

# Carnegie Library Association



## Business plan Three years to 2020

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## 1. Executive summary

This Business Plan has been prepared by the Carnegie Library Herne Hill Association CIO, charity number 1165287. The Association was set up by Friends of Carnegie Library in partnership with eight other groups comprising Carnegie Library Users Consultative Group in January 2016. Our mission is:


- to accommodate a revitalised, professionally-run public library at no additional cost to Lambeth Council and increase the use of its facilities with further opportunities for learning and leisure, so as to honour as fully as possible Andrew Carnegie's gift,
- to provide a socially inclusive service for all, regardless of age, social background, gender, ethnicity or sexual orientation,
- to establish a focal point for cultural and community activities in Herne Hill and vicinity,
- to develop the building to its full potential, managing and maintaining it to provide a range of services and opportunities for lifelong learning and healthy living, cultural enrichment, creativity, employability and enterprise, including income generation to maintain it in the long term,
- to help people improve their lives through acquiring knowledge and skills in a warm, welcoming atmosphere enhancing wellbeing.

There are three elements that taken together make the Association unique:

- **Entrepreneurial approach**, offering a holistic mix of compatible services, activities and events, maximising the building's use with the minimum intervention for full flexibility. Running costs will be funded mainly by renting spaces on long-term, short-term or session basis.
- **Local ownership**. Firmly rooted in the local community, our organisation has widespread support and encouragement from individuals, families and community groups. The Association has a growing membership and will be democratically accountable, with elected trustees who will respond to suggestions and offers to help with future development.
- **Understanding of local needs**. Experience of the Friends and users over many years has shown what works and does not work, what is lacking and what adds value. We aim to build on the success of the most popular functions and respond to what people want. Through the Users Consultative Group and many other community groups we are made aware of what must be done to satisfy their needs and ensure that all ages and conditions are catered for.

Carnegie Library was thriving as a library-based hub of the community, providing services, events and facilities local people want. It was especially valuable to those people whose mobility is limited. It also hosted activities drawing people from a wider geographical area and many events run by predominantly local volunteers. Well loved by users and visitors who feel bereft at its loss, the library's transfer to the Association would ensure its continuation as a vital resource and refuge at the heart of Herne Hill, a place where everyone feels safe, welcome and valued.

## Value for Money

 Using the annual statistics for 2015/16, Carnegie Library had 3930 members/borrowers. Cumulative visits were 69322, up 30.71% on the previous year. Loans total 67261, up 24.31% on the previous year. The cost per issue was £2.66 - lowest in Lambeth. Total stock when the library closed at end of March was 19,795. Overall cost (outturn) of running the library was £179,000.

The relatively low cost of providing the library service and accommodating related activities saved money elsewhere, e.g. on health and social services by alleviating loneliness and enhancing social cohesion. The Association's low-cost, low-intervention management and encouragement of appropriate, compatible new uses will ensure Carnegie Library as a learning, arts and cultural centre continues to add value.

We have a band of dedicated people who have been volunteering for many years in a wide range of roles. Through the surveys conducted for the Association recently we are recruiting about 100 more. The willingness of so many to come forward to support the Association will help ensure its success.

## **2. The story so far**

There has been a long journey to get to this point.

### **History of the library**

The Metropolitan Borough of Lambeth applied to Andrew Carnegie in May 1902 for a grant to build a library for the Herne Hill and Tulse Hill areas. After some discussion, Carnegie agreed to a grant of £12,500 to build a library on the assurance the authority would maintain it. Construction began in 1905 and the library was formally opened to the public on the 9th of July 1906.

### **Community campaign**

By the late 1990s the opening hours of the library had been cut to 16 per week, which resulted in a fall in visitor numbers. The library was threatened with closure by the council in 1999, but the Friends of Carnegie Library campaigned for three years to keep the building open.

In 2000, the Friends created an Art Gallery in a former reading room and opened the facility with an exhibition of John Ruskin, an important local resident. The arrival of the internet further improved the library's visitor numbers and from 2003 the library was open for 31 hours per week, later rising to 36. The Friends also created the Reading and Wildlife Garden to the rear of the Main Library, with funding from the Big Lottery and other funders.

### **Closure**

As part of the revision of its library services, Lambeth Council closed the Carnegie Library at the end of March 2016. This was a precursor to the community asset transfer process of which this business plan is a key element.

### **Carnegie Library Association**

The Association was incorporated as a Charitable Incorporated Organisation in January 2016 with the objects to advance education, arts and culture and to provide facilities in the interests of social welfare for recreation and leisure-time occupation for people in the Boroughs of Lambeth and Southwark. It was set up by the Friends of Carnegie Library in partnership with eight other groups comprising the Users Consultative Group, with an initial five trustees (three from the Friends committee, one from Ruskin Readers, one from Book at Breakfast).

The most recent survey of local residents has found 42 people prepared to volunteer as trustees, so we have strength in depth, and high confidence in maintaining and further developing the full range of board expertise required.

### **Governance and Legal Structure**

Our constitution as a charitable incorporated organisation is attached with this business plan. The constitution provides all the necessary powers to buy or lease property, raise funds and employ staff. The board is currently processing the applications of 200 people who have expressed interest in becoming members.

### **Current partnerships**

We have firm links with the following organisations, some of whom have already sent in letters of support for the proposed community asset transfer:

- Bloom Yoga
- Carnegie Chess Club
- Children's Writers and Illustrators in South London
- Dulwich Picture Gallery
- Herne Hill Festival
- Herne Hill Medical Practice
- Herne Hill Society
- Inkhead Creative Writing
- Lambeth Local History Forum
- Loughborough Junction Action Group
- Milkwood Residents Association
- Mindfulness with Alex Newte Hardie
- Musical Adventure
- National Council for Voluntary Organisations
- Pilates with Tania Tempest Hay
- Ruskin Readers
- SE5 Forum
- The Conservation Volunteers
- The Reader
- Yoga Bliss

Individual letters of support include a willingness from Rt Hon Lord Lester of Herne Hill QC & Lady Lester to become patrons of the Association, and the same response from the author Stella Duffy. Lord Donald Hankey RIBA FSA FRAI has kindly offered to advise the Association.

There is a current working relationship with Lambeth Council to produce this business plan and community asset transfer proposal, for which we gratefully acknowledge their funding support of £9,355.

### 3. The vision for the future

The experience and strength of the campaign group, Friends of Carnegie Library, has demonstrated that there is a very strong desire within the community for a library and community resource as well as a desire to have a heritage building in active use.

This campaigning work will continue, but the Association as a separate social enterprise that has emerged from the community do not simply wish to reopen the library as it existed before; we wish to build upon the heritage and community support to create a resource with a wider reach and social impact within the community.

#### **Vision and values**

Our **vision** is for a revived Carnegie Library as a financially viable and sustainable community resource, firmly rooted in its local community. We want to re-establish it as the core of a wider-use arts & learning facility with compatible income generation in a holistic solution for the long term.

This business plan outlines the products and services, infrastructure and resources, income generation and funding to achieve our vision.

Our **values** are:

- **A welcoming ambience:** friendly and safe spaces throughout the building
- **Accessibility:** facilities open and available to the whole community
- **Privacy:** quiet spaces for individual study and confidential meetings
- **Learning:** space for individuals and local businesses to grow
- **Inclusivity:** active involvement of local community groups in the future of the library as well as its present services

#### **Activities and enterprise strands**

We have developed a proposition with a number of activities and enterprise stands that are complementary and mutually supporting. These are:

1. Library service
2. Workspace rental (desk space/studio and room hire)
3. Event hire (such as weddings, filming, conferences)
4. Retail sales (complementary product range such as stationery)
5. Community activities (regular and ad-hoc clubs and scheduled events)

#### **Social impact**

The project will provide wide-ranging benefits and outcomes in our community and will provide:

- A focal point for the community
- Community areas to meet and socialise
- Space for learning and training to boost employability and life skills
- An enterprise start-up incubator space
- A route to market for small local producers and businesses, including retail sales such as local artwork

The number of visits to the library in the year preceding closure was 69332. This is a reasonable proxy for the amount of benefit being delivered, since a person visiting 40 times a year counts ten times as much as a beneficiary who visits only four times a year. However, it does not fully capture the difference between someone staying half an hour to socialise briefly and someone staying over two hours to take part in a club or other group.

As we build momentum after the reopening period, we would expect the increase in visits to be about in line with the increase in the year to closure, which was 30.71%, making the annual figures:

2015 (Base)	69 332
2017	70 000
2018	90 000
2019	120 000

However, this may not fully capture the increase in use because we would expect the length of the average visit to be longer, reflecting the broader range of activities on offer.

Although we do not have any figures for the age or other characteristics of visitors, statistics showing the ages of borrowers are produced by Lambeth Libraries. Comparing breakdowns of the figures for Brixton, a busy town centre library, with those for Carnegie Library in the month before closure gives some idea of the age distribution of beneficiaries.

