



**Carnegie Community Trust CIO**

**Business Plan**

**Updated: January 2018**

Registered Charity number 1164005

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## **1. EXECUTIVE SUMMARY**

This Carnegie Community Trust CIO Business Plan builds on its Trustees' extensive knowledge of the community of Herne Hill and the Carnegie building as well as their combined experience of managing people and projects.

This plan seeks an early Licence to Occupy from Lambeth Council to enable the Trust to get activity going and then proceed to full asset transfer of the Carnegie building (excluding the four flats) for a minimum of 75+ years. The plan will transform the Carnegie building, which for many years has been both under-used (in terms of overall hours occupied, by anyone) and misused (in terms of what much of the space was used for). In future, as well as the much-loved public library the building will house a vibrant, exciting and industrious hub at the heart of our community. The plan will also deliver the investment of external capital required to protect the architectural and cultural legacy of the Carnegie. It will do this through three core Programmes:

1. The Learning and Enterprise Programme
2. The Community and Wellbeing Programme
3. The Performance and Arts Programme

Each Programme will be underpinned by the Trust's commitment to good governance, heritage, sustainability and the environment. Implementation of the Plan will be achieved through income-generation consistent with the Trust's aims and the use of volunteers and expert advisers from across the community. The Trust will open up its membership to the community through an Associate Membership Scheme and strive to ensure that all parts of the community are actively engaged.

The Trust will work with sponsors, funding bodies, stakeholders and the community to generate capital grants for refurbishments and start-up costs and take responsibility for the financial oversight of the building under the asset transfer.

## **2. AIM AND BACKGROUND**

### **Aim of the Business Plan**

To set out in an evidenced way:

- Who we are (sections 2 – 4)
- What we plan to do at Carnegie Library (sections 5 – 8)
- The resources (time, skill, money) to deliver what we will do (sections 9 – 12)
- The actions we will take to deliver what we will do (sections 13 – 17)

The plan will show that the Carnegie Community Trust CIO (CCT) is a body fit to manage and take responsibility for the Carnegie Library building from Lambeth Council, and to provide facilities for social, educational and recreational purposes that meet the identified needs of the community. It also demonstrates the capability of the Trust to preserve and conserve the historical, architectural and constructional heritage of the building.

## Background

The Carnegie Library in Herne Hill is one of the great Carnegie Libraries built at the beginning of the 20th Century with Andrew Carnegie's endowment for educating local communities. In 2012 Lambeth Council declared the building as a future "Community Hub" suitable for Asset Transfer under the Lambeth Co-operative Council and Community Hubs Policies. At the outset of negotiations it was understood that Lambeth Council would continue to provide a library service in the building and, following Asset Transfer, become a tenant of the buildings new managing Trust.

In response to the Council's Community Hubs policy a local Project Group was formed in 2012 with the brief to establish that the building could be owned and operated by the community as a Community Hub and to retain architectural consultants to identify options for future use and consult the community on these options.

The Project Group defined its task as:

*"To protect and enhance the historical and architectural fabric of the Carnegie Library and its setting; to facilitate the continued operation of a Lambeth Council library; to bring vacant or under-used space in the building into appropriate new uses; create new entrepreneurial opportunities; and, primarily, to promote the use of the building for wider public access and community uses, particularly for activities that complement the literary and cultural ethos originally envisaged in Andrew Carnegie's endowment. The project is intended also to contribute to and promote the social infrastructure of the locality within which it is situated".*

The Project Group commissioned an Architects Options Appraisal to develop options for achieving our aims within the stated priorities of the London Borough of Lambeth as well as generating sufficient income to run and maintain the building.

A public consultation on future uses of the building preferred by the community was carried out over three months from November 2014 to January 2015 and the results confirmed that the community strongly wishes to have a continuing library service, community activity, a café and a cultural programme (Results of the Public Consultation on the Options Appraisal – March, 2015). Based on the information received from the consultation, the Project Group published its Preferred Option being the most deliverable, financially viable and sustainable way forward.

In Spring 2015 Lambeth Council (LBL) concluded that it could no longer fully fund all of the Council libraries. A series of proposals were made and subject to varying levels of consultation. In October 2015 the Council announced in its "Culture 2020" Cabinet Report the intention to offer the Carnegie building to Greenwich Leisure Ltd (GLL) to operate it as a gym with a non-staffed library space and some community access.

The community had rejected suggestions for a gym, residential flats or a nursery on this site, and has remained fixed in those views. As a community-based Trust we support this view. We have not supported the introduction of a gym. However, we recognise that LBL is proceeding to lease the basement to GLL to develop a gym. The gym will occupy space we intend to be revenue-generating and we will seek rental income from GLL as a tenant.

Having completed the development of the project to a point where a Stage 1 Asset Transfer application could be made a Shadow Trust Board was formed to establish a Charitable Trust and to take the project on to achieve the Asset Transfer. Trustees were identified; they developed and agreed a governing document and became a Charitable Incorporated Organisation (CIO) in October 2015. Additional Trustees have been recruited in September 2016. The Trustees are taking forward this exciting project in order to secure a long-term lease from LBL on the whole building with appropriate legal provision for the flats in the South Wing.

CCT was informed at the outset of the project that the building was essentially in sound structural condition. However, from our architect's subsequent appraisal, we are now aware that significant conservation, repair and adaptation works are required to the building. Asset transfer on a long-term lease will allow the Trust to make capital grant applications and to this end we have consulted with the Carnegie UK Trust and the Heritage Lottery Fund London Regional office and have agreed that we will develop a Heritage Plan to share the heritage of the building which will support applications for capital funding.

