

Asset Transfer Officer Panel: Tuesday 25 April 2017: Carnegie Herne Hill Community Trust

Attendees from Carnegie Herne Hill Community Trust: Carol Boucher, Helen Schofield, Fred Taggart, Frances Lambeth and Richard Bridge (consultant)

Panel Members:

- Helen Charlesworth-May
- Andrew Ramsden
- David Gobel
- Eddie Bridgeman: Meanwhile Space

Donna Wiggins: notes

Presentation

- Looking at working with the wider community and active local groups
- Building positive relationships with 3rd parties
- The library is the heart of the building
- Commitment to protect the heritage of the building – regeneration alongside delivery of activities
- Main users pre closure of the building were mainly white and middle class – looking to widen usage
- Key wards – Herne Hill and Coldharbour
- Looking to increase the range of community activities delivered – some by local groups and some by Carnegie Trust
- Want the community to be engaged in the development of the community programme
- Looking to bring back into use unused parts of the building which were previously only used for storage
- Any surplus to be re-invested back into the site.
- Enterprise centre for local entrepreneurs – looking to develop/build peer support
- Sustainable income streams to be derived from performance and arts programmes, enterprise centre and by using the venue for celebrations
- Major capital works estimated at £5m.
- Opportunity to reshape the building to make it fit for purpose and restore the building in a way that respects its history.
- The Trust members feel that they have a good understanding of the local issues within the community.

- Feel confident that the local community will engage with the organisation once a decision is made on the asset transfer.

Question	Response
You have talked about the ability to move forward – describe what practical things that the group will do.	Bring group of local people together - representatives from local groups with the support of the council; councillors and officers Provide as much information as possible Start to provide up to date communications – website etc.
Social, economic and environment benefits – empower and encourage the local community to improve their health and wellbeing; how will you do that	Have worked with South London Cares – delivered IT workshop twice a month, developed younger volunteering group across the borough Initial discussions have been held with Maudsley Mental Health Trust about delivering activities Wellness and Fitness programme Kings College Hospital looking for alternative places to engage the local community – young people and older population. Harness local groups to help develop and deliver activities – support local feeling of empowerment Encourage workspace use. The Trust introduced London Arts Base to the Council. The group were renting all the space available and had a waiting list Could have done more – do not feel that the council cooperated.
The community have stepped back and you have indicated that they will re-engage quickly; what links have been maintained?	Trustees are long term residents of the area Part of the Friends of Carnegie Carol Boucher was a ward councillor 2010 to 2014. Have kept links open on the project group 300 contacts on mail chimp list Maintained networks – first newsletter published 2014 – delivered to 10,000 households Local groups are aware that there are two bids – the Friends group has said that the status quo can be maintained if the pressure is kept up.

Question	Response
<p>Are you content with the letter sent to you from Sue Foster about the lease and the income?</p>	<p>Understand sentiment, not content with the content Would want the funding from London Community Foundation to be closer to £50K Feel that they have delivered what they were asked to do – Lambeth changing parameters – they have presented the case that they were asked to present Cannot produce business case on one set of assumptions and then change at short notice Happy to negotiate with the council – have demonstrated that they are not unreasonable If £30K was £50K, the business plan is more sustainable Need income stream Applying for grants is not a guaranteed income stream</p>
<p>What are the assumptions underpinning income expectations?</p>	<p>Enterprise centre – numbers taken from previous figures/take up Planning more space/better facilities</p>
<p>What modelling has been done around demand?</p>	<p>Have looked at equivalent space in the community – large and small Greater opening hours</p>
<p>Are the figures for the whole building?</p>	<p>Business plan has identified specific areas for income generation – including approx. rental costs per room Have identified specific individual trusts: needs and criteria, longevity of funding Will very quickly reach position where organisation can manage without grant funding After 2022 the issue is income from the basement; plans were made on the basis of the group using the whole building If there is no income from the basement the project is not viable Will impact on the ability to raise external funds – need to demonstrate best value Do not believe GLL meet the criteria for public benefit. £87K income based on discussions with local estate agents – should be a reasonable figure. GLL manage the gym at Colombo Street Centre and provide income to the Trust.</p>
<p>Income streams – rent from desks/basement, one off grants – not guaranteed long term. What other forms of income have you looked at</p>	<p>If generating income from the basement would not need to do any more than the desk rental, events and café The figures are conservative Lambeth have taken a building they wanted to off load and have asset stripped; have taken out the earning potential from the basement area</p>

Question	Response
	The basement area is critical to the business case
What testing has been done across the board on costs?	Lambeth provided figures - have taken Library Service 2015 actuals plus inflation for utilities etc. More work needs to be done Includes additional opening hours Looking at getting business rate relief
How have gas and electricity costs been estimated	Looked at previous usage plus inflation Will need to relook at figures based on GLL occupation of the basement
How have the building maintenance costs been calculated	Looked at Lambeth costs for the year when works to the boiler were undertaken No improvements works have been done The building is in a much worse condition than anticipated – the roof is a real weakness The proposed works will restore the building to its former glory
Contingency planning – what action is proposed if there is a financial shortfall	Main contingency is staffing Looking at fixed term contracts Will look to trim costs
If you had to cut back on staffing would this not impact on the ability to generate income	Would look to lose the Library Manager post
How do you propose to manage the expectation that people using the enterprise centre will expect a better standard of service	Expect 50% of previous income from the enterprise centre in year one Look to have greater engagement with people in the building – offer catering More integrated approach Real demand for space – people want to work in the building – can justify increased rental income Creative types/designers – can link to community activities Keen to have discussions about what work is planned in the building before the work starts on site