<b>Age</b>	<b>Brixton Library</b>	<b>Carnegie Library</b>	<b>Carnegie as a percentage of Brixton</b>
Up to 4	1230	1499	122
5 to 11	1601	2408	150
12 to 15	471	118	25
16 to 17	227	21	9
18 to 59	6038	690	11
60 and over	1616	758	47
All ages	10437	6457	62

These figures bring out that the library has been predominantly serving the local area and that we are especially important to the younger and least mobile members of the community. Beyond this, the figures suggest that:

- there is tremendous scope for serving the working age population more.
- the library is already serving the fastest growing age groups, the younger and older ages.
- demographic data analysed in section 5 reinforces the conclusion that there is substantial and growing demand from these groups.

We therefore think it would be entirely realistic to expect visits to continue increase by 30% a year for some years.



## **Links to other strategies and policies**

### **The London Plan**

The London Plan (current version published in March 2016) says "... a growing and increasingly diverse population will create demand for more social infrastructure, ranging from schools, colleges and universities, theatres, museums and libraries through health facilities to spaces for local groups and places of worship" (section 1.40).

It goes on to say "All these demands will have to be managed while public resources are likely to be short. Some may be met by making better use of existing infrastructure, but it is likely that addressing them all will require the capital's local authorities, businesses, voluntary organisations and other stakeholders concerned about London's future development to work with the Mayor in making the strong case for future investment in the capital's fabric.....all of these organisations will have to work together to identify and optimise use of the various ways of funding infrastructure"

### **Localism Act 2011 'Assets of Community Value'**

At a national level, the most relevant legislation stems from the Localism Act 2011, which introduced the concept of 'assets of community value', and the right of community groups to bid to take these over. As guidance to the Act states, these assets might include

'...community centres, libraries, swimming pools, village shops, markets or pubs. Local life would not be the same without them, and if they are closed or sold into private use, it can be a real loss to the community.'<sup>1</sup>

The initial stage is to apply to have a particular building registered as 'an asset of community value' with the local authority. This has been done for Carnegie Library. The trigger for the process for community groups to submit bids is when the owner of the asset expresses the intention to sell or dispose of the asset. A moratorium period then follows, which allows community groups time and resources to put forward alternative models of ownership and plans for the asset

### **Lambeth Community Asset Transfer policies**

As with other authorities, LB Lambeth is required to keep a register of properties nominated as assets of community value, decide whether or not to accept them, and explain their decision accordingly. The principal criteria as to whether or not a building is successful are: '... a property must have a current or recent use which can be shown to further the social well-being or social interest of the community. Social interests can include cultural, recreational and sporting interests. It can be a private or publicly-owned property. It can't be a residential property'<sup>2</sup>

The Friends of Carnegie Library successfully applied to have the library registered as an asset of community valued, and it appeared on the register on 13 January 2016.

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<sup>1</sup> A plain English guide to the Localism Act 2011, DCLG, 2011

<sup>2</sup> <https://www.lambeth.gov.uk/elections-and-council/about-lambeth/assets-of-community-value-guide>

## **Lambeth Libraries Commission Report 2011**

The most comprehensive review of the overall library service in Lambeth, and of the role of the Carnegie, is contained in the 2011 Libraries Commission report<sup>3</sup>. Of particular significance to the Carnegie is that the report notes that the catchment area has 'average need' and accessibility to the Library is also 'average'. However, it is clear from the heat map of service users in the report that the Carnegie also serves, as an adjunct of Brixton Library, the borders of Coldharbour Ward, one where the highest need is present.

The report characterises the Carnegie as one of several community-based libraries, with a more local footprint, as opposed to larger libraries such as Brixton and Streatham whose visitors come from further afar. Unsurprisingly, the report notes the comparative low numbers of visitors the Carnegie has had (compared to Brixton and Streatham). However, since the report came out in 2011, the situation has changed substantially. Numbers of visits increased by over 30% in 2015-2016 (compared to 7% across the service, and 14% in Brixton). The proportion of visits now amounts to nearly 5% total visits, compared to the 2.8% quoted in the report; moreover, loans increased by 9% compared to the borough average of 5% in 2015-2016. As noted in section 3, we envisage the prospect of similar growth following reopening. At the time of closure the cost of providing Carnegie Library was average for the borough when measured by cost per visit and the cheapest when measured by cost per issue.

The report concludes that a future model for Lambeth library services should be a combination of centrally-located dedicated service points (Brixton Streatham, Clapham and West Norwood) with the rest including the Carnegie being a series of Community Hubs, with a library service embedded within them. It is less specific on the actual number of books in that should be in the Community Hub, only commenting that these should be 'tailored' to meet local needs. Our view is that the breadth and popularity of the Carnegie's stock should be maintained, as it is clearly appreciated by the local community (see section 5 below).

The report also suggests that Carnegie Library is of below average accessibility. While it predominantly serves the local area, some users come from further afield. For example, the adult literacy students come from all over Lambeth and the Chess Club members from an even wider area. There are stops on four bus routes within five minutes walk, plus four National Rail stations and an Overground station within 13 minutes walk.

The conclusion of the report is that solely having a library service in this space does not represent value for money, and this should be combined with a range of other activities as part of the Community Hub role. Those suggested include youth services and services for young people, employment and training support, active lives for older people, health and well-being activities (gyms are not mentioned), technology and innovation, and learning activities. As will be covered under section 5, many of these correspond to what residents in the catchment area would also like to see in the library.

## **Culture 2020**

The 2011 Commission Report was followed up in 2015 by a Lambeth Council led consultation and report called Culture 2020<sup>4</sup>, covering libraries, archives, parks and

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<sup>3</sup> The Future of Lambeth Libraries: Final Report of the Lambeth Libraries Commission, 2011

<sup>4</sup> Culture 2020 – LB Lambeth report, October 2015

sports. There was substantial community dissatisfaction with the quality of the consultation and the way consultation responses were interpreted. It reiterated support for the core town centre libraries (to which Durning was added), and concluded that the other five would cease to be proper libraries. Two would effectively be closed and the other three, including the Carnegie, would become 'Healthy Living Centres' – in effect gyms.

It should be noted that in a public consultation on the use of the Carnegie also published in 2015<sup>5</sup>, only 16% supported the concept of a gym in the basement when this was put to them as an option. It was 'one of the least supported [options] surpassed in opposition only by the proposal to increase the residential role of the building'. When spontaneously asked for suggestions, opening a gym or converting the premises to a gym was not mentioned at all (though other specific health and well-being activities such as yoga, Zumba and dancing were). Specific comments objecting to the gym included the fact that there were plenty already available in the area (Brockwell Park Lido, JAGS, Carew Rod, Fitness First and the Recreation Centre a short bus ride away in Brixton). Other objections included the marginalisation of the library function in the plan, the loss of public space to a private concern, and the expense of the scheme. This lack of keenness for a gym echoed previous consultation by the Friends of Carnegie Library in 2000, where, when asked what healthy living activities were wanted, the most popular were yoga and tai chi, followed by gardening – there was no demand for a gym.

Similarly, in response to the Pop-Up consultation in June 2016 less than 10% thought that inclusion of a gym was in any way important.

In spite of this substantive lack of interest (and opposition from a range of bodies including the local constituency Labour Party), Lambeth Council proceeded with the gym recommendations from Culture 2020 for the Carnegie. Although there have been some modifications (especially to plans for the other libraries), the gym in the basement proposal has persisted, and has been embedded to a certain extent through Lambeth's pre-emptive negotiations with GLL. It is something that this business plan for the longer use and future of the Carnegie needs to consider.

### **Lambeth Communities Plan 2016-2020**

The current communities plan is out in draft at the moment. Except in the paragraph below, it does not refer to libraries. However, when finalised, it is expected to echo the Culture 2020 recommendations.

The draft states: 'Our task over the next five years is to work with businesses and residents to ensure our neighbourhoods remain attractive places where people want to live and do business. But neighbourhoods are more than pieces of the economic puzzle; they are also communities, and our aim must also be to protect and enhance their resilience. This means ensuring we have great schools and nurseries that drive further improvements in educational attainment, further reductions in crime so we have safe and clean streets, attractive high streets, and places for the community to come together, such as libraries and parks'<sup>6</sup>.

### **Current approach from Lambeth**

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<sup>5</sup> Results of public consultation on Carnegie Library – options appraisal, Locality, 2015

<sup>6</sup> Cabinet report 'Community Plan, LB Lambeth, March 2016

The most immediate strategic proposal from Lambeth Council is for a partnership approach involving Greenwich Leisure Ltd as the delivery body for a gym in the converted basement of the building. As this proposal is only now beginning the planning application process, this business plan considers two approaches, one without a gym in the basement, and one with a gym.

## Groups and activities

There have been many suggestions about future clubs and activities. Some of these were offered in the library previously, indicating that a major task of the trustees will be publicity. Other suggestions made have been very helpful in stimulating thinking about what else might be provided to expand into a broader community facility. These are also considered in the analysis of responses to the recent survey, in section 5. Below is a table summarising the current situation.

