations against criteria to be agreed in order to arrive at an assessment or rating to reflect the value they add to the local community. This will then inform the allocation of appropriate levels of funding and priorities for accommodation.

As [part of this process the agency will meet groups and Council officers to develop criteria and review councils aims and objectives, crafting these into a tool following which they will work with one or two pilot groups to develop business cases as a trial.

An additional resource will be directed toward working with community groups on an ongoing basis to review and develop business cases including use of the evaluation tool once developed.

**The Council is fully aware that it needs to proceed with caution in terms of seeking any changes to next levels and lease arrangements and will therefore, during implementation, seek to do this in a way that minimises disruption.**



## CHIPPING BARNET CONSTITUENCY

MAP REF	PROPOSED ASSET RELEASE OPTION	LOCATION	TENANT	TENANCY TIMESCALE	PROPOSED SOLUTION	SOLUTION TIMESCALE	COMMENTS
1	East Barnet Scout Hut, Osidge Lane, N14 5DU	Brunswick Park	5th East Barnet Scout Association	SHORT	Review Tenancy. Could relocate in new leisure complex as part of the Sport and Physical Activity Review.	Short Term	Redevelopment potential.
2	Former Association of Veterans of Foreign Wars, Osidge Lane, N14 5DU	Brunswick Park	Trustees of Theotherapy Christian Fellowship	SHORT	Review Tenancy. Could relocate in new leisure complex as part of the Sport and Physical Activity Review.	Short Term	Redevelopment potential.
3	St John Ambulance, Church Farm Garage, Church Farm, EN4	Brunswick Park	St John Ambulance	SHORT	Review Tenancy. Could relocate in new leisure complex as part of the Sport and Physical Activity Review.	Short Term	Storage only.
4	Tower Gym, Church Farm, Church Hill Road EN4 8XE	Brunswick Park	Neil Godly Oxygen Fitness	LONG	Review Tenancy.	Long Term	Private gym, within an area scheduled for redevelopment. Listed building.
5	St John Ambulance, Priory Grove, EN5 2BE	Underhill	St John Ambulance	FUTURE CONSIDERATION	Review tenancy and relocate service to new Underhill Community Hub.	Long Term	The property is a key one for St John in North London due to its size and good road communications. It is used for training and as a depot with vehicle parking. It is principally used week day evenings and week ends for training and operations. St John is reviewing its usage to achieve day time use to make the asset work ahrder for the charity.
6	Barnet 1st Scout Group, Priory Grove, EN5	Underhill	Barnet First Scout Group	SHORT	Review tenancy and relocate service to new Underhill Community Hub.	Short Term	
7	Barnet Table Tennis Club, Barnet Lane Playing Fields, EN5 2DN	Underhill	Barnet Table Tennis Centre	SHORT	Review Tenancy.	Short Term	
8	Rainbow Community Centre, Dollis Valley Drive, EN5 2UN	Underhill	The Rainbow Users Group	SHORT	Tenant to be relocated in refurbished pavilion with s.106 monies.	Short Term	To be demolished as part of the surrounding regeneration scheme.
9	Barnet Museum, 31 Wood Street, Barnet EN5 4BE	Underhill	Barnet Museum	SHORT	Review Tenancy.	Short Term	High capital value, occupiers seeking a long lease in order to improve the property.
20	Barnet Talking Newspaper, 11a Wetherill Road, N10 2LS	Coppetts	Barnet Borough Talking Newspapers	SHORT	Review tenancy and relocate service to new Hub.	Short Term	Property in very poor condition. Single residential plot option.
21	Friern Barnet Community Library, Friern Barnet Road, N11 3DS	Coppetts	Friern Barnet Community Library	FUTURE CONSIDERATION	Spoke to Friary House Hub.	Long Term	Let as a community library. Confirmation of lease terms due 14 July 2015, not yet on file.