Question	Response
Comments: acknowledged need for more detailed conversation	
If we were to hand over the building, we would expect it to be professionally managed – what do you think the key issues are likely to be	<p>Have looked at safeguarding and health and safety – polices and training</p> <p>Have complete set of policies which identify named trustees</p> <p>Centre Manager role is important</p> <p>Library Manager – management of volunteers key including training programme</p> <p>Organisational chart includes management/user group</p>
How would you write a list of things that need to be done	<p>Health and safety policies – include policy and process – taken from national good practice</p> <p>Will need to undertake risk assessment</p> <p>Inductions for volunteers and staff</p> <p>Caretaker: responsible for regular ongoing tasks</p> <p>Will develop operational list</p>
Major risk is that trustees fail to address their legal requirements- roles and responsibilities	<p>All policy documents have been modelled on Community Matter documents</p> <p>Have recruited trustee who was an HR manager – they are ready to join the board</p>
If one of the risks highlighted is the need for major capital input – is there contingency	Year 1 tight but yes
Does anyone have experience of managing tenants – landlord/tenant issues	<p>Skills audit of existing skills base completed; 2 new trustees identified</p> <p>Will need to look at where skills gaps have been identified</p> <p>Cannot expect the group to have all contingencies/skills covered</p> <p>Policies and processes in place to recruit new trustees</p> <p>Trustees are aware of where to go for help and support</p> <p>Relationships can be developed and grown as required</p> <p>Can get legal advice from existing trustees</p> <p>Have contacts with local estate agents around property issues</p> <p>Want to grow the capacity of the community to move onto the trustee board</p>

Question	Response
	Need to start with the existing board representation – where skills are identified they will go and find people
Is there any experience of managing and operating a mixed use building	Fred Taggart has been a trustee of a number of organisations Carol Boucher owns her own business: experience directly relevant – managing staff, building maintenance/insurance etc.
What is the development from the trustee board	3 key staff position From community side will create management board – will guide what happens Directing rather than doing – will initially be very hands on Local support from people who want to contribute – opportunity to grow and develop skills locally. Looking to move to a membership model once capital programme is complete Role so far has been to see if the project is doable Delivery of the capital programme is a big ask Need to find an agreed way forward – want the building opened and used Lambeth Community Hubs Network (LCHN) – support and cross fertilisation of ideas and support. Representative from Capita attended recent LCHN meeting and offered to provide support.
How have the 70 hours per week voluntary time been calculated	Additional hours planned - Monday to Saturday 9am to 9pm Previously the building was only open one evening per week. Need the building to work better – can no longer be just a library – the world has changed These are the volunteer hours that they have forecast that they can access
What advice would Community Matters provide if the group are unable to access the additional hours from the community	Good volunteer recruitment and retention comes from best practice Engaging with people is key Recruitment needs to be flexible and open Good strong induction programme Build skills Publicise success stories What is important is not how many but who Need to get diverse range of volunteers and support volunteers to do a good job – develop a 2 way relationship Huge amount of goodwill locally

Question	Response
	Building has seen as white elitist – catchment areas is multi-cultural; building does not offer anything for some communities
Converting expression of interest to getting people engaged – do you have any idea of the conversion rates	Difficult to say Local demographic – professional/retired Working patterns have changed – availability during the day is more accessible 30 volunteers recruited at volunteer recruitment evening
Structure – one of the gaps is around safeguarding	Will need to identify trustee Need to manage and support volunteers Safeguarding very important
Safeguarding – you have only talked about young people – safeguarding includes children and vulnerable adults	Vulnerable adults including with the policy
What is the estimate of how long it will take from a decision to getting funding from the HLF and what is the commitment of the group	2 areas- getting building open & getting building refurbished
What is the likely change in the trustee cohort – how long are you in this for	3 years to get funding Will need to develop preferred option prior to the submission of any funding bids – will take around 2 years followed by 18 months construction Cannot access funds until lease agreement in place Relationships are key – need support from Lambeth: Keen to work together
Do you think you can work with the council	Huge changes within the council Lost dedicated officer Need to understand council approach level playing field required – rival bid Lambeth need to respect volunteer time and commitment

Question	Response
	Lambeth need to be on board The project is a massive benefit to Lambeth and Herne Hill Will work with anyone to deliver the vision

Questions/comments from Group

2 parallel plans – heritage project; get in the and open the building

The sooner the relationship is sorted out the better

What happens next?

- Decision likely to be in the next few weeks

General comments from panel after group had left:

- Not clear about what and how
- Concern about their ability to work with local people
- Biggest chunk of their projected income is from the basement
- Most interested in the conversion of the building
- Two bids are not comparable
- Not clear what the activity programme is
- Bids very far apart in projected income