<b>Activity</b>	<b>Offered before library closed</b>	<b>Expansions and additions</b>
Drop-in socialising and informal gathering	This happened all the time the library was operating and was appreciated especially by elderly people.	Advertising specific time slots when there will be something extra on offer e.g. a cup of tea and some biscuits
Meetings	Rooms were provided for this while the library was operating	Make these available at any time by having a team of properly vetted and trained volunteers backed by liability insurance.
Conferences	Occasionally held in the past on the days library was closed	Promote this. The layout of a main room surrounded by "break out" rooms is well-suited to this use.
Cafe	A tea and cake stall run once a month by the Friends attracted dozens of locals to pop-in and socialise with their neighbours	Provide a cafe/trolley service of hot and cold drinks and cold food as an integral part of the library/local community hub
Kitchen	The kitchen was much used ancillary to the activities in the library	A more ambitious use to provide meals and training opportunities.
Exercise classes	Two yoga classes and a Pilates mat work class took place each week in the library	More yoga and Pilates. T'ai chi and qigong. Chair-based exercise primarily for the elderly
Arts and crafts	These were offered only occasionally in the library but were very popular	Regular clubs, one for adults and one for children
Art gallery	The library had one, created by the Friends, which always had a waiting list of artists for exhibitions. This	Seek more synergies between art activities and the gallery, and develop links with local galleries and art colleges.

	augmented the desk space hire, which was primarily to artists and other creative workers	
Work spaces	The library provided 28 desk spaces for monthly hire and we would revive this service, which is much missed by former users	Additional space would be available for income generation, preferably for uses which are synergistic with other uses in the building
Computer and internet tuition	A Silver Surfers club for older people to learn and become confident with IT use was very successful in the library and could be revived	Add a similar club for the unemployed.  Introduce a coding club for children. These are popular elsewhere.
Tuition	The library was used for paid one-to-one tuition and rooms were hired for commercial tuition, such as Inkheads Creative Writing	Publicise use for one-to-one tuition and charge commission or a fee for this use.
Clubs for adults	Two adult literacy clubs were running in the library, one for 40 years. These are struggling on in unsuitable accommodation and would come back. There are also a book group, which meets monthly to discuss a book they had read and "Book at Breakfast," which meets together and reads a book aloud.	We have a volunteer to run an ESOL club. Many local groups are unhappy with their current meeting places and there is a shortage of suitable accommodation locally, evidenced by the difficulty groups who used the library have had in finding other accommodation. There would be plenty of demand for reasonably-priced attractive accommodation at the reopened library
Under 5s activities	There were weekly Rhymes and Stories sessions attracting about 50 children and their carers regularly. The Children's Library included a thick rug and toys. All this could be revived.	The sessions provided social opportunities for the carers. An extension might be another club specifically for the carers in an adjoining room while the children are looked after by volunteers in the Children's library or some even more ambitious creche-type facility
Clubs for primary school children	A Chatterbooks group offering discussions of books read and other literacy activities ran in	Possibilities are another chess club, on a different day and a maths fun club.

	the library and this could be revived. There was also a chess club open to all ages but mainly attracting children of primary school age and a little older.	
Clubs for secondary school students	We had volunteers with the requisite expertise for a club to help children suffering the quite common experience of struggling with the transition from primary to secondary school. This could be revived.	More general home work and hobbies clubs
Other possibilities	The trustees will be pleased to discuss and constructively consider further suggestions.	

## **4. Building and activities**

There are two main aspects to managing the Carnegie Library building, firstly around the building's structure, and secondly around its use.

### **Building improvement project**

There have been two very detailed surveys of the Carnegie Library's condition:

- One carried out by Playle & Partners in 2003
- Another carried out by the Potter Raper Partnership with the benefit of the report from the earlier survey. This reported in February 2010. Since then the heating boilers in the building have been replaced

The gist of these reports is that the building is in generally good condition but will eventually require substantial expenditure on the exterior. How soon this will be needed depends on how many slates on the roof slip out of place because the pins holding them in place have corroded. Few are slipping at present but as the years pass they will slip in increasing numbers and the only practical option will be to put up scaffolding and refix all of the slates on a new and better insulated roof. While the scaffolding is up the sensible thing would be to clean the building, carry out cosmetic repairs and replace the aging cast iron rainwater goods with factory-painted aluminium replicas, which have an almost unlimited life.

Going by past experience, grants for the exterior work will be available from time-to-time. At an early stage following the asset transfer it would be appropriate for the trustees to establish precisely what work should be done and then research possible funding. The last round of Lottery money made available for libraries covered 100% of expenditure in contrast to the normal situation where the Lottery provides only 50%, so having a large element of library provision may be advantageous. But until details became available we would need to work on the basis that we would have to find 50% from other grant-making bodies and local supporters.

We are looking at the future of the building in broader terms with the help of experienced heritage architects Giles Quarme & Associates, who have estimated a fee cost of £4,500 for completing these studies. By the time this business plan is considered, we would expect Lambeth to have made a grant to cover this expense.

In terms of any alterations for future use of the Carnegie Library, our main concern is that any changes not only respect the heritage of the building, but also do not put obstacles in the way of future sustainability should the anticipated medium-term uses change over time.

### **Day to day activities**

We have developed enterprise and community activities that are complementary and will use the available space to best effect. There will be crossover between these and the rooms they take place in, whilst providing access for all users to facilities such as the toilets and the kitchen.

Managing day-to-day operations will require us to schedule and administer our work effectively as well as ensure marketing to new users reflects operational realities.

In outline, the operations will run as follows:

## 1. **Library service**

The recent review of Lambeth Council's library service contemplates a reduction in library staffing from 36 hours a week to less than two hours a day. The Association will aim to generate a surplus from its activities which can then be used to "buy in" additional hours.

## 2. **Workspace rental** (desk space/studio and room hire)

In the past there were 28 desk spaces made available to creative individuals in the rear ground floor and first floor lecture rooms. It is intended to retain that function for those rooms, with (as previously) secure access via the side entrance if required outside regular opening hours, the detail to be confirmed with GLL staff should the gym in the basement come to fruition.

The old reading room at the front of the building is also slated for income generation, most likely as a learning zone used for tutoring and skills development, such as creative writing by Inkhead and English as a Second Language to be taught on a volunteer basis by CELTA-qualified library user Peter Brett; this should attract Government funding to support refugees.

## 3. **Event hire** (such as weddings, filming, conferences)

As well as managing longer-term tenancies, we will take bookings for one-off event hire, with a tailored package for each booking covering space required, access, any special permissions required such as alcohol licence, and health & safety. While the central hall can be a suitable space for a wedding reception (and possibly even the ceremony), we anticipate the part of the building that may be most useful as a historic filming location would be the largely unchanged librarians work room and associated strong room.

There is also potential for building on the success of the Friends' annual Winter Fair with craft shows, plus partnership working to hold trade fairs, local designer-maker sales, Midcentury Modern shows, food events.

## 4. **Retail sales** (complementary product range such as stationery)

The strong room is an obvious location for keeping stationery and other business and study supplies for resale. A Post Office concession and secure mailboxes or larger commercial storage facilities) could tie in with this. An electronic till will be needed, and we will arrange a credit card facility for larger purchases. Management of this operation and the necessary purchasing will initially be by volunteers, and when up and running, be a function of a Financial Manager post.

There will be an opportunity for local artists and other producers (perhaps including some of those hiring desk/studio space) to display their work for sale, for which we would take an agreed percentage of the sale price.

## 5. **Community activities** (regular and ad-hoc clubs and scheduled events)

Links with community groups will be managed through the Users Consultative Group; and we will dovetail the community use of space with the commercial bookings taken to produce a combined schedule of room usage that is clearly and widely publicised. There is more detail about our community activities in Appendices 1 & 2, but there will need to be joint working with the library service, who also anticipate supporting some community activities.



## **Partners and stakeholders**

Our prime partner is the community within the catchment area as a whole. The expanding membership of the CLA (currently standing at 158, with 171 respondents of the survey indicating they would like to join) will be the main forum through which their voice, priorities and suggestions for service delivery, improvement and change will be heard, as the board of trustees will be democratically accountable to this membership. Additionally, we will ensure that periodically surveys of and discussion groups within the wider library-using community will be arranged and take their views into account.

The other main stakeholders and partners will be:

- Lambeth Library Service – for delivery of the Library Service
- GLL – assuming the gym is developed, close liaison on the overall management and resourcing of the building will be needed
- Community groups, clubs and societies using the Carnegie and operating in the area
- The Carnegie’s commercial tenants and any retail partnerships that are developed
- Loughborough Junction Business Forum / Lambeth Chamber of Commerce
- Local authority representatives (including building links with LB Southwark, as their residents will be Carnegie users)
- Local schools and colleges
- Older persons’ forums and representative groups

## **Equalities**

The CLA takes equalities seriously, and will develop a full range of equalities policies, focused on ensuring fair access to the Carnegie and its services for all members of the community. We are conscious that the Carnegie is located on the borders of some of the most deprived and ethnically-diverse areas of Lambeth, and we will develop our policies and services in this context. We are particularly aware of the need to ensure services are tailored to those less able to cope, or more disadvantaged, and see the role of the library as a Community Hub, focussed on inclusivity. For example, in the past the post-16 students from Michael Tippett used to visit regularly. They and other autistic visitors could cope in the calm surroundings of the library but there has been nowhere else for them to go locally since the library closed.

The message that the Carnegie is a source of comfort and support for those who feel isolated, because of age, health, disability or employment status

came across particularly strongly in the survey, and we will ensure our services address the needs of those who feel so, through practical measures. One example of this is that although the building and Reading & Wildlife Garden are fully Disability Discrimination Act compliant, we have never been happy about sending disabled people to use the side entrance to the building instead of coming through the main door like everyone else. In due course the trustees will no doubt want to investigate arranging disabled access through the main entrance.