Following extensive discussions with CCT the Council has agreed that the process for Asset Transfer will continue, but that GLL will locate a gym in the basement of the building, subject to planning approval. Firm decisions around the uses for the rest of the space in the building have not yet been made but this Business Plan assumes that the ground and first floor rooms will operate a staffed Library and Community Hub as well as an income-generating Enterprise space. On the asset transfer GLL will become a sub-tenant of the CCT for the space that it occupies.

CCT remains strongly committed to applying for up to £2 million from the Heritage Lottery Fund and also to other capital funders to conserve and refurbish the building, including some promised funding from LBL's capital 'pipeline'. However, our initial Preferred Option for a Heritage Lottery Application was developed by architects before the GLL proposal was put forward and the GLL proposal will have implications for this application. This Business Plan currently assumes that the Asset Transfer to CCT takes place at an agreed time after the completion of the proposed building works, in 2018. GLL will sign a sublease as tenants of CCT at the same time as taking possession of the basement. We seek a Licence to Occupy the building from the earliest possible date; this would enable us to implement our Business Plan effectively. The GLL proposal also has had implications for our Business Plan as it will be clear that our original intention was to include an excavated basement in our planning and financial projections.

The Carnegie building was closed temporarily on 31<sup>st</sup> March 2016. The Herne Hill community strongly opposed the closure of the building and supports the continuing provision of a staffed library service as evidenced through our public consultation.

LBL intends to re-establish the Community Endowment Fund in 2019 – Culture 2020 Report - and invite applications for grant aid from community groups willing to manage community-led libraries across the borough to apply for funding.

LBL formally approved the Expression of Interest in Asset Transfer submitted by the CCT and invited it to complete and submit a Business Plan to inform their decisions.

This Business Plan sets out the proposal from the CCT to operate a Community Hub with and for the local community, including provision for a Community Library, Enterprise Centre, Performance and Arts Venue and a Community Centre for Wellbeing.

The future of this exceptional Grade II listed building is at the heart of the community of Herne Hill and this Business Plan for the future of the building is:

- Exciting and innovative
- Realistic, achievable and financially viable
- Aligned with the expressed aspirations of the community, Lambeth Outcomes, Heritage Lottery Outcomes and the direction of travel of the Carnegie UK Trust

### **3. VISION, MISSION, VALUES AND GOVERNANCE**

#### **Vision**

The Carnegie Community Hub will be a thriving sustainable centre of local activity attractive to the whole community for developing employment opportunities, learning, fitness and wellbeing, cultural and social activity. The fabric of the building will be protected and enhanced and its history and legacy both protected and celebrated.

#### **Mission of the Carnegie Community Trust CIO**

To work collaboratively with other organisations to improve the quality of life for all the community by:

- a. Providing facilities for employment, social, educational and recreational purposes
- b. Preserving and conserving the historical, architectural and constructional heritage of the Carnegie Library building in Lambeth
- c. Promoting other charitable purposes from time to time

#### **Charitable objectives**

- The CCT will manage and develop the Carnegie building on behalf of the community as a Community Hub and Enterprise Library, enhancing the lives of our local communities, strengthening the local economy, supporting local culture and encouraging wellbeing.
- The long-term sustainable future of the Carnegie Library building in Herne Hill will be secured as a community owned and managed asset.
- The building will provide wide public access and community use to include an Enterprise Library space and a wide range of activities that complement the literary, cultural and creative ethos originally envisaged in Andrew Carnegie's endowment.
- The historical legacy and the architectural fabric of the building will be secured.

## Values that drive our Vision and Mission

1. Owned by the community – run by the community
2. The needs and aspirations of the widest possible range of local residents is at the heart of everything we do
3. Embracing enterprise and partnerships
4. Democratic
5. Working together with integrity - one team, one aim
6. Open, transparent, accountable and professional

## Area of benefit

The main areas of benefit will be the LBL Wards of Herne Hill and Coldharbour. As a Library the building has drawn its visitors from the nearby neighbourhoods and estates across both Lambeth and Southwark. The surrounding community is very diverse in ethnicity and economy with substantial areas of low child poverty alongside significant areas of high or very high child poverty and economic disadvantage.

## Strategic fit

How the CCT Asset Transfer proposal and Business Plan fits with LBL priorities, the Carnegie heritage and the needs of the community:

- Responds to local and more widespread concerns about the future of the Carnegie Library and building.
- Provides a sustainable future for the library supported by the community and LBL
- Provides a sustainable solution to the costs of the management of the building
- Clearly demonstrates meeting Lambeth Outcomes
- Aligns with LBL's Community Strategy 2020 in relation to economic, social and environmental wellbeing
- Aligns with the direction of travel of the Carnegie UK Trust which seeks to improve the lives and wellbeing of people throughout the UK, having always played a prominent role in helping to build strong communities
- Reflects community needs identified through extensive consultation i.e. enthusiasm for support for entrepreneurs, a continuing library, support for young people, café, community support
- All our planned activities will be supporting our objectives

## Governance and management

- The Charity Commission registered the Carnegie Herne Hill Community Trust CIO as a Charitable Incorporated Organisation (CIO) on 16<sup>th</sup> October 2015
- The Constitution is the Charity Commission's Foundation Model CIO
- Charity registration number is 1164005
- The agreed working name is "Carnegie Community Trust CIO" (CCT)
- The Charity provides its services and activities without distinction of sex, sexual orientation, age, disability, nationality, race or political, religious or

- other opinions
- The CCT is non-party in politics and non-sectarian in religion

The current registered Trustees (January 2018) are:

Mrs Frances Lamb  
Ms Helen Schofield  
Mr Philip Isaac

The Trustees all live in the area of benefit and are active in the local community. They have the benefit of a wide range of contacts in the community – many of whom have helped shape the work of the Trust, have specialist knowledge/ experience and are willing to continue to work with the Board, volunteers and partners to deliver our Mission and Vision.