# CHIPPING BARNET CONSTITUENCY

MAP REF	PROPOSED ASSET RELEASE OPTION	LOCATION	TENANT	TENANCY TIMESCALE	PROPOSED SOLUTION	SOLUTION TIMESCALE	COMMENTS
22	Incognito Theatre, Holly Park Road, N11 3HB	Coppetts	Incognito Theatre Group	FUTURE CONSIDERATION	Review Tenancy.	Long Term	Private theatre for 64 seats.
23	Friary House - Rooms Pf10/Pg11, Friary Park, N20 0NR	Coppetts	Barnet Asian Women's Association	SHORT	Review Tenancy.	Short Term	Maintain provision within Friary House Hub.
24	Friary House, 1st Fl, Pt 2nd Fl & Store in Stable, Friary Park, N20 0NR	Coppetts	Community Focus Inclusive Arts	FUTURE CONSIDERATION	Review Tenancy.	Long Term	Maintain provision within Friary House Hub.
25	Friary House, Room Pf11, Friary Park, N20 0NR	Coppetts	Barnet Elderly Asian Group	SHORT	Review Tenancy.	Short Term	Maintain provision within Friary House Hub.
26	Friary House, Room Ps2 (Shared )M R 2, Friary Park, N20 0NR	Coppetts	African Refugee Community	SHORT	Review Tenancy.	Short Term	Maintain provision within Friary House Hub.
27	East Barnet Rifle Club, Albert Road, EN4 9SH	East Barnet	East Barnet Shooting Club	LONG	Review Tenancy.	Long Term	Potential for development.
28	Nightingale Nursery, 23 Victoria Road, EN4 9PH	East Barnet	Jenny Beckwith and Margaret Collins T/A Nightingale day Nursery	SHORT	Review Tenancy.	Short Term	Lease excludes security of tenure provisions. Potential for redevelopment.
29	New Barnet Community Centre, 48-50 Victoria Road, EN4 9PF	East Barnet	New Barnet Community Association	FUTURE CONSIDERATION	Review tenancy and relocate service to new Underhill Community Hub.	Long Term	During term time on Monday morning and Wednesdays the premises are under utilised. Time may be available in term time evenings. Evenings in school holidays there is under utilisation. Weekends appear to have some under utilisation.
30	East Barnet 3rd Scout Group, Vernon Crescent, EN4 8QG	East Barnet	3rd East Barnet Scout Group	SHORT	Review Tenancy. Could relocate in new leisure complex as part of the Sport and Physical Activity Review.	Short Term	
31	Oakhill Park Bowls Club, Oakhill Park, Parkside Gardens, EN5 8JS	East Barnet	The Trustees of Oak Hill Park Golf Club	SHORT	N/A	Short Term	Out of Scope. Aspiration to grow from 93 members to 100. The market rent reflects a letting of the property with the tenant being fully responsible for the repairs and maintenance of the property.
44	Arkley Village Hall, Brickfield Lane, EN5 3LD	High Barnet	Arkley Association	SHORT	Review Tenancy.	Short Term	Sub-let during the day as a nursery, includes tennis courts and changing rooms, potential for increased use.



## CHIPPING BARNET CONSTITUENCY

MAP REF	PROPOSED ASSET RELEASE OPTION	LOCATION	TENANT	TENANCY TIMESCALE	PROPOSED SOLUTION	SOLUTION TIMESCALE	COMMENTS
45	The Old Bull, Susi Earnshaw Theatre School, 68 High Street , EN5 5SJ	High Barnet	Dare to Dream Performers Ltd	SHORT	Review Tenancy.	Short Term	Tenant stated that the premises are being used as a private school with 42 pupils. The premises and in particular the theatre is hired out for productions, training and various local community events. The tenant stated her aspiration to be granted a new medium term lease which would enable her to obtain grant funding. She also said that she needs to be able to employ a good manager.
51	1374 East Barnet Squadron, Gloucester Road, EN5 4BP	Oakleigh	Territorial Auxiliary and Volunteer Reserve Association	SHORT	Review tenancy - service could be relocated in nearby TA Centre.	Short Term	Previously a ground rent but on expiry of the lease in 2016 the building can be rentalised to market value.
52	Barnet Lawn Tennis Club, Gloucester Road, EN5 1RS	Oakleigh	Barnet Lawn Tennis Club	FUTURE CONSIDERATION	Review Tenancy.	Long Term	Previously sought a long lease to allow investment in the club.
53	The Stables Horse Activity Centre, Barnet Lane, EN5 2DN	Totteridge	The Stables Horse Activity Centre. Charity No 1108451	SHORT	Review Tenancy.	Short Term	The property has not been inspected. The property is let to a charity who provide a facility for Barnet Adult Social Services.