As regards pricing structure, where possible we will continue to allow community groups who work with disadvantaged members of the community (e.g. those with literacy and language needs) operate on a free basis. Our other pricing structures are designed to provide a reasonable income for the Carnegie while at the same time remaining affordable to those who may be on low incomes. For example, our pricing structure for desk space rental undercuts commercial rates in the area considerably.

## **5. Marketing and community engagement**

While we aim to market many of our activities specifically to the socio-economic group identified in our survey, those noted in the section on equalities above, and the 2011 Library Commission report, we want to ensure we reach as broad a market as possible. We therefore intend to have a fully functioning website advertising all our offerings and allowing for online and telephone bookings. We would also capitalise more on social media (Facebook and Twitter in particular), develop links with local print and radio media, use trade bulletins, and ensure our presence at community events / venues such as Lambeth Country Show and Herne Hill Market. Furthermore, we already have very strong links with The Herne Hill Society, Herne Hill Music Festival, Dulwich Festival, Dulwich Players, Loughborough Junction Action Group, and the SE5 Forum. We plan to strengthen our affiliation with these groups to achieve maximum reach through shared promotion of the library and its many activities.

Another layer of organisations to whom we would reach out would include local businesses, via Lambeth Chamber of Commerce and Lambeth Business Forum; local churches and schools, and other societies (e.g. Temple Bowling Club).

Alongside this we will continue the very effective door to door leaflet distribution so expertly run by the volunteers of Friends of Carnegie Library, poster campaigns and in library advertising of calendared events and available activities.

### **Market for our services**

#### **Socio-economic context**

The context for marketing and community engagement is to start with a picture of the socio-economic make up of those who live in the catchment area of the Carnegie. The catchment area is not specifically defined anywhere. However, the 2011 Library Commission report has a 'heat map' of the residences of visitors to the Carnegie, These clearly centre on mid-Herne Hill Ward, but radiate out into neighbouring Coldharbour Ward to the West (described as one of the more

deprived wards in Lambeth), and into neighbouring Southwark Wards in the east. A more precise catchment area can be derived by redesigning the heat map into 'out' postcodes, which we interpret as: SE5 9, SE5 8, SE24 0, SE24 9 and SW9 8. The following socio-economic data relates to these postcodes, as described in Census 2011.

### **Residents and age profile**

There are over 50,000 residents (50,661) in the area, with women outnumbering men by 51% to 49% (a greater difference than the Lambeth average). While most residents live in households, over 750 live in 'communal establishments', likely to have less privacy and personal space. This represents a higher rate than the Lambeth average. There is a slightly stronger presence of younger school age or pre-school children (9,167, 18% of population), compared to the Lambeth average (17%). At the other end of the age range, where there is also likely to be greater demand for libraries, there are 3,708 residents aged 65 or over, representing 7.4% of the population, a pattern similar for Lambeth as a whole. Across the borough the proportion of those aged 65 or over is forecast to rise by 11% by 2020 and by 28% by 2025, a pattern which would be replicated in the Carnegie catchment area<sup>7</sup>

### **Households**

In terms of households (as opposed to residents) some 8.5% are made up of single people or couples aged over 65 (1,797 households). Proportionately, the catchment area has greater proportion of households with dependent children (29%) than Lambeth as a whole (26%). It has a similar proportion of lone parents with dependent children.

### **Ethnicity**

As regards the ethnicity of the population, while the majority of residents are White (56%), this is a lower proportion than the Lambeth average (57%). Nearly 12% are in the 'Other White' category, likely to be substantially from Central and Eastern Europe, with probable English language needs. 27% residents are Black, marginally higher than the Lambeth average (26%).

### **Health and disability**

Considering health and disability, around 13% residents have a condition that limits their ability to undertake day to day activities, similar to the Lambeth average. 86% enjoy good health, marginally above the Lambeth figure. Residents in the Carnegie Library area are slightly more likely to be a care provider for a family member or other party (7.4% compared to 6.7% for Lambeth).

### **Tenure**

Looking at tenure, Carnegie area households are more likely to both be owner-occupiers (35% compared to 33%) and social renters from either council or housing association (38% compared to 35% for across Lambeth). There are proportionately fewer private renters (23% compared to 28%)

### **Education and qualifications**

In terms of education and qualifications, there are proportionately more older schoolchildren and students (16 and over) (12% v 10%). The area is slightly better qualified than across Lambeth, with 48% holding degree or equivalent or higher qualifications, compared to Lambeth (47%)

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<sup>7</sup> Projecting Older People's Population Information System, 2011 base

## **Economic activity**

The area has a lower economic activity rate (75% compared to 77% for Lambeth as a whole), and an identical unemployment rate (6%). It also has a similar proportion of retired residents (5.6%) but a slightly higher proportion of students (8.4% v 6.8%). Long term unemployment rates are similar to across Lambeth (2.4 / 2.5%)

## **Industrial and occupation profile**

The industrial profile of the area is substantially white collar, with 13% working in human health and social work, 11% working in education, and 14% working in professional, scientific and technical activities. These figures are all higher than the Lambeth average. Lower proportions work in finance, insurance, wholesale and retail industries. In terms of the occupations of this workforce, the largest single group work in a 'professional occupation' (29%), followed by 'associate professional' (19%). Between the two, approaching half residents work in those areas, compared to 46% across Lambeth.

## **Summary**

In summary, while the area is in many respects 'average' in terms of cross authority comparisons, in terms of the groups that may have greater need for a library and the community it could serve, it does have:

- A greater proportion of those in communal dwellings
- A strong presence among young school age or pre-school residents
- Over 7% elderly residents
- A greater proportion of households with dependent children
- A higher proportion of residents outside the White classification; and among the White groups, a significant presence of 'Other White'
- Greater numbers of care providers than average
- A greater proportion are social renters than average (and, statistically, therefore likely to be on lower incomes than owner-occupiers and private renters)
- A greater proportion of older schoolchildren and students
- A lower economic activity rate than average

## **The views of the local community**

A postal and web-based survey was undertaken to:

- Gain an up to date impression of the priority services demanded of the Carnegie Library,
- Understand its potential contribution to enhanced and additional services in the in the future,
- Assess what was lacking in the community that the library could provide,
- Measure the degree of interest in supporting and volunteering to support the CLA's proposals

## **Methodology**

Questionnaires were hand distributed to all the streets within the main catchment area of the library, along with details of a web-link where the survey could be completed on line. For those who wanted to complete theirs on paper a FREEPOST address was offered, so that postage costs would not deter a response. The survey and web-link was also publicised via the Friends website, at two public meetings on the proposals organised by the Friends, and questionnaires were distributed at the exhibition of latest proposals organised by LB Lambeth.

In total, 307 replies to the questionnaire were received, 97 of which were paper surveys and 210 which were completed online. We invited respondents to reply on behalf of their families and households, and when these additional views were taken into account, this represented a response from 547 members of the community.

It should be noted that this number of responses is substantially above those received by the 2015 survey by Locality (commissioned by what is now the Carnegie Library Trust). That survey achieved 187 responses. Our survey achieved 64% more responses. Moreover, we noted how many household members contributed to our responses – 547. This represents nearly three times as many residents' views being represented.

We mapped the postcodes from where responses were received (see map attached) and by and large there is a fairly close correspondence between the distribution of responses, the heat map in the 2011 Libraries Commission report, and our own postcode-based interpretation of that heat map. So we are confident that the views expressed are representative of the geography of the Carnegie catchment area.

## **Principal findings**

### **Use of the Carnegie Library**

90% respondents had been users of the Library; 95% said they would use it in future if it reopened. Unsurprisingly, the main reason for wanting to use the Carnegie was to borrow books (92%), but there was substantial interest in borrowing DVDs (59%), copying and printing (52%), using meeting spaces (51%), using computers and accessing internet via Wi-Fi (46%). Additionally, over a quarter (27%) thought it should be used for learning and development activities. The most frequent suggestions as to what these should be were computer and IT skills, including coding and use of social media; well-being related, such as yoga, Pilates and meditation; as a centre for courses, tutor groups, training and talks, and as a young child and baby-centred activity hub.

### **Making life better**

The open-ended question asked 'how would you expect the library to make life better for local people?' A huge range of responses were received, indicating how important and central the Carnegie is to the lives of many residents. The most common response was that the Carnegie was and could continue to be a community heart and hub, building community cohesion and spirit (34% respondents). Following this closely were comments around restoring access to books, reading material, residing in groups, and generally improving literacy (32%). There was strong emphasis on the role the library has and could have as a place for children and teens to read, develop, have a place to do homework and access IT (27%). Linked to the Carnegie's potential role as a hub was the view that it was and should be a 'social centre', a place that was warm and welcoming

for all ages and types of resident (23%), and as a place where local groups and clubs could meet (19%). As well as its role with children, 25% considered it should promote adult learning and education, IT knowledge and literacy (including supporting students) and provide access to self-study resources as a learning hub.