### **Board of Trustees Performance Review and Skills Audit**

The CCT recognises that a high-performing Board plays a crucial role in ensuring that the organisation is delivering well and is performing in every activity, programme or service that it delivers. To meet the Charity Commission guidance on best practice the Board will review annually its performance. We will conduct a regular skills audit of the Trustees to review the skills we have and those we need to gain through recruitment or training.

The Skills Audit is a self-assessment exercise that will be used to help determine the strengths and areas of improvement for our Board and our team of expert advisers and volunteers.

### **Trustee Recruitment/Advisers to the Board**

CCT recruited new Trustees to the Board in September 2016. New Trustee recruitment will be an ongoing process.

### **Associate Membership Scheme**

The Trust is committed to introducing an Associate Membership Scheme once the Asset Transfer is approved. CCT will invite members of the community and other interested parties to become Members of the Trust to encourage participation within the community.

With an Associate Membership scheme in place the Trustees will convene a meeting twice a year of the Members to provide information, to consult and to give direction to the CCT.

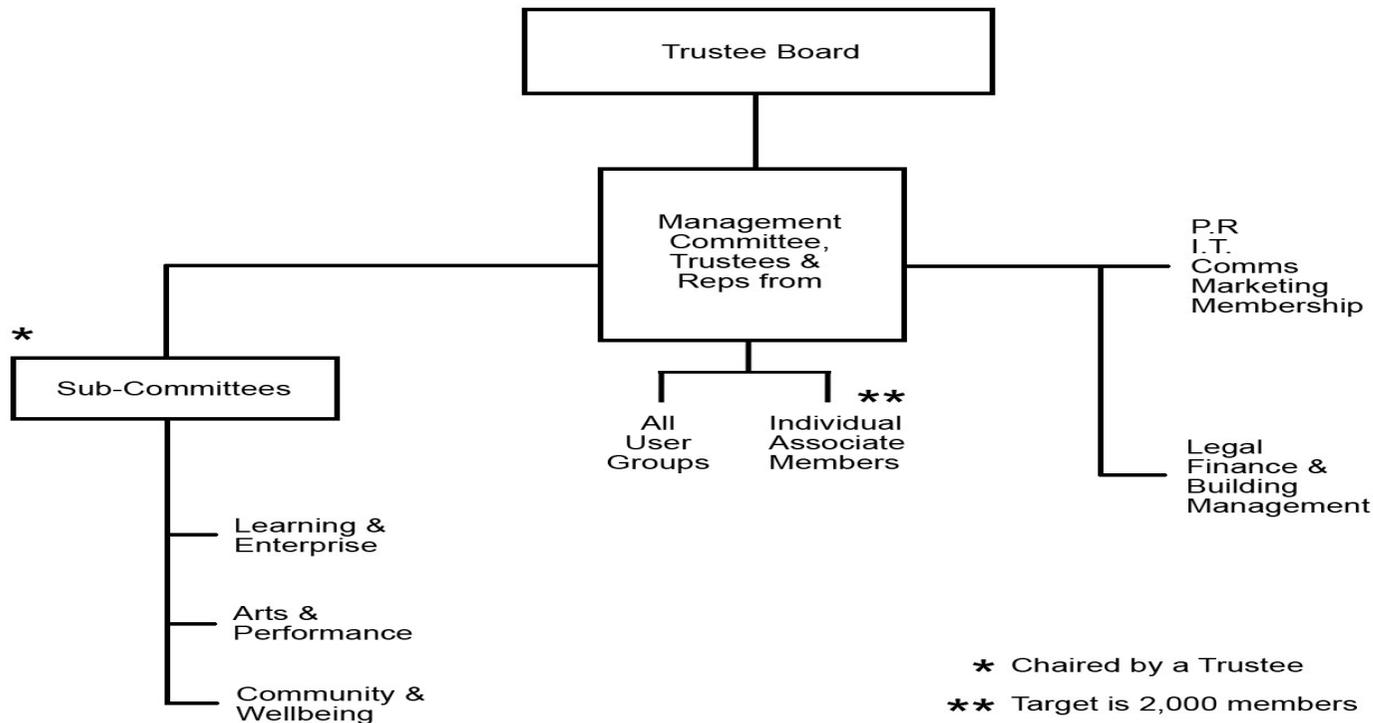
The CCT plans to move towards the 'Association Model' of Charitable Incorporated Organisation in due course.

## Sub Committees, Working Groups

The CCT will continue to enlarge our extensive database of people who are interested in helping through volunteering, taking part in the Carnegie's community activities, offering commercial opportunities or hearing further about our work.

Trustees, skilled advisers, users, community groups, members and volunteers will be brought together as appropriate to implement the Business Plan, to work with the Trustees to action specific work streams and to complete the tasks needed to achieve our objectives commencing with the work streams set out below.