## HENDON CONSTITUENCY

MAP REF	PROPOSED ASSET RELEASE OPTION	LOCATION	TENANT	TENANCY TIMESCALE	PROPOSED SOLUTION	SOLUTION TIMESCALE	COMMENTS
10	Market Lane Community Hall, Burnt Oak, HA8	Burnt Oak	Faith Community Limited	FUTURE CONSIDERATION	Review Tenancy.	Long Term	
11	Minotaur Thai Boxing Gym, Back Lane, HA8 0LQ	Burnt Oak	The North London Fitness Centre	SHORT	Review Tenancy.	Short Term	The Tenant was required to refurbish the premises as a condition of the lease.
12	North Road Community Centre, 230 North Road, HA8 0AP	Burnt Oak	Trustees of the North Road Association	LONG	Review tenancy and relocate service to new Daws Lane Community Hub.	Long Term	Operating as a multi use Community Centre.
13	120 Hendon Squadron Air Training Corps, Watling Park Former Bowling green, Colchester Road, HA8 0RB	Burnt Oak	Territorial and Army Volunteer Reserve	SHORT	Review tenancy and relocate service to new Daws Lane Community Hub.	Short Term	

# HENDON CONSTITUENCY

MAP REF	PROPOSED ASSET RELEASE OPTION	LOCATION	TENANT	TENANCY TIMESCALE	PROPOSED SOLUTION	SOLUTION TIMESCALE	COMMENTS
14	Former Scout Hut, Avion Crescent, off Grahame Park Way, NW9 5QY	Colindale	Northwest Churches	SHORT	Review tenancy, and long term could be relocated to new Daws Lane Community Hub.	Short Term	Scheduled for disposal/development. Lease with legal for completion.
15	Grahame Park All Weather Pitch, Grahame Park Way, NW9	Colindale	Paul Fitzgerald	SHORT	Review Tenancy.	Short Term	
16	Grahame Park Community Centre, The Concourse, NW9 5XB	Colindale	Operated by Barnet Homes	SHORT	Review tenancy, and long term could be relocated to new Daws Lane Community Hub.	Short Term	This property lies within the Grahame Park regeneration area and redevelopment is not anticipated to take place for at least another 4 years.
17	Barnet Centre for Independent Living (Former Flightways), The Concourse, NW9 5UX	Colindale	MAB, BCIL, BDLS, BDISC in occupation, no tenancies	SHORT	Review tenancy, and long term could be relocated to new Daws Lane Community Hub.	Short Term	Adults Commissioning Director has advised there is a 70% chance the occupiers will move to the former Rosa Freedman building, Claremont Way NW2. This property lies within the Grahame Park regeneration area and redevelopment is not anticipated to take place for at least another 4 years.
18	Noel Lounge, Grahame Park, NW9	Colindale	Trustees of the Somali Graduate Association	FUTURE CONSIDERATION	Review Tenancy.	Long Term	Scheduled for demolition as part of the Grahame Park Regeneration.
19	Tedder Lounge, Wiggins Mead, NW9	Colindale	Faith Community Limited	SHORT	Review Tenancy.	Short Term	Scheduled for demolition as part of the Grahame Park Regeneration.
35	Nomads Community Gym, 3a Hamonde Close, HA8 8TG	Edgware	Mr Steven Mills T/A Nomads Community Gym	SHORT	Review Tenancy.	Short Term	Very restricted hours of use, 4-9.30pm Monday to Thursday, Friday 6-8pm occasionally and Sunday 1-4pm also only occasionally. Back land with limited development potential.
38	Moat Mount Camp Site, Barnet Way, NW7	Hale	Trustees of the Friends of Moat Mount camp Site	FUTURE CONSIDERATION	Review Tenancy.	Long Term	Market rent cannot be achieved until December 2027.
39	Barnet Citizens Advice Bureau, 40/42 Church End, NW4 4JT	Hendon	Barnet Citizens Advice Bureau Ltd	FUTURE CONSIDERATION	Relocate to New Hub.	Long Term	Citizens Advice Bureau office
40	Barnet Citizens Advice Bureau, 44 Church End, NW4 4JT	Hendon	Barnet Citizens Advice Bureau Ltd	FUTURE CONSIDERATION	Relocate to New Hub.	Long Term	Citizens Advice Bureau office