Other responses that featured strongly were: its role as an information, advice and services resource hub; as a safe, calm, quiet non-pressurised and non-commercial environment (which are few and far between); as a place where advice was available from professional librarians and expert staff; as a safe, welcoming space for older people, vulnerable, and isolated people, to encourage social inclusion; and linked to this, as a place promoting well-being, improved physical and mental health and self-esteem; as a cultural hub, promoting arts, concerts, performances and events. And finally 21% made comments along the lines 'do what it did before' – the Carnegie is a badly missed resource, and its current closure has left a hole in a number of respondents' lives.

### **What's missing?**

As well as asking what the Carnegie could do to make life better, respondents were also asked what they considered to be missing in the local area that the Carnegie could provide. There was some overlap with the previous question, but also some additional innovative responses, some of which with a commercial aspect, on which we concentrate here.

The biggest perceived gap was that of a café / coffee shop / snack bar / restaurant / bar in the area, and in the Carnegie. Nearly 30% respondents mentioned this. A full range of catering types were suggested, the majority being more along the simple coffee bar / sandwich / light meal line than a full-blown restaurant / bar service. Both older respondents and those with younger children commented that it would be nice to be able to relax with something to eat and drink while visiting or attending functions at the library. We would note the comments in the 2015 survey about the undesirability of a bar-type facility.

There was a strong showing for more cultural facilities, ranging from music and performance related activities /facilities (including a sheet music library) (14%), and visual / crafts arts, such as painting classes, pottery and photography (7%). Nearly 11% were interested in film showings, or a film club. 10% called for festivals, events and speakers centred on the Carnegie.

The more specifically commercial activities suggested included reintroducing and expanding the space to rent for local small businesses and freelancers, and being more proactive in marketing the Carnegie to rent for outside activities (17%). Other specific commercial activities that could be offered included more extensive printing and copying function (there are relatively few private sector print/ copy shops in the area, most of which are very expensive), selling stationery, all the way to suggesting the Carnegie may want to consider taking on a Post Office franchise.

Other 'missing' facilities, some of which may have a commercial aspect included: access to computer and digital training; access to language courses / groups, and EFL; advice and support, including access to advice agencies, information hub, MP surgery; learning, mentoring and homework support; younger-child centred facilities, including a creche / playgroup; health and well-being facilities /services (yoga, Pilates, first aid, clinics such as chiropody, breastfeeding, immunisation). To the latter we would add gardening activities, and links to Ruskin Park.

## **How will the community support the CLA's plans?**

As will have been noted elsewhere, the Friends of Carnegie Library, which is the base group for the CLA, has a substantial and active membership already. Building on this, one of the roles of the survey was to test and mobilise the degree of support that the CLA could begin to command, and beyond that, to scope the specific additional support that the wider community would give to making the CLA's and this business plan's objectives a reality.

### **Becoming a member of CLA**

This is one of the starting points for community engagement. 171 respondents (57%) said they would like to become a member (this may include a few who are already members). A further 66 (22%) said they would maybe consider joining. 62 (21%) did not wish to join. There is now a steady stream of new applicants for membership, reaching about 200. Whether or not they wanted to join, 70% said they wanted to be kept in touch about future developments.

Regardless of whether they wanted to become a CLA member, respondents were asked if they would be able to volunteer some time each month to support the running of the Library. 95 respondents - nearly a third (32%) - said 'yes' to this question, with a further 87 (28%) saying maybe.

Breaking down these volunteering offers into what they would actually be prepared to do resulted in the following:

- Be a trustee: 42
- Help manage the building: 27
- Help with events and publicity: 61
- Volunteer during the day (i.e. attend during opening hours): 98
- Offer other help: 41

Among the 'other' help included offers from chartered accountants, researchers, counsellors, journalists / writers and artists to provide their services pro bono; this demonstrates a diverse range of people with a big skill base.

### **Competition and other provision**

We have researched other provision for some of the service areas identified above

The distance from the library would appear to preclude competition, for example, stationery, copying, printing and Post Office services:

1. Costcutter 31-39 Norwood Road SE24 9AA does black & white photocopies; it also has a post office counter.
2. Two shops a few doors apart on the north side of Coldharbour Lane, midway between Brixton Road and Atlantic Road offer a full range of printing & copying and sell stationery. They are Clear Prints Digital at 392-394 and Xerox Design at 410. The postcode is SW9 8LF
3. Bright Printers & Stationers at 46 Denmark Hill SE5 8RZ offer the same comprehensive service
4. Snappy Snaps almost opposite on the corner of Butterfly Walk SE5 8RW offer photo printing.
5. Camberwell Library 48 Camberwell Green SE5 7AL does B & W and colour copying and printing.
6. Cowling & Wilcox, 8-12 Orpheus Street SE5 8RR is a large artists' supplies shop which does a wide range of stationery.

## Differentiating our offer

We know that we must differentiate our offer to the local community and there are three elements that taken together make us unique:

- **Entrepreneurial approach.** We know that a new model is essential for the Carnegie Library. We are offering a holistic mix of compatible services, activities and events, maximising the building's use with the minimum intervention for full flexibility.
- **Local ownership.** We are firmly rooted in the local community and our organisation has widespread support and encouragement from individuals, families and community groups. The Association has a growing membership and will be democratically accountable, with elected trustees who will listen and respond to suggestions and offers to help with future development.
- **Understanding of local needs.** Experience over more than 17 years has shown us what works and does not work, what is lacking and what adds value. We aim to build on the success of the most popular functions and respond to what people want. Through the Users Consultative Group and many other community groups we are made aware of what must be done to satisfy the needs and ensure that all ages and conditions are catered for.

## Promotion and engagement

We will take different approaches to marketing and engagement for the different enterprises and activities:

### 1. Library service

When the library reopens we will work with the library service to increase awareness and reach users and potential visitors. A launch campaign, followed by promotion will target schools, other educational institutes, local societies, elderly groups via LAMPAG, U3A, Age UK Lambeth and retirement homes. We would also promote library-organised activities through newsletters, websites, social media, posters etc.

### 2. Workspace rental (desk space/studio and room hire)

Starting by contacting former Carnegie Creative desk renters, we would advertise by all usual means and hold a launch campaign, backed by tours. We would promote the low cost and social enterprise nature of our rental scheme as marketing points, and use the network of community-based web forums (e.g. Herne Hill Forum, Loughborough Junction Forum, East Dulwich Forum, Brixton Forum) to advertise them. We would also consider the possibilities of using the basement for commercial storage and box facilities.

### 3. Event hire (such as weddings, filming, conferences)

We have received expert advice on the demand for wedding venues in south London and where Carnegie Library would fit in. Magazines, lifestyle publications and websites would be used to publicise, and links with local churches strengthened for collaboration. One of our members has offered to get the library on a register of film locations; and the exterior, variety of rooms and the garden could all be exploited. Indeed, the library has been used for filming in the past, though the fees did not then remain with the site. The flexibility of spaces, especially with use of folding or sliding partitions plus the kitchen would be attractive for small scale conferences or symposia; again, specialist trade journals and websites would be used. We have featured the library in Open House London and Open Garden Squares



weekend, which help raise awareness and interest. Invitations to conference organisers and links with Morley College will add to this.

4. **Retail sales** (Complementary product range such as stationery)

Expanding on the proven success of the Winter Fair, we would begin introducing a limited range of items needed by visitors, from stationery and local history publications and postcards by artists showing in the Gallery. A special offer launch campaign would spread the word, and links with children's activities or commemorations should increase demand. Second hand books donated by visitors and new books following readings should also prove popular.

5. **Community activities** (regular and ad-hoc clubs and scheduled events)

A party to welcome back clubs and groups who formerly met in the library, combined with a launch to attract new ones would be widely advertised. The former programme of seasonal activities would be reinstated and others suggested by users added. Each group has its database of members and most use social media; the same is true of community groups with whom we will foster closer links and partnership working.

## **Pricing strategy**

We have established a pricing strategy based upon a number of elements:

- the costs of delivering an activity or service
- a financial contribution to core costs and overheads
- the pricing of local competition and other provision
- what we believe the market will bear
- A clear distinction between community and commercial rates

Our approach to pricing for each of our activity and enterprise strands will be as follows (all excluding VAT where applicable):

1. **Library service**

This will be run by Lambeth Council and any revenue from fines and other sources related to the service will be in line with the Council's policies and standard rates. Other than a contribution to utilities charges, we would not contemplate charging rent to the library service.

2. **Workspace rental** (desk space/studio and room hire)

For the meeting rooms, our average rental price will be £75 per session. Feedback from some previous desk space tenants indicated that they were interested in coming back, and would pay £200 per month. A brief survey of agencies offering office and desk space in the Herne Hill area indicated prices start at £350 per month, so the Carnegie offer would be highly competitive.

3. **Event hire** (such as weddings, filming, conferences)

We have assumed a hire charge of up to £900 per booking for events such as weddings and £1500 – 2000 for filming, based on professional advice.

4. **Retail sales** (Complementary product range such as stationery)

We will price our product ranges in line with high street retails such as WH Smith. Our customer proposition will be brands they recognise in a

convenient location. Our Gross margin target is to net 50% of retail sales value after paying for stock.