All sub-committees and groups will have terms of reference from the Board of Trustees and be accountable to it. In the first instance the CCT structure will be:



#### **4. HISTORY AND KEY ACHIEVEMENTS TO DATE**

- An active and skilled Project Group was formed in 2012 when LBL declared the building to be a future Community Hub.
- An Architects Options Appraisal was commissioned in 2013 to develop options for enhancement of the building aligned with the uses that would best meet the social and cultural needs of the community whilst retaining the Carnegie heritage and the priorities of LBL. Following consultation and further discussion the final 'Preferred Option' was published in the autumn of 2016.
- There was an extensive public consultation for six weeks following the completion of the Architects Draft Options Appraisal
- An independent consultant evaluated the results and their report was published. This Business Plan reflects as far as possible the findings of the consultation.
- A Conservation Statement (Conservation Statement of Significance) was prepared by specialist consultants in March 2014
- A Shadow Trust Board (STB) was created to set in place a charitable trust and take the project on to the implementation stage.
- The STB sought advice and gained support from the Carnegie UK Trust; the body responsible in the UK for maintaining the world-wide heritage of Andrew Carnegie which is supportive of the objectives of the CCT
- Trustees were identified who then worked with Community Matters to develop a governing document and secure Charitable Incorporated Organisation status in October 2015
- CCT met with the Heritage Lottery office for London Region and will be submitting a Stage One application to the London Region Heritage Lottery Fund when heads of terms are agreed with Lambeth.
- It is an HLF requisite to develop a Heritage Plan to inform and educate the community about the local Carnegie Heritage
- London Arts Base, U3A (University of the Third Age) and South London Cares were introduced to the Carnegie Library as activities of the Community Trust
- CCT is an active member of the Lambeth Community Hubs Network working to the DCLG's COMA principles
- In November 2015 we published our "Preferred Option" for uses and layout in the building as being the most deliverable, financially viable and sustainable way forward.
- In December 2015 the Trust submitted and presented an Asset Transfer Expression of Interest to Lambeth, which was approved
- CCT was invited by the Council to proceed to Stage 2 of the Asset Transfer process
- In October 2016 as Stage 2 the Trust submitted its Business Plan together with the Architects' final Report reflecting the Trust's Preferred Option and showing how this could be implemented. That final Architect's Report completed the Options Appraisal process and will now be the basis for a further brief for newly commissioned architects who will be appointed to develop detailed architectural proposals. This will form the basis for funding applications, particularly for capital funding

#### **5. OUR PUBLIC BENEFIT - AIMS AND OUTCOMES FOR OUR WORK AT CARNEGIE LIBRARY**

CCT is mindful that our charitable objectives are to improve the quality of life of the local community by meeting its educational, recreational and social needs. We also want to play our part in helping Lambeth meet its community strategy priorities. As a charity we must not only pursue our charitable objects but also

set out what our specific Public Benefit is and how we will deliver it. So, set out below are four broad Aims for our Public Benefit through our work at the Carnegie Library with supporting outcomes. In formulating these Aims and Outcomes we have also referred to the findings of our public consultation on the needs and wishes of the local community for the building (see The Results of our Public Consultation on the Options Appraisal March 2015 and our Preferred Option for a Community Hub & Community Enterprise Library, Nov 2015).

### **Learning and Enterprise**

- Support and enhance learning in all areas of life
- Encourage reading and study
- Promote local employment and local enterprise, support start-ups to reduce unemployment
- Be creative and innovative
- Improve employability skills
- Encourage use of the Community Hub for accessible training and learning activities

### **Community and Wellbeing**

- Enhance social inclusion and reduce isolation
- Build a stronger community
- Enhance cultural activity
- Improve well-being and fitness – e.g. dance, yoga, appropriate age-related exercise
- Host social events, parties, weddings, celebrations
- Provide an affordable, accessible café, garden and venue in which the community can mix and celebrate
- Provide a safe, free to access, place for people to meet

### **Performance and Arts**

- Seek out and promote local talent
- Bring performance, art and culture closer to the community
- Make performance, art and culture more accessible to different parts of our community
- Promote enjoyment and shared success

### **Environmental**

- Reduce use of cars in local Wards, encourage use of public transport,
- Enhance garden and promote horticulture
- Promote fitness
- Use local skills and produce

- Consider fair trade purchases wherever practical
- Recycle wherever practical
- Refurbished building to be environmentally-friendly and energy efficient

## 6. **ACTIVITIES TO DELIVER OUR PUBLIC BENEFIT**

The Carnegie Community Trust will operate three programmes in the Carnegie Building to practically deliver against the Aims and Outcomes of Public Benefit. The fourth Environmental Aim and Outcomes will be pursued across the work of the Trust and in its development work on the building (see section 7 below):

- The Learning and Enterprise Programme
- The Community and Wellbeing Programme
- The Performance and Arts Programme

The Learning and Enterprise Programme will include:

### **The Library**

The CCT will prioritise the continuation of a library service within the building and the library will remain located on the ground floor. CCT has used the term 'Enterprise Library' which is based on the nationally acclaimed model developed by the Carnegie Trust UK. By this we mean that the library will be integral to the enterprise of all members of the community for leisure, research, homework, job seeking and entrepreneurial activity.

It is now (January 2018) understood that Lambeth Library Service will open a Neighbourhood Library at Carnegie in February 2018. This library will be located on the ground floor and when the Asset Transfer is completed space for the library will be made available to the Library Service by CCT. Lambeth will provide library staff and trained volunteers.