## HENDON CONSTITUENCY

MAP REF	PROPOSED ASSET RELEASE OPTION	LOCATION	TENANT	TENANCY TIMESCALE	PROPOSED SOLUTION	SOLUTION TIMESCALE	COMMENTS
41	Meritage Club, Church End, NW4 4JT	Hendon	Age Concern UK	SHORT	Review tenancy and relocate service. Dispose of site for residential use.	Short Term	Used for elderly day care and other health related users. Property has hub opportunity.
42	Sherrick House (Pt) 30, Church End, NW4 4JX	Hendon	Barnet Mencap	SHORT	Review tenancy and dispose of site.	Short Term	Short term care use.
43	Sherrick House (Pt) 28, Church End, NW4 4JX	Hendon	African Cultural Association	FUTURE CONSIDERATION	Review tenancy and dispose of site.	Long Term	
46	Hendon Rugby FC, Copthall Sports Centre, Greenlands Lane, NW4 1RL	Mill Hill	Hendon Rugby Football Club	SHORT	Review tenancy, consider in conjunction with Sport and Physical Activity Review.	Short Term	Within Copthall stadium which is currently going through a master planning exercise.
47	Mill Hill Rugby FC, Copthall Sports Centre, Champions Way, NW7 2EL	Mill Hill	Mill Hill Rugby Football Club	SHORT	Review tenancy, consider in conjunction with Sport and Physical Activity Review.	Short Term	
48	Mill Hill Village Sports Club, Burtonhole Lane, NW7 1AS	Mill Hill	Mill Hill Village Sports Club	SHORT	Review tenancy, consider in conjunction with Sport and Physical Activity Review.	Short Term	Long established cricket club, two adult pitches. Two adult football pitches used by the club at weekends plus youth pitches.
49	Hendon 16th Scout Group, Brownsea Walk, Sanders Lane, NW7 1BF	Mill Hill	The Scout Association Trust Corporation - occupier Hendon 16th Scout Group	FUTURE CONSIDERATION	Review tenancy, consider in conjunction with Sport and Physical Activity Review. Could be relocated in a Sports Hub.	Long Term	25 scout leaders, 100 assorted ages from 5 to 25. Building used by Judo Club at weekends. Adjoining allotment society use the building for quarterly meeting. Licensed (12 mth) use by Kings Kids Nursery as a 19 child facility (Mon to Fri 8am to 6pm, Wednesday 8am to 4pm).
50	Old Camdenians Sports and Social Club, Burtonhole Lane, NW7 1AS	Mill Hill	The Old Camdenians Sports Club	FUTURE CONSIDERATION	Review Tenancy.	Long Term	
54	Algernon Road Multi Cultural Centre, Algernon Road, NW4 3TA	West Hendon	Algernon Road Multicultural Day Centre Ltd	SHORT	Review Tenancy. Service could be relocated to new Hub.	Short Term	The rent has been calculated allowing a 20% discount for the large size of the premises compared to other comparable premises.
55	Chin Woo Ltd, Lower Ground Floor West Hendon Playing Fields Pavilion, Goldsmith Avenue, NW9 7EU	West Hendon	Chinwoo UK Limited	FUTURE CONSIDERATION	Review Tenancy. (In short term compliance issues need to be reviewed).	Long Term	Premises were in the process of being refurbished by tenant, however the project has run out of funds. Premises currently do not comply with Building Regulations.

