



**Brixton
Windmill**

Friends of Windmill Gardens

Developing our strategic
objectives

Update for AGM

19th October 2022

Background

FOWG had a business plan in place to cover the period 2017-22. During that time the organisation experienced many changes and challenges, including the opening of the new Brixton Windmill Centre (BWC), two years of the pandemic, changes to its Board, and the appointment of a new Chair.

In 2022 it was therefore deemed timely to develop and agree FOWG's strategic objectives to cover the next 3-5 years.

FOWG aims

The Friends of Windmill Gardens was established in 2018 as a Charitable Incorporated Organisation (CIO) with the following aims:

- Support the restoration, preservation and continued use of the Grade II* listed windmill
- Build a unique education facility for schools and the local community that will put the windmill and its history into context
- Enhance the park by creating a green oasis to benefit local residents – adults, young people and children – and attract visitors and windmill enthusiasts from further afield
- Provide community events that bring local people together to celebrate and enjoy this unique historic building and open space.

Current priorities

The following were agreed by the FOWG Board as the priorities for the 21-22 year:

- 1) Develop a clear strategy for income generation
- 2) Extend use of our buildings, facilities and gardens (Windmill and BWC)
- 3) Develop and empower our volunteer workforce
- 4) Improve management and governance
- 5) Develop the membership base
- 6) Develop strategic partnerships

FOWG values

The organisation has a set of values developed in 2020 which underpin our strategic objectives.

Our guiding values:

FoWG is inclusive and encourages diversity;

We provide an enriching and inspiring experience for visitors and volunteers;

We are committed to environmental sustainability and the wellbeing of our local area.

We do this by being:

Rooted in the community;

Friendly, open, cooperative and accountable;

Resilient, reflecting Brixton Windmill's history since 1816;

Creative, pragmatic and supportive;

Ambitious for excellence in everything we do.

Methodology

- Two engagement events were held during August 2022 to which all members (including Trustees), volunteers and stakeholders were invited. One event was held virtually and the other at the BWC; 12-15 people attended each event.
- Participants were asked to consider two key questions:
 - *What headline would you like to see written about the Windmill, Park or the Centre in five years' time?*
 - *What does FOWG as an organisation need to focus on for the next 3-5 years?*
- The key themes were collated, shared with the Board and reviewed by a sub-group of the Board.

Key themes

The key themes coming out from the two engagement sessions were summarised into 4 key areas:

Friends, Volunteers and Local Community

Our Brixton Windmill Centre

Windmill and its History

Gardens and Park

The sub-group then proposed two broad objectives for each area, drawing on suggestions and input from the sessions, and making 8 strategic objectives in total.

Friends, Volunteers and Local Community

1. Develop our **volunteer programme** in terms of recruitment, diversity, retention, and reward so that:

- All of our volunteers enjoy their roles and feel useful
- We encourage the widest possible diversity amongst our volunteers and the roles that they do
- We achieve increased participation from people with disabilities, from minority ethnic backgrounds and young people
- We have engagement and involvement from across the generations

2. Develop a range of **partnerships** and projects with **local organisations and the business community** which:

- Roots the Windmill in the Brixton landscape
- Generates revenue for FoWG through centre hire and event sponsorship

Our Brixton Windmill Centre

3. A **welcoming, inclusive hub** for the community in Lambeth which:
 - Is responsive to local needs and current circumstances
 - Contributes to the success and well-being of the local community

4. Development and roll-out of our **education programmes** by:
 - Securing ongoing funding for their delivery
 - Expanding out to secondary schools in Lambeth
 - Scoping out community education projects

Windmill and its History

5. Celebrating **two centuries** of history through:

- Promoting the Windmill as a **local heritage site** which is part of Brixton's community
- Widening access to **events, open days** and the Windmill itself
- Recognising the Windmill as a symbol of renewable energy

6. Continue to operate **Milling** as part of the Windmill's living heritage, which enables us to:

- Offer a unique volunteer experience
- Keep the Windmill maintained and operating safely
- Provide flour to local people and businesses

Gardens and Park

7. Become one of London's most **environmentally diverse gardens** including:

- Growing our own wheat
- Being on the national bee-line diversity corridor
- Partnering with community garden organisations to maximise bio-diversity

8. Ensure our gardens and green spaces are **accessed and enjoyed by a diverse range of local residents**, with a focus on:

- Balancing the