A Premises Manager will be appointed to manage the building and have oversight of all activities.

### **The Enterprise Centre**

The Enterprise Centre is the space in the building that we will dedicate for hire as office space for local entrepreneurs, business start-ups and self-employed. Prior to closure of the building in March 2016 two large rooms were successfully leased for this purpose. CCT will re-establish that activity and will include a new "hot desk" facility if there is demand.

The Premises Manager will oversee the Enterprise Centre and will ensure that this space is welcoming and well serviced. The Enterprise Centre together with the Library will be at the heart of the Carnegie Community Hub. We will encourage exchange of ideas with learners and with the Performance and Arts Programme as well as interaction with the Community and Wellbeing Programme.

### **The Homework Club and Quiet Study**

The Homework Club will run on weekdays to be determined, for study for young people aged 8 to 16 who have registered to attend. This will be a safe and supportive learning environment for local young people, many of whom have insufficient space or quiet at home in which to study. The Homework Club will be staffed by volunteers and will invite both voluntary contributions and grants. CCT will seek to establish the Homework Club in partnership with a local group. We will actively encourage the tenants of the Enterprise Area to be involved with the Homework Club.

### **Training and Conferences**

CCT will hire out the main hall for conferences and smaller rooms for meetings and training events and will market this facility.

### **The Community and Well-Being Programme will include:**

#### **Community-Led Groups**

CCT will work in partnership with community-led groups and, where possible, will restore former community groups to the building including:

- Literacy and Reading Groups
- University of the Third Age
- South London Cares
- IT Support Club
- Music and Singing Groups
- Groups for parents and children
- Yoga, dance and fitness groups
- Community led meetings
- Carnegie Chess Club
- Poetry group

#### **Community Activities**

New community activities will be introduced reflecting received expressions of interest including:

- Parties, weddings, celebrations
- Gardening and horticulture working with the Friends of Ruskin Park
- Neighbourhood Advice
- Support groups for mental health
- Employment advice
- Financial advice
- ESOL
- Talks and Discussion groups

### **The Café**

The Café will be the real social centre of the Community Hub. The assumption of this plan is that, having been chosen as Preferred Bidder, we will be able, in negotiation with LBL, to influence the design of the current proposed building works for the ground floor to achieve the installation of the café and related facilities in our preferred position.

CCT will aim to source food locally where possible and seek to offer opportunities for employment and training for work. We recognise that there are financial risks in catering projects but there is a very strong level of community support for a café in this building.

### **The Performance and Arts Programme will include:**

A mixed programme of events which introduces new, mainly single, activities will be managed by CCT volunteers or external groups of individual hirers and include:

- Performance of music, theatre and dance
- Arts Workshops
- Debates and talks

This programme will make use of the magnificent central room but not impinge on the operation of the Library or the Enterprise Centre.

The Trust will operate the building in the first instance with no major changes to the layout, facilities or decoration until the major funding bids are developed and work is carried out with this funding.

CCT anticipate that full implementation of this Programme may take two to three years from the agreement to Asset Transfer as we cannot begin to make a Stage Two Heritage Lottery Fund Application until we have agreement to the Asset Transfer. However performance and arts will be introduced within the building as is at the earliest feasible date.

### **New services in the building in the short term will include:**

- A café which will be open to all, but opening may be limited when the main hall is in use for large scale events or hires
- Licensing the premises for entertainment and the consumption of alcohol, initially on a temporary basis supported by LBL
- A moveable stage and audio system for performances

### **Heritage Lottery and Capital Funding Applications**

CCT have met the Heritage Lottery Fund (London) with LBL in attendance, and they have expressed clear interest in helping to refurbish the Carnegie building for the community and re-energising the Carnegie Legacy. As time has elapsed and plans have changed since we met HLF our application process would need to be restarted with a new visit including LBL.

## **7. REFURBISHING THE BUILDING AND ITS PROPOSED USAGE**

This Business Plan is underpinned by the assumption that CCT will take control in 2018 and that some changes, as yet not fully specified, will have taken place. As the Preferred Bidder, we need LBL's and GLL's expressed willingness to negotiate with us over the final design of the changes to be made to provide for the gym. This being in the interests of achieving a maximal solution to all our needs and getting best value for the large public investment that is proposed. For the time being we have used as the basis for our planning the work produced by BHA Architects in their Final Preferred Option Report A ground floor plan is provided in Appendix.

In developing our planning we established a set of principles and ideas generated through the Community Consultation and Architects Options Appraisal:

- All building interventions must respect the architectural integrity of the building (the Conservation Statement that the Project Group commissioned sets out the benchmarks and parameters for this)
- Some dedicated space must be reserved for exclusive library use
- The main hall should be adapted with removable seating, staging and sound systems as a multi-purpose performance area
- The wall between the present gallery and the children's library should be adapted so that both rooms can be opened up to make one space
- Café with catering kitchen and possibly toilets located in the frontage space
- A small additional kitchen may be needed on the ground floor using some of the existing kitchen space
- The grounds surrounding the building at the front, and the north and south sides should be landscaped and provided with access and seating
- The building should be accessible to those with mobility issues and friendly to those with sight and hearing impairments
- The building must achieve maximum energy efficiency and the possibilities for solar energy production be investigated
- All alterations to the fabric of the building must be in sympathy with existing materials and construction in line with the Conservation Statement

- There should be high-standard soundproofing where necessary

Much work is needed to safeguard this historic building and ensure it is fit for purpose for it to be a real asset to the local community in the long-term. From the initial scoping work, condition survey, and expert advice it is clear that there is between £3 million and £5 million of repair, restoration, and further adaptation work needed to truly safeguard the legacy and future of this historic building.