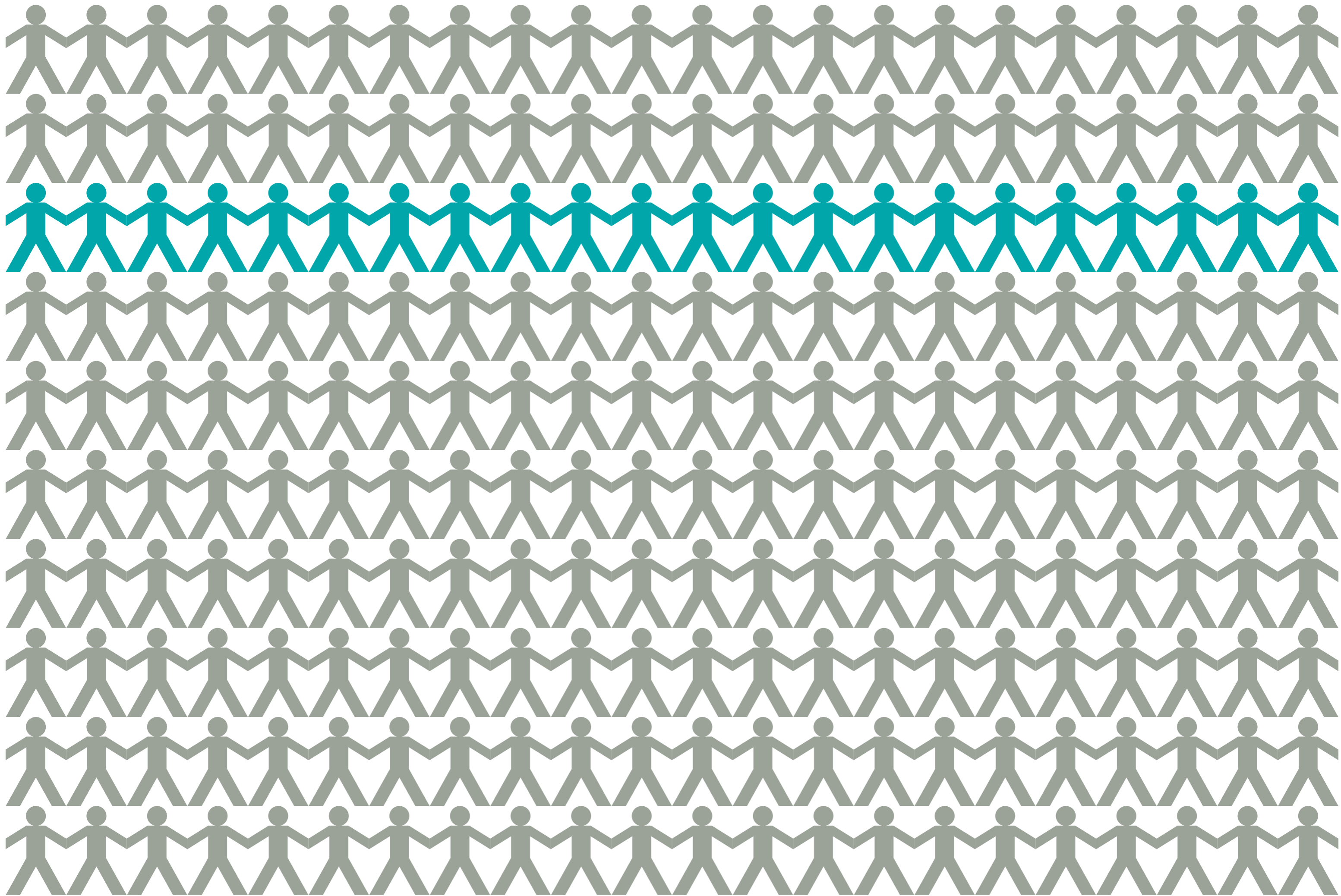
# HENDON CONSTITUENCY

MAP REF	PROPOSED ASSET RELEASE OPTION	LOCATION	TENANT	TENANCY TIMESCALE	PROPOSED SOLUTION	SOLUTION TIMESCALE	COMMENTS
56	Parkside View Nursery, Ground Floor West Hendon Playing Fields Pavilion, Goldsmith Avenue, NW9 7EU	West Hendon	Parkside View Nursery Limited	FUTURE CONSIDERATION	Review Tenancy.	Long Term	Provision of nursery services for children under the age of 8.
57	Hanuman Community Centre, Marquin Centre, Marsh Drive, NW9 7QE	West Hendon	Hanuman Community Centre Trustees	FUTURE CONSIDERATION	Review Tenancy. Service could be relocated to new Hub.	Long Term	There has been a surrender and a new lease agreed at a lower rent, with Legal for completion. LBB can terminate any time after 24.6.2017 with 6 months notice.
58	West Hendon Community Centre, Marsh Drive, NW9 7QE	West Hendon	Operated by Barnet Homes	SHORT	Review Tenancy. Service could be relocated to new Hub.	Short Term	
59	Hendon Mosque and Islamic Centre, 4a Park Road, NW4 3QB	West Hendon	Trustees of the Hendon Mosque and Islamic Centre	SHORT	Review Tenancy.	Short Term	
60	Hendon Rifle Club, Woodfield Park, Cool Oak Lane, NW9 7NB	West Hendon	Trustees of the Hendon Rifle Club	FUTURE CONSIDERATION	Club House is under utilised, new facility could be build on this site to accommodate existing and new users.	Long Term	85 full members and approx 25 probationary (80 males and 5 females). Age range is from 10 to 85.
61	Hendon Sea Training Corps, Woodfield Park, Cool Oak Lane, NW9	West Hendon	Hendon Sea Training Corps	FUTURE CONSIDERATION	Review Tenancy. Service could be relocated to new Hub.	Long Term	
62	Phoenix Canoe Club (Former North Circular Sailing Club), Woodfield Park, Cool Oak Lane, NW9 7ND	West Hendon	Phoenix Canoe Club	FUTURE CONSIDERATION	Review Tenancy. Service could be relocated to new Hub.	Long Term	
63	Princes Park Youth FC, Woodfield Park, Cool Oak Lane, NW9 7ND	West Hendon	Princes Park Youth FC	FUTURE CONSIDERATION	Review Tenancy.	Long Term	



