

# **STOREY'S FIELD COMMUNITY TRUST**

**Monday 2 February 2015 2pm**

Gravel Hill Farm

Madingley Rise, Madingley Road, Cambridge, CB3 0FU

Present:

Jeremy Sanders (Chair), Heather Topel (UoC), Sian Reid (CCC), Kevin Blencowe (CCC)

In attendance:

Liz Bisset (CCC), Debbie Kaye (CCC), Sally Roden (CCC), Nicky Buckley (UoC), Julia Schmidt (UoC),

Apologies: Jonathan Nicholls (UoC), Brian Nearney (UoC), Vicky Mays (UoC), John Hipkin (CCC)

## **1. Introductions**

Introductions were made.

## **2. Declarations of Interest**

There were no declarations of interest.

## **3. Minutes of the Last Meeting**

The Trust requested that page numbers be added to the minutes in future for ease of reference.

SR took issue with the wording under section 6, paragraph 10: "The financial objective would be to break even or at least reduce the subsidy provided to the Community Centre as far as possible", as she felt that this wording implied that there is only one form of subsidy.

JS keen have a cost-neutral subsidy, aiming for a business model that, over a 12-yr period, would provide a balance between commercial and non-commercial subsidy, aiming for 'a soft landing' after 12 years of operation. SR: the primary objective is to run a good community centre, and that it would not be appropriate to set a 12 year target. 4 panel members were happy with the existing wording, however. It was agreed by all that all events should be chargeable even if these might be set at very low rates.

#### **4. Estate Management presentation (HT on behalf of BN)**

Heather Topel presented Brian Nearney's initial EMCo strategy (see notes and diagram), with the aim of presenting the Trust with some background to the Business Plan. It was emphasised that this is very much a work in progress and figures must continue to be refined.

The Chair remarked that his intuition would be to have a single FM contract across all sites, thus creating a more coherent picture, albeit that it will need to be market tested. It was discussed that there could be benefits to having one main contractor, or perhaps that certain areas have separate service contractors. It was noted that it would need to be ascertained how far along JV is before next meeting.

The Chair questioned if there will be further information on EMCo. by the next meeting to which the answer was positive, yet no final decisions would be concluded at that time.

It was confirmed that Phase 1 provides only part of open land; no pitches covered by JV (cricket pitches excluded).

#### **5. Draft Business Plan (attached)**

Heather Topel emphasised that the Business Plan is very much a working document.

Although the Trust felt that the graphs and charts (on page 4 in particular) are a useful way of presenting the overall strategy, it was noted to ensure that the colours within the pie-chart and tables matched to avoid unnecessary confusion (e.g. purple on pie chart = white on charts).

The criteria of community vs non-community rates was discussed yet all agreed that it is difficult to set definitive rates at this early stage and that as the plan develops, the rates will become easier to set clearly.

The Trust expressed a desire to ensure that there is no favouritism when setting rates and that a certain amount of 'flexibility' will encourage new activities and attractions.

The Chair felt the need to ensure that the Business Plan and minutes are consistent with each other. (page 5 as an example?)

The Trust felt that it is important to have clear criteria to avoid lobbying and that if the policies set are clear, it will be easier to say 'no' when appropriate or when 'free' allocation runs out.

Meadows was mentioned as a legitimate comparison but all were mindful that the comparisons should be kept in check in order to ensure that the Community Centre at NWC stays unique in terms of its flexibility as a venue.

It was maintained that there would be three adjacent rooms to cater for varying events which can be combined if required and even used as an anteroom to main event are.

It was voiced that whilst reinstating the main objectives, the Business Plan should not lose sight of ensuring that the Centre's charitable objectives are communicated. However, the Chair reminded the Trustees that first and foremost, this is the Business Plan and must support the business side of things.

The Business Plan will be reviewed regularly ensuring that concerns about its charitable objectives are not inhibited in any way.

The Trust gave the following feedback on the Business Plan:

- How is VAT being treated in relation to this?
- HT will ensure that VAT status has been confirmed
- As UoC Finance Director, Kerry Sykes will be able to cast light on questions surrounding VAT.
- The Trust asked for a more detailed breakdown of the Financial Projections (pg 10) with particular focus on Depreciation
- A Catering policy will be required and discussions around this topic are to be held. (HT explained that in the instance of the Main Hall, catering would need to be brought in separately as there isn't a catering style kitchen onsite for events on a grand scale such as weddings etc. The small and medium rooms will have kitchenettes for catering on a small scale.)
- The Market Square commodities should also be taken into consideration when considering catering suppliers but other options are still open to discussion.
- IT solutions will also need to be looked at and discussed further (some built in and some contracted out)
- Audio Visual was also noted as a good income opportunity.
- Depreciation – two separate policies. HT to provide more background and breakdown. How do we envisage refreshing furnishings and facilities over time – 10/15 yrs down the line? Useful to have this discussion.

HT confirmed that further detail on all these points would be provided during the next meeting.

## **6. Draft Community Centre Manager job description and recruitment timeline (attached)**

Heather Topel presented on behalf of Vicky Mays and it was agreed that the Trust would need to look at a full range of issues surrounding the job role and description.

It was confirmed that the document presented serves only to establish that Trust is happy for this as an initial structure for the job description and role.

Initial additions for the draft description should be sent to Vicky Mays for inclusion. The following comments and remarks were made:

- The role holder will require a broad skill set
- Salary is not yet set
- Sally Roden agreed to send Vicky Mays the current Council salary scales as a comparison to the UoC pay grades
- All agreed that the financial structure should follow either UoC or Council policy rather than create an entire new one and that it would seem more appropriate to fit it into the UoC manifold (grading) whilst ensuring the benchmark salary is in line with similar Council roles
- The Trust agreed that the UoC salary grading is more appropriate in this instance
- In principle, the interview process should be done by both Trustees and Officers to ensure the panel is balanced
- The role holder will require excellent people skills. One suggestion to ensure that they meet this requirement is to enable the candidate to meet as many Trustees and Officers during the interview process as possible thus providing a rounded picture of the candidate.
- The candidate will also require excellent negotiation skills
- The candidate must have knowledge of both City and UoC processes and the capacity to take all needs into consideration (business, charitable or otherwise)

The Trust were reassured that the job description will be expanded on substantially as is the case for all UoC hiring processes.

A full job description will be prepared for the meeting after next.

It was agreed that a UoC HR person should be consulted as part of this process.

## **7. Procurement and construction update (Heather Topel)**

Heather Topel updated the Trust of recent progress, including:

- Hill and Countryside as Developers
- Hotel
- Primary School progress
- Drainage pit
- Basement digging
- Construction Haul Roads
- Lot 7 currently mid-tender
- Made aware of NWC web cam to view progress on site
- Trust to identify dates for Community Centre groundbreaking

#### **8. Meeting dates for 2015 (to agree frequency of future meetings)**

Trust agreed that meetings should be held every 2 months unless not required.

#### **9. Chairmanship from 1 June 2015**

The Trust were reminded that Jeremy Sanders will chair the next two meetings. It was agreed to have a meeting after the elections at the end of May (29<sup>th</sup>) or on the 1<sup>st</sup> June to agree the next Chair in order that the three Trustees can come to a reasonable agreement regarding appropriate Chairmanship.

#### **10. AOB**

No other business was declared.

#### **11. Date of the next meeting**

The next meeting is scheduled for 17 March 2015.