CCT is committed to leading the fundraising to attract this capital by making an application to the Heritage Lottery Fund, approaching other capital funders and seeking donations.

## 8. MEETING LAMBETH COUNCIL COMMON OUTCOMES

CCT Business Plan delivers Lambeth Common Outcomes as follows:

| Common Outcomes                               | How CCT will meet these   |
|---|---|
| 1. Drive Economic Growth                      | Homework Club will strengthen the achievements of young people<br>Enterprise Centre will support and promote new businesses and entrepreneurs<br>Conferences and training events will stimulate local enterprise<br>Café and garden will generate local income and encourage local projects                                       |
| 2. Maintain and invest in good neighbourhoods | Restore and expand the use of a much loved building<br>Maintain a much loved library<br>Intergenerational projects including South London Cares, University of the Third Age, Homework club, Youth Club.<br>Developing a garden for the community. Community Café<br>Offer a high quality local venue for events and celebrations |
| 3. Narrow the gap                             | Open up our Associate Membership at a low rate and include all parts of our community<br>Retain a library for all ages and socio-economic groups<br>Promote Homework Club right across the community<br>Foster an enterprise ethos for all users across the community   |

## **9. STAFF, VOLUNTEERS AND ADVISERS**

### **Staff**

The initial staff requirement will be:

- A Premises Manager for a minimum of 37.5 hours a week
- A Caretaker/Evening Worker for a minimum of 15 hours a week with additional hours as bookings/events demand as per our budget.

Additional staff will be added according to organisational need and affordability.

### **Volunteers**

CCT will value the work and commitment of our volunteers who will be essential to the success of the whole Community Hub. It is this group of people who will be the “face” of the organisation and normally the first point of call for visitors

Volunteers will be appropriately screened and trained to deliver excellent customer care.

We will develop a volunteer induction and support programme as well as a Volunteer Agreement which will set out our mutual roles and responsibilities, our mutual aims and expectations, and how we will work together to achieve them.

We have developed a job description for the volunteer roles to help us capture the huge variety of interest, skills and knowledge in our community and have developed a volunteer recruitment process, policy and application form.

This currently includes book-keeping, volunteer coordinator, gardening, unskilled maintenance, decorating, cleaning, membership secretary, fundraising committee members, health and safety expertise to keep under review the regular checks and inspections required.

CCT will meet expenses to ensure that volunteers are not out-of-pocket.

### **Advisers**

The CCT has been fortunate to have had access to the considerable expertise, skills and knowledge in the local and, indeed, the wider community from a number of individuals who are professionally involved in renewable energy, restaurant ownership, community centre, building and theatre management.

CCT has also had a policy of purchasing expert consultancy and advice as the Board has deemed appropriate and where it represents good value. The Board intends to continue to pursue such a policy as appropriate to support the effective running of the CCT, its management of the building and the delivery of its programmes.

### **Contracts**

CCT will enter into a contract for cleaning and will expect tenants to enter into their own cleaning contract.

## **10. POLICIES AND PROCEDURES**

CCT will develop and adhere to the policies and best practice advised by the Charity Commission as well as observing all legal requirements for the safe management of public facilities. Appropriate training, induction and familiarisation will be carried out to ensure adherence to policies and procedures. This will include Trustees, staff, volunteers, advisers and hirers as appropriate

The following policies and procedures are in place:

- Trustee Induction Policy and Procedure (including a 'Fit and Proper Person' declaration on trustee disqualification and induction pack
- Health and Safety Policy including risk assessments and a specific fire risk assessment
- Safeguarding Policy
- Risk Strategy and Risk Register
- Data Protection Policy
- Equalities and Diversity Policy
- Volunteering Application Form.
- Financial Controls Policy
- Hire Agreement and Pricing Policy

Once the Asset Transfer is agreed we will put in place:

- Staff Recruitment and Selection Policy and Process
- Volunteer Management Policy
- Conflict of Interest Policy
- Insurance cover
- Fire Certificate
- Entertainment and Alcohol Licence
- First Aid Procedures
- Food Hygiene procedures and certificates

## **11. SERVICES & PRICING (INCLUDING HIRING POLICY)**

### **Use of accommodation**

The space for use and hire is as set out in the floor plan in the Appendix and hires will be in accordance with our Hiring Policy.

The proposed charges were benchmarked against local equivalents at 2016 rates

| Room               | Capacity (theatre style) | Capacity (around tables) | Community Use   | Commercial Use                |
|--------------------|--------------------------|--------------------------|---|-------------------------------|
| Central room       | 200/250                  | 100                      | £60 per hour or £100 flat rate for up to 3 hours<br>£200 per day<br>(8 hours max) | £100 per hour<br>£500 per day |
| Large meeting room | 40                       | 20                       | £25 per hour or £50 flat rate for up to 3 hours<br>£100 per day<br>(8 hours max)  | £40 per hour<br>£200 per day  |
| Small meeting room | 20                       | 10                       | £15 per hour or £30 flat rate for up to 3 hours<br>£80 per day<br>(8 hours max)   | £20 per hour<br>£100 per day  |

## 12. FINANCE AND FORECASTING

Our funding strategy is:

- To ensure the building is self-sustaining and can generate sufficient revenue to meet its basic operational and maintenance costs
- To offer well-run community services in accordance with our three Programmes
- To raise funds for long-term major works and refurbish the building to achieve optimum use as a Community Hub

We will do this by:

- Generating income through hire and use of the asset
- Efficient and careful long-term management of the asset and control of costs
- Running a range of fund-raising events
- Seek potential sponsors – both individuals and businesses
- Making major funding applications for capital expenditure and refurbishment, and revenue applications to help us deliver services (see section 7)

**The Financial Plan must be provisional at this stage, as the lease terms are still being negotiated at January 2018.**

The financial planning is based on the following assumptions:

1. 70 hours use per week
2. Temperature kept 2/3 degrees cooler than previously (cost and environment)
3. Throughput of users is increased by at least 30%
4. Costs and capital income for the redevelopment project will be subject to a separate plan to be developed when heads of terms are agreed.
5. Income from basement currently included at £40K per annum (January 2018) which is lower than our initial plan and remains subject to discussions.

### Summary conservative income and expense for first full year of operation at January 2018

|  |                 |
|--|-----------------|
| <b>Expense Year One</b>  |                 |
| Staff, training, communications, IT, fixtures, governance, garden, café                        | £106,500        |
| Building including utilities, repairs and maintenance, security, cleaning, insurance, licences | £ 81,500        |
| <b>Total</b>   | <b>£188,000</b> |
|  |                 |
| <b>Income Year One</b>   |                 |
| Basement, Enterprise Centre (50% of planned annual income), space hire, café, fundraising      | £174,000        |
| Shortfall in full year one   | £ 14,000        |

### 13. COMMUNICATIONS AND MARKETING

The Trustees recognise that they have an important role to play in enhancing community representation and raising the profile of the CCT.

The key focus will be

- Support income generation
- Increase recognition of the Community Hub
- Advertise the building, activities and services,
- Recruit Trustees with relevant skills
- Recruit volunteers
- Recruit members and sponsors
- Foster relationships
- Build trust.

The Trustees will strive to ensure everyone using the building has a good experience and is happy to recommend us.

Marketing and communication will build on our present use of a variety of media, reaching as many in our community as possible. :

- Newsletters, two previously widely circulated setting out our plans and strategies <http://carnegiehernehill.org.uk/> which we keep updated with news and relevant information.
- Utilise social media accounts; Twitter, Facebook and others such as Instagram.
- Establish a growing database through which we e-mail news and events.
- Continue building networking relationships with partners and other local community groups to promote cross posting and sharing. .
- Contribute as an active member of the Lambeth Community Hubs Network from the outset which provides networking opportunities

Once we have agreed heads of terms with Lambeth and prior to taking on the lease, we will develop a marketing plan. In addition to online and electronic methods of communication we will continue to use paper (both notices and fliers) so that messages reach the widest readership.

#### **14. COMMUNITY ENGAGEMENT AND CONSULTATION**

The future of the Carnegie building and its library service are at the heart of the community of Herne Hill, a community with a strong sense of identity and with a wide range of economic, cultural, ethnic, social and racial variance. There are strong and mixed feelings locally about the Council decision to move away from a fully-funded public library service to a Community Hub model, locally owned, led and managed. CCT is fully engaged with these discussions and will continue at all times to promote a welcoming, positive opportunity for the whole community.

On completion of the Architects' Options Appraisal, between October 2014 and January 2015, the STB conducted a community engagement and consultation process over three months including a six-week exhibition.

In addition, CCT has developed the following:

- Website with PR support to reach the community
- Hardcopy Newsletters distributed to 7000 addresses, most recently July 2016
- Outreach work with local estates, local churches and harder to reach groups
- Active volunteers leading and supporting the project
- "Get Involved" database of just under 300 which includes community stakeholders
- Open recruitment of Trustees with Associate Membership to follow on

The CCT has strong local connections and will at all times seek to align our aims with other local community groups where appropriate, including

Loughborough Junction Action Group, Lilford Area Residents Association, Thorlands Estate Management Committee, the Herne Hill Society, the Friends of Carnegie Library, SE5 Forum, Milkwood Residents Association and the Friends of Ruskin Park amongst others.

## 15. TIMESCALES

This plan assumes that CCT will have a Licence to Occupy at the earliest feasible date and take on a Head Lease from LBL for the whole building (with appropriate legal provision for the flats) once the current building works have been completed and will enter into management of the asset thereafter.

## 16. RISK ASSESSMENT

The risks identified here are also set out in our Risk Strategy and Risk Register attached.

| Risk identified  | High, Medium, Low | Risk mitigation  |
|--|-------------------|--|
| 1.The Trust is not legally compliant   | Low               | The Trust will develop and adhere to the policies and best practice endorsed by the Charity Commission.  |
| 2. Failure to protect the building and other assets  | Medium            | The Trust will protect the assets of the charity by purchasing comprehensive insurance cover and provide security by adequate staffing<br>The Trust will develop a Conservation Management Plan<br>The Trust will develop financial procedures to safeguard the financial assets of the charity, develop a sustainable budget and monitor the finances/budget at every meeting of the Board    |
| 3. Failure to comply with duty of care for everyone using the building regards to Health and Safety and Safeguarding | Medium            | The Board fully understand that Health and Safety – including Safeguarding – is the direct responsibility of the Trustees and that this responsibility cannot be delegated– Corporate Manslaughter Act.<br>The Trust will develop further the skills of the Trustees in this area and will develop and review policies and procedures including an Incident Reporting Log and nominated leads. |