5. **Community activities** (regular and ad-hoc clubs and scheduled events)

We will price space hire so that it is affordable for local organisers and participants whilst still generating a contribution to overheads. Our rate card and concessions will be transparent so that there is a fair and common approach. We will also be mindful of historic charges to the groups that operated in the library before its closure. Our budget assumes that we generate £100 per week from this important service to the community. A survey of community groups that previously used the Carnegie showed a high level of support for returning there and continuing their activities. These included literacy-based groups, parent and child groups, and clubs. While most of those who had free use of facilities would like that to continue, some were prepared to pay between £15 and £50 per hour, depending on the room / space they were using.

6. **Gym** (rent from lease)

We have assumed that the gym operator will pay rent of £20,000 from the start of Year 1 for a full year rent inflation of 2.0% annually.

## 6. **Management and people**

Over the last 17 years the Friends of Carnegie Library have established a group of people who are bringing to the board of the Association the leadership, skills and experience to bring our ideas to reality. There is a continuity of expertise from the Friends, who have managed a number of grant-funded library improvements over the years (see Appendix 3).

### **Board of trustees**

The Board is elected by the membership of our social enterprise and will provide the strategic direction, oversight and compliance essential for good governance.

The Board members have a wide range of skills, knowledge and experience and work effectively as a team. They are drawn from some of the constituent groups of Carnegie Library Users Consultative Group and the wider community. In terms of representativeness, within the board, three members are women, two come from BAME communities, two are LGBT and five are over retirement age.

**Frances Alderson.** [frances.alderson@btinternet.com](mailto:frances.alderson@btinternet.com) Born in Northern Ireland and raised in Australia. Career: Secondary School Teacher; Librarian, Education Library at Bristol University; from 1978 – 2016, Solicitor specialising in construction projects and dispute resolution. With Masons, London she developed procurement strategies, drafted and negotiated contracts and provided commercial and dispute avoidance advice. She was in charge of training solicitors and was finance partner. With Fladgate LLP (2003 - 2016) she prepared all the contracts for construction of the Brighton i-360 tower and was staff partner responsible for welfare. Other work includes 19 years as adviser and treasurer at a free legal advice centre charity, five years tutoring at King's College and five years Governor (treasurer) at St Saviour's School, Herne Hill.

**Stephen Carlill.** [stephencarlill@gmail.com](mailto:stephencarlill@gmail.com) Vice Chair of the Friends, he's been involved with the library for many years. He started his working career by ten years in insurance underwriting and then qualified as a Solicitor. His specialities as a Solicitor were commercial property and general commercial law. He was his firm's partner responsible for training and development of staff. Stephen was a member of the Lambeth Methodist Circuit Property Committee for some years and has also served on the committee of the Herne Hill Society. He is enthusiastic about lifelong learning and he is a Student Fellow of the Royal Anthropological Institute.

**Jeffrey Doorn.** [foclchair@gmail.com](mailto:foclchair@gmail.com) Herne Hill resident since 1982, Jeff is a founder member and current Chair of Friends of Carnegie Library. He has been Secretary, Herne Hill Society for 15 years. Career: 22 years in the UK electricity industry as Education & Training administrator and Overseas Relations Officer (Visits & Conferences); then Arts Administrator for multi-cultural storytelling company Common Lore. Treasurer, Paradise Press, 2004 - 2010. Further experience: Acting, directing, writing, editing.

**Nicholas Edwards.** [nfi e@hotmail.com](mailto:nfi e@hotmail.com) Dr Edwards has lived in Herne Hill for 12 years. He has campaigned for the library, for the Bakerloo line extension, road safety and other improvements for Herne Hill & Loughborough Junction. He is a committee member of the SE5 Forum and Ruskin on the Hill Residents Association, a trustee of Friends of Ruskin Park and Secretary of Friends of Carnegie Library. Nick works in IT education, and in 2015 co-authored a successful proposal to the UK Carnegie Trust for an IT education project based at Carnegie Library. He has skills in website construction and administration.

**Danny Friedman.** [danny@cobwebconsulting.com](mailto:danny@cobwebconsulting.com) He has lived in the Herne Hill area for nearly 40 years, and is a member of Loughborough Junction Action Group and Friends of Carnegie Library. Professionally, Danny is now Director, Cobweb Consulting, a network of independent housing & social policy researchers, strategists, evaluators and practitioners. Previously he held numerous Head of Research and Director of Policy posts. He is a member of the Chartered Institute of Housing and board member, Lambeth and Southwark Housing Association.

**Bob Goodrick.** Telephone: 020 76356041. Bob has been Treasurer of Friends of Carnegie Library, 2001 - 2007 and 2011 to date. He has also been Treasurer of Friends of Morley College for six years. Bob's career, 1965 - 1996, was in Post Office Administration (Personnel and Buildings).

**Rae Stoltenkamp.** [raestoltenkamp@yahoo.co.uk](mailto:raestoltenkamp@yahoo.co.uk) Born in South Africa, she moved to UK in 1987. She holds a Postgraduate Certificate in Education (PGCE), Manchester Metropolitan University. Tutor with Inkhead Creative Writing and Lewisham Virtual School; Teacher, Lewisham Young Women's Resource Project; Writer. She represents Ruskin Readers on the Users Consultative Group.

**Hazel Watson.** Telephone: 020 7274 8039. Born in Barbados, Hazel moved to UK in 1957 and worked in Guys Hospital 25 years, becoming Supervisor, then Manager, Housekeeping. Churchwarden at St Saviour's 9 years; Treasurer Popular Youth Group; Diary Keeper, then Treasurer Milkwood Residents Association. Hazel represents Book at Breakfast on the Users Consultative Group.

Current Officers are: Jeffrey Doorn (Chair), Frances Alderson (Secretary), Bob Goodrick (Treasurer)

Numerous other people have expressed interest in serving as Trustees, either for appointment now or intending to stand for election at the first Association AGM in March 2017.

The trustees will meet every month to monitor progress against the business plan. As part of our business planning work, we have established Key Performance Indicators for the different activity strands such as library user numbers and meeting room occupancy. We will monitor these as a routine.

### **Staff and volunteers**

The Association currently has eight trustees and it is envisaged that the number will increase as we move towards taking the asset transfer. The constitution follows a Charity Commission standard form in providing for a maximum of 12 trustees but could be amended if this appeared to be appropriate.

The intention is to be an all-volunteer organisation initially and to operate through working groups of 3 or 4 people, which would normally include a trustee. The groups it has so far become apparent we would need comprise:

<b>Group</b>	<b>Main work</b>	<b>Comment</b>
Electronic media	Website and social media	We already have a good website designer but we have yet to recruit social media people from our volunteer base
Other media	Principally newsletters for members and bulletins to deliver door-to-door	This would be substantially the same as currently handled by the Friends. They have several dozen distributors. The main aim would be to publicise the expanding services locally.
Marketing	Publicising availability of desk spaces, rooms for rent, availability for weddings, filming, conferences and so on.	Several volunteers have marketing skills
Events	Putting on events four or more times a year to bring in people who are local but have not visited the library, either at all or for some years.	The Friends already have a team which would transfer to the Association
Housekeeping and maintenance	Identifying what work is needed and arranging volunteers or contractors to do it, subject to the trustees approval of expenditure	A cleaning contractor would be engaged for routine cleaning. A local builder would be engaged to clear roof gutters twice a year and refix slates when these slip out of place.
Fund raising	Grants, appeals and	We have experience of

	crowd sourcing	this
Volunteer experience	Training and rostering volunteers. Ensuring as far as possible that they stay motivated by, for example, finding a volunteer a different job if his or her existing one is becoming tedious.	We would expect any vetting and arranging DBS checks to be done by trustees

After the first year employees would replace volunteers in some roles.

**Volunteers.** We expect to increase our volunteer base beyond the current 98 as our activities grow. Volunteers will continue to support our marketing and communication work as well as work with the staff to deliver activities and services.

## 7. Finance and funding

Financial sustainability is essential for the long term and we will have complementary income streams that capitalise on the space, heritage of the building and dynamism of the community.

We have prepared a budget for the next three years. The most recent figures for the building that Lambeth Council have provided are Carnegie Library budget figures for 2014/15, and we have been unable to confirm with Greenwich Leisure Ltd the basis for their circulated projection of running costs once the basement has been converted to a gym. Our budget therefore is partly based on these figures but qualified by our research into the financial performance of similar trading enterprises that we have visited and independent advice.

We have made assumptions about the critical factors affecting performance such as user numbers, rental pricing and occupancy and we will monitor these as we progress.

We have a monthly cash flow forecast for the next three years which is a vital tool in confirming the working capital needed in the early stages as occupancy and other activity increases so that we will be able to fully cover costs.

We have identified the investment necessary and sources of funding to make our plan happen and these are reflected in the cash flow forecast.

### Financial performance

We have generated monthly cash flow forecasts for the three years of this Business plan. For the sake of clarity we have based this on the assumption that there will be an opening bank balance of £0. However, the intention is to have an opening balance of £10,000, representing initial working capital, and then when the finances permit, some of this will be spent on expanding the services offered.

We will generate enterprise income from the following activity areas (all figures exclude VAT where applicable):

#### 1. Library service

Income from fines and other revenue sources will be retained by Lambeth Council and it will give support in-kind by the provision of 14 hours staffing per week plus serviced computing equipment.