## FINCHLEY + GOLDERS GREEN CONSTITUENCY

MAP REF	PROPOSED ASSET RELEASE OPTION	LOCATION	TENANT	TENANCY TIMESCALE	PROPOSED SOLUTION	SOLUTION TIMESCALE	COMMENTS
32	RSPCA, 28 Market Place, N2 8BB	East Finchley	RSPCA	SHORT	Offer to Purchase or New Lease at Market Rent.	Short Term	
33	East Finchley 22nd Scout Group, R/O 190-192 Long Lane, N3	East Finchley	22nd East Finchley Scout Group	SHORT	Terminate Tenancy and Relocate to new Tarling Road Community Hub.	Short Term	The buildings here can be rentalised from 1 August 2013. In addition to the existing rent of £550, on 31 July 2015 the tenant paid the Council A share of the subletting fees of £6,796.42
34	Finchley Sea Cadets, 184a Long Lane, N3 2RA	East Finchley	Finchley Sea Cadets	SHORT	Terminate Tenancy and Relocate to new Tarling Road Community Hub.	Short Term	This valuation excludes an adjoining area of open space used for parking.
36	Northway Tennis Centre, Northway Gardens, NW11 6RJ	Garden Suburb	Stephen Poxon	MEDIUM	Review Tenancy.	Medium Term	
37	Bishopswood Bowling Club, Lyttelton Playing Fields, Norrice Lea, N2 0DD	Garden Suburb	Bishopswood Bowling Club	LONG	N/A	Long Term	Out of Scope.
64	Barnet Housing Aid Centre, part 36b Woodhouse Road, N12 0RG	Woodhouse	Housing Aid	SHORT	Review Tenancy.	Short Term	
65	Bishopswood Bowling Club, Summers Lane, N12 0PD	Woodhouse	Bishopswood Bowling Club	MEDIUM	N/A	Medium Term	Out of Scope.
66	Homeless Action in Barnet, part 36b, Woodhouse Road, N12 0RG	Woodhouse	Homeless Action	SHORT	Review Tenancy.	Short Term	
67	Society of Model Engineers, 1 Legion Way, N12 0QF	Woodhouse	Downway Model Engineers	SHORT	New Tenancy (Compliance issues to be met by Tenant) or land top be kept free to release land elsewhere.	Short Term	Property is in very poor condition and none compliant.



# 7 NEXT STEPS



REF	NEXT STEPS	PRIORITY	OWNER	TIMESCALE
1	Further Stakeholder and Partner Engagement	●	CSG Estates	0 - 2 mths
2	Further Community Engagement	○	CSG Estates	0 - 2 mths
3	Obtain approval to the proposals outlined within this plan	●	Barnet Council	0 - 2 mths
4	Work in conjunction with the Sports and Physical Activity Review	○	CSG Estates/Barnet Council	0 - 4 mths
5	Undertake market valuations (Phase at a time to establish potential capital receipt)	●	CSG Estates	0 - 6 mths
6	Undertake condition surveys to ascertain backlog maintenance (Phase at a time)	○	CSG Estates	0 - 12 mths
7	Review compliance and statutory obligations	●	CSG Estates	0 - 4 mths
8	Ensure alignment to regeneration initiatives	○	CSG Estates	0 - 12 mths
9	Undertake Equality Impact Assessment with each new lease/community hub	●	CSG Estates	Ongoing
10	Commence review of leases and implement new where applicable at market rent	○	CSG Estates	Ongoing



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