|   |        |  |
|---|--------|--|
|   |        |  |
| 4. Poor performance of the Board of Trustees                          | Medium | The Charity Commission requires the Trust to regularly review its strategic work and review its performance. This process has already been developed (see governance) and will be repeated annually to ensure the Trust has the skills and expertise to successfully take forward the charity. The Trust will develop a Training strategy for Trustees, staff and volunteers and review regularly. We will seek feedback and take time out for review. |
| 5. Inability to build and maintain a reserve fund                     | Medium | The Trust will develop a reserves policy initially based on 3-months running costs. The reserves policy will be reviewed annually.   |
| 6. Breach of Capital or Revenue Grant Conditions                      | Low    | Trustees will routinely review conditions and take action. Each grant will have a nominated Trustee  |
| 7. Breach of Lease Conditions   | Low    | Trustees and Premises Manager will routinely monitor   |
| 8. Inability to raise capital funding to make building improvements   | Medium | The Trust will work closely with HLF towards making a capital funding application hopefully making the application more likely to succeed  |
| 9. Customers receive poor service                                     | Low    | The Trust will carefully recruit and select staff and volunteers to ensure they reflect the ethos and values of the organisation. All will receive induction, training development and performance reviews. Feedback will be sought regularly and suggestions given careful consideration. A User Group will meet regularly and will report regularly to the trustees  |
| 10. Hire income is insufficient to meet the costs of the organisation | Medium | Hire income has been set at a conservative level Marketing will increase usage.  |

## 17. CONCLUSION

The Business Plan is presented by the Trustees of Carnegie Community Trust CIO and represents four years work to date to achieve the knowledge,

expertise and confidence to promote such a bold and exciting vision for a Community Hub. The plan is necessarily flexible, and can respond to changes in the plans of Lambeth Council.

The Trustees are confident that this Business Plan is achievable, affordable and represents good value for money and we look forward to moving forward with our community and Lambeth Council to achieve this vision.

**All documents associated with the development of the project are available on the Trust's website:**

<http://carnegiehernehill.org.uk/project-documents>

## Appendix 1 - Carnegie Building Floor Plan at October 2016

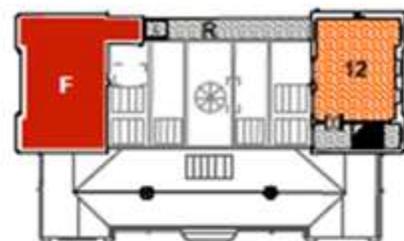
BHA Architects Plan

Room Number on Architects Plan    Room Description

**First floor (top)**

12                      Former lecture room

F                        Flats



**Ground floor**

4                        Central hall

5                        Former stock services office

6                        Former dispatch room/ Joint Fiction Reserve and other storage (rolling stacks)

7                        Former staff/meeting room (kitchen adjoining)

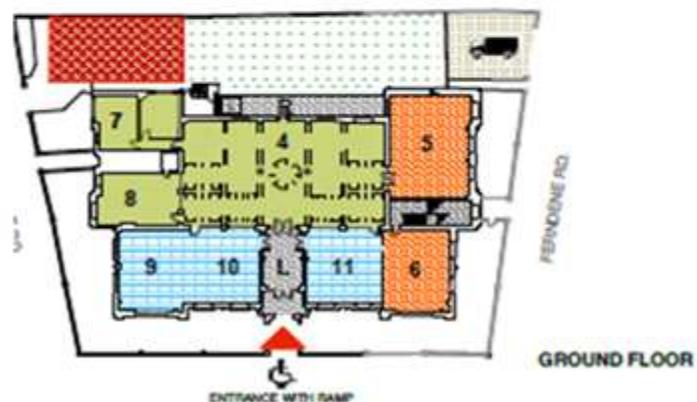
8                        Former library workroom

9                        Former gallery

10                      Former children's library

11                      Former offices (borough)

L                        Lobby (entrance)



## Appendix 2 - Proposed Use of Rooms pending renovation works October 2016

| Room Number on BHA Plan  | Room/space Description   | Size sq.m. | Size sq.ft. | Proposed use of rooms  |
|--------------------------|--|------------|-------------|--|
| <b>First floor (top)</b> |  |            |             |  |
| 12                       | Former lecture room  | 108        | 1,163       | Enterprise Centre – desk hire  |
| F                        | Flats  |            |             |  |
| <b>Ground floor</b>      |  |            |             |  |
| 4                        | Central hall   | 276        | 2,971       | Flexible community use<br>Library activities<br>Events, performances<br>For hire |
| 5                        | Former stock services office   | 108        | 1,163       | Enterprise Centre – desk hire  |
| 6                        | Former dispatch room/ Joint Fiction Reserve and other storage (rolling stacks) | 70         | 753         | Café<br>Kitchen [possibly public toilets adjacent]                               |
| 7                        | Former meeting room (kitchen adjacent)   | 54         | 581         | Meeting room (kitchen /toilet adjacent)<br>For hire                              |
| 8                        | Former library staff workroom  | 54         | 581         | Flexible community use<br>Home work / Quiet study / Chess etc.<br>For hire       |
| 9                        | Former gallery   | 70         | 753         | Library – rent free  |
| 10                       | Former children’s library  | 81         | 872         | Library – rent free  |
| 11                       | Former offices (borough)   | 81         | 872         | Café / Flexible community / laptops etc  |
| L                        | Lobby (entrance)   |            |             |  |