#### 2. Workspace rental (desk space/studio and room hire)

There are two available spaces for room hire and we project bookings to increase from 4 per week in Year 1 to 10 per week in Year 3. Our budget assumes a hire rate of £75 per session and revenue in Year 3 will be £39,000.

There are 28 desk spaces and we will rent these at £175 per month each. We expect occupancy to increase from 50% in Year 1 to 80% in Year 3 as we build awareness in the local business community. Revenue in Year 3 will be £47,040.

#### 3. Event hire (such as weddings, filming, conferences)

We have made assumptions about event hire frequency and hire charge. The number of bookings are projected to increase from 2 events in Year 1 to 6 events in Year 3. We have conservatively based our budget upon an average hire charge of £500 for each event. We are reasonably confident,

however, of obtaining larger amounts, and these are set out in the section on Pricing Strategy above.

4. **Retail sales** (Complementary product range such as stationery)

We have projected the number of transactions every week to increase from 25 in Year 1 to 75 in Year 3. Average transaction value is £5.00 and we will achieve a Gross margin of 50%. Sales revenue will be £19,500 in Year 3.

5. **Community activities** (regular and ad-hoc clubs and scheduled events)

Some community activities will be provided free of charge whilst others will be paid-for. Our capacity is limited and we expect to generate £5,200 annually, equivalent to £100 per week over the three year period of our plan. We have assumed that 5% of revenue will cover the direct costs for hosting events and activities

6. **Gym** (rent from lease)

We have assumed that the gym operator will pay rent of £20,000 from the start of Year 1 for a full year rent inflation of 2.0% annually.

Based upon assumptions, the different enterprise and activity strands will begin to generate a surplus over the period of the plan with early losses funded from working capital raised. We will be in surplus from Year 3, projected at £9,260 for the year.

In summary, the financial figures are as follows:

<b>Income and expenditure</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Income			
– Library service	-	-	-
– Workspace rental	£45,000	£64,560	£86,040
– Event hire	£1,000	£2,000	£3,000
– Retail sales	£6,500	£13,000	£19,500
– Community activities	£5,200	£5,200	£5,200
– Gym	£20,000	£20,400	£20,808
<b>Total income</b>	<b>£77,700</b>	<b>£105,160</b>	<b>£134,548</b>
Direct costs	£3,760	£7,260	£10,760
Overheads and depreciation	£82,389	£103,210	£114,528
<b>Net Surplus (Deficit)</b>	<b>(£8,449)</b>	<b>(£5,310)</b>	<b>£9,260</b>

Our budget does not include the costs associated with operating the gym for example business rates or metered utilities as these will be covered by the operator. We have assumed annual inflation of 1.0% on overhead costs in Years 2 and 3.

The main items of expenditure are:

**Staff.** We will employ a Manager from Year 2 on a 0.5 fraction contract with a FTE salary of £35,000. From Year three we will employ another staff member, a Finance Officer on a 0.4 fraction contract with a FTE salary of £25,500.

**Contribution to Library staff costs.** Our budget assumes contributions to Lambeth Council of £10,000 in Year 2 and £20,000 in Year 3 for additional library staff to extend the service. We have assumed that other costs of operating the service are covered by Lambeth Council.

**Rates.** We have assumed rates charge of £6,000 annually.

**Cleaning.** We have assumed a generous £10,000 for cleaning. It is expected that volunteers will be willing to do some extra cleaning a couple of times a year to keep the interior in tip top condition. The cleanliness of the building is a big selling point, especially to yoga, Pilates and other groups who are on the floor.

**Insurance.** We have allowed £5,000 to cover the cost of reimbursing Lambeth's cost of insuring the building and the Association maintaining liability insurance with an indemnity limit of £5 million, including liability of Association members to each other.

**Depreciation.** We estimated the depreciation charges for workspace furniture, IT equipment, fixtures and fittings and other assets using a useful life of 5 years: the total charge is £1,400 annually.

## **Investment and sources of funding**

To realise the vision we need funding for scale-up investment and working capital.

The trustees include two lawyers with relevant experience which will help to keep down initial legal costs but this expense cannot be avoided completely.

The library was fully refurnished two years ago and most of the furniture is on castors or otherwise easily moveable. The few items which are not, such as wall bookcases, can easily be unscrewed and then refixed with Rawlplugs. We are not therefore expecting substantial fitting out costs. However, we would want to give the interior of the building a thorough clean and redecorate. We envisage that the work would be done by local volunteers as part of the relaunch and help to give them a sense of "owning" their community building. The main expense would be hiring lightweight towers to enable the volunteers to work at height safely.

Funding for the initial costs appears to be readily available. A number of grant-making bodies provide start-up grants and there is also the possibility of crowd funding, which has been done successfully in our local area. If the gym does not go ahead there is the potential to run a lucrative self-storage business in the basement. This would be something to tackle in the second year and would necessitate engaging staff. The capital costs would be funded from some combination of grants, crowd funding, donations and loans.

Two of the groups in the Carnegie Library Users Consultative Group, the Friends and Ruskin Readers have strong track records in obtaining grants and a list of past grants to the Friends is set out in Appendix 3.

In the longer term the exterior of the building would require substantial work. This is dealt with later in this section.

The trustees would monitor cash flow primarily by comparing the actual flow and imminent expenditure with previous projections. This exercise would be carried out at least monthly initially but less frequently once they were satisfied that income is comfortably in excess of expenditure.



The investment requirement anticipated would be as follows:

**Year 1**

Legal fees	£ 2,500
Cleaning and decoration	5,000
Small works	2,500
Working capital	10,000
Total	20,000

**Year 2**

Self-storage equipment £20,000

There is, of course, always the risk of unexpected expenditure. The trustees are satisfied that they could cope if this materialised. Once the asset has been transferred and the project is a success we would expect Friends of Carnegie Library to support the Association as active members of the Users Consultative Group. Its funds are accumulating and currently stand at about £7,500. If the Association came under unexpected financial strain, the Friends could be relied on for a substantial donation. Additionally, we have had an unsolicited pledge of £1,000 from a local resident and we are sure from our long experience of local people that others would be keen to rally round and provide cash.

The building will eventually require substantial expenditure on the exterior. How soon this will be needed depends on how many slates on the roof slip out of place because the pins holding them in place have corroded. Few are slipping at present but as the years pass they will slip in increasing numbers and the only practical option will be to put up scaffolding and re-fix all of the slates on a new and better insulated roof. While the scaffolding is up the sensible thing would be to clean the building, carry out cosmetic repairs and replace the aging cast iron rainwater goods with factory-painted aluminium replicas, which have an almost unlimited life.

Going by past experience, grants for the exterior work will be available from time-to-time. At an early stage following the asset transfer it would be appropriate for the trustees to establish precisely what work should be done and then research possible funding from time-to-time. The last round of Lottery money made available for libraries covered 100% of expenditure in contrast to the normal situation where the Lottery provides only 50%, so being a library may be advantageous in this respect. But until details became available we would need to work on the basis that we would have to find 50% from other grant-making bodies and local supporters.

## 8. Making it happen

We have an action plan and team in place to achieve our business plan. The board will manage the project and draw on the resources and expertise of other local people.

Work on the project will continue once this bid for community asset transfer has been submitted, not least because the external assessor may wish to ask follow-up questions. In summary the main areas of activity in date order are:

<b>Activity</b>	<b>When</b>
Outreach to groups not already responding to the survey	From November 2016
Working groups of volunteers producing publicity / news updates in print and on social media	From November 2016
Job descriptions for working groups and interviewing of volunteers	From November 2016
Discussion of workspace opportunities and needs with potential tenants	From November 2016
Processing 200 membership applications and invitation to Christmas event	By December 2016
Work with architects on building survey and operational studies	From January 2017
More detailed discussions with Lambeth Council and GLL	From January 2017
Confirm contacts with potential funders and make applications	January – June 2017
Promote commercial opportunities within the building including options for a pop-up cafe	From February 2017
Lease discussions with Lambeth, assuming bid is successful	From March 2017
Health and safety / safeguarding review to ensure building is secure and Association ready to take over	Autumn 2017
Any necessary building work	Autumn 2017
Take over building management	January 2018

## 9. Uncertainty and risk

We have identified areas where there is risk and our business plan reflects our response to these. The main areas are organised into two groups:

- Set-up risks in advance of taking over the building
- Operating risks after taking over the building

### CARNEGIE LIBRARY ASSOCIATION RISK REGISTER Risks ahead of taking over the building

What could go wrong	Probability 1 to 4	Impact 1 to 4	What we will do about it
Bid not accepted by outside assessor	1 or 2	3	Identify what information is needed Use other exemplars to fill gaps Ensure bid is a comprehensive and costed proposition
Bid not accepted by Lambeth Cabinet	3	3	Find out more about key concerns
Volunteers (either regular or one-off) don't come in fast enough	1	3	Increase publicity / social media Volunteer organiser to induct volunteers Appreciate volunteers / celebrate achievements
Asked to proceed subject to GLL lease	2 or 4	4 or 2	Refer in bid – have two options Note need for three-way discussions
Gym conversion does damage to building or its layout, or the building is altered in an unsuitable way	2 or 4	2, 3 or 4	Review material in planning application Discuss with Lambeth Council, GLL and Historic England
Interest reduces in local community due to protracted delays	1 or 3	2 or 3	Regular and clear messages Say work going on Keep events going in alternative venues
Condition of building is worse than expected	4	3	Get up to date condition survey Confirm remedial work with Lambeth

Unable to secure sufficient funding	2	4	Appoint short-term fundraiser in 2017 Discuss contingencies with Lambeth
Loss of confidence causes CLA to fall apart (illness / other commitments etc.)	2	3 or 4	Have regular meetings, newsletter, events and activities Bring in more trustees up to the maximum of 12 Rotate offices at each AGM to spread the load / experience
GLL get right to occupy which is not compatible with a library	2	4	Discuss with Lambeth Council and GLL in advance

**CARNEGIE LIBRARY ASSOCIATION RISK REGISTER**  
**Risks after taking over the building**

<b>What could go wrong</b>	<b>Probability 1 to 4</b>	<b>Impact 1 to 4</b>	<b>What we will do about it</b>
Lambeth discontinue library service	1 or 3	2 or 3	Find an alternative (volunteers /bought in)
User groups have found other homes and don't want to come back	1	1	Offer a few weeks free accommodation or some other incentive
A sitting tenant in the building	1	2	Negotiate or wait
No / insufficient income stream	1 or 2	2 or 4	Always aim for a revenue surplus producing a healthy cash flow. Remain open / flexible to future opportunities. Monitor finances closely
Reduced community support	1	3	Comprehensive marketing exercise
Failure to keep a team of volunteers to work regularly	2	2	Ensure clear job description for volunteer organiser Ensure there is a deputy

Unexpected major expenditure on the building	1	2	Full building survey to identify risks Confirm emergency response plans with Lambeth Council as building owner
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## 10. Monitoring & evaluation

We are a social enterprise and the board will have reporting systems in place to measure and assess performance and impact.

We have made assumptions about the critical factors affecting performance such as user numbers, rental pricing and occupancy in our three-year budget and will use these as Key Performance Indicators (KPIs) to monitor performance.

With respect to social impact we will monitor progress against the aims and objectives reported earlier in the plan as well as the engagement by different sectors of the local community.

A comprehensive list of indicators and outcomes will be prepared by the Board. The Carnegie Library Manager will be responsible for data gathering as well as reporting insight to the Board every month.

Key indicators of our impact will include:

- Number of library users, and how this changes over time (count records)
- Satisfaction level with the library book range and 'tailoring' to local needs (survey of users and non-users)
- Satisfaction level with the library as '*a place for the community to come together*'
- Number and nature of local groups using the community space and attending events (from booking records)
- Number and nature of participants on training/educational programmes and events (from booking records)
- Number and nature of jobs retained within the community (from tenant records)

Community activity map

Income generation

Community use

Yes

No

Regular

Yoga	Chess Club
Tuition	Ruskin Readers
Pilates	Homework club
	Book at Breakfast
	Monthly Book Group
	Gardening Group

Ad hoc

Christmas Fair, Traders Fairs/Craft fairs	Confidential advice, Councillor surgery
Community Group meetings	Annual Bat Fun Day & Walk
Rehearsals and performances	Annual Fun Palace

## Appendix 2

### Profile of community activities

Type of activity	Details	Organiser/Local group	Number of participants per year	Location
Adult Literacy	2 p/wk, 24 per session	Caroline Knapp, Ruskin Readers	2300	Gallery
Chess Club	Weekly, 20 per session	Edward Ochagavia, Carnegie Chess Club	960	Gallery
Book at Breakfast	Weekly, 6-8 per session	The Reader	340	Main Library
Yoga	2 p/wk, 20 + 8 p/session	Bloom Yoga, Yoga Bliss	1340	Gallery, Small meeting room
Pilates	Weekly, 20 per session	Tania Tempest-Hay	960	Gallery
Fairs	4 – 6 per year	Friends of Carnegie Library	1000	Main floor
Creative Writing	Weekly, 20 per session	Inkheads	960	Gallery
Advice, surgeries, Mindfulness, mtgs	Periodic, 10 per session	Refugee Council, Councillors, Police, NHS, Recovery College, Alex N-H	840	Small meeting room
<b>Total</b>			<b>8700</b>	

## APPENDIX 3

### FRIENDS OF CARNEGIE LIBRARY: GRANTS RECEIVED

Over the more than 16 years since we were founded in 1999, the Friends have successfully applied for a variety of grants to enhance and support the library service, activities and events.

1. In 2000 we created the Gallery from a largely disused room. The keeper of the Southwark Collection obtained a grant from the Guild of St George for some refurbishment in preparation for the inaugural exhibition – of portraits of and paintings by John Ruskin for his death centenary. The Friends received a Millennium Festival Awards for All grant of **£3301** to cover ancillary expenses for that exhibition plus other displays and four concerts to increase opportunities for local residents and children to experience live music.
2. We were granted **£9500** from the Lambeth Opportunity Fund to provide comfy furniture, lockable display unit, a small unit for local history books, folding screens, notice board etc.
3. In 2002 an award to celebrate the Queen's Golden Jubilee enabled a special exhibition of pictures from 1952/53 and showings of a video about events of the time.
4. Joining an artist and linking with Herne Hill Society, we did fundraising to purchase the Gallery hanging system of rods and fixings, to avoid drilling into the walls and provide flexibility.
5. In 2007 we received a Big Lottery BBC Breathing Places grant of **£9339** to create a Reading & Wildlife Garden, including access path, benches, children's and adults' gloves & tools, etc. We were also awarded **£450** by Metropolitan Parks & Gardens for shrubs.
6. In 2009 we obtained a Capital Community Foundation Grassroots Grant of **£3889** on behalf of Ruskin Readers to provide books, audio books, computers and software, plus related equipment as well as enabling outings for students.



7. Later that year we received a Ward Purse grant of **£1750** for foyer display carousels & racks, doormat, label holders, coffee table, children's reading cushions & bag.

8. In 2010 we received a Capital Community Foundation grant of **£4958** for a community Mulch & Munch day, bringing people together to volunteer in refreshing the front, side and back gardens with mulch, new planting, etc, plus refreshments. We also received a Make a Difference Day award for **£81**.

9. Later that year we received another Ward Purse grant of **£1850** for a sustainable notice board to match one previously purchased and install it in place of an old plastic one.

10. In 2011 we received a Capital Community Foundation Lambeth Community Fund grant of **£500** to bring people together for a Bat Fun Day of learning and discovery, followed by a Bat Walk in Ruskin Park with bat detectors. We have repeated this popular ~~annual~~ event for all ages annually.

11. The same year SCV Employee Volunteering made a contribution of **£150** towards the cost of tools and materials for a company Community Day.

The above grants, not counting unspecified amounts, make a total of **£35,768**.

## APPENDIX 4

### KS101EW - Usual resident population

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Variable	SE24 0	SE24 9	SE5 8	SE5 9	SW9 8	Carnegie catchment	Percentage
All usual residents	9,256	9,658	14,703	11,488	5,556	50,661	100.0%
Males	4,561	4,657	7,087	5,669	2,813	24,787	48.9%
Females	4,695	5,001	7,616	5,819	2,743	25,874	51.1%
Lives in a household	9,235	9,638	14,196	11,307	5,547	49,923	98.5%
Lives in a communal establishment	21	20	507	181	9	738	1.5%
Density (number of persons per hectare)	65.9	75.8	108.7	106.2	115.8	90.6	

	Lambeth	Percentage
All usual residents	303,086	
Males	150,921	49.8%
Females	152,165	50.2%
Lives in a household	300,101	99.0%
Lives in a communal establishment	2,985	1.0%

### SAFEGUARDING POLICY

This policy applies to everyone who takes part in the running of our library or activities in the library. This includes all volunteers and not just the trustees or others in a supervisory role. For this purpose the library includes the whole of the building and its grounds.

The purpose of this policy is to

- ensure that children, young people and vulnerable adults are able to enjoy the library and activities as fully as possible.
- to provide volunteers with the overarching principles that guide our approach to safeguarding.

We will seek to keep children, young people and vulnerable adults safe by:

- valuing them, listening to and respecting them
- adopting child protection practices through procedures and a code of conduct for volunteers
- providing effective supervision, support and training for all our volunteers
- recruiting volunteers safely, ensuring all necessary checks are made
- sharing information about child protection and good practice with children, their parents and frequent users of the library
- sharing any concerns that might arise with agencies who need to know, and involving parents and children appropriately.

The following matters are prone to being overlooked and are therefore mentioned specifically:

- DBS checks take time and should therefore always be started as early as possible
- even if a volunteer has been DBS-checked for another organisation they still need to be DBS-checked for us before they start with us
- Particular care needs to be taken to ensure that youth groups have a sufficient number of adult supervisors
- craft and gardening activities need constant supervision
- our library is very popular with autistic children and young people, who need a calm environment all the time they are with us
- it is anticipated that all access to computers and the internet will be through Lambeth Libraries and that we can use their e-safety policy but if this arrangement should change we will need an e-safety policy of our own
- When we consider employing staff or contemplate other major changes to our ways of working this policy will need immediate review
- in any event it will need to be reviewed annually and this will be one of the tasks to be programmed at the first trustees' meeting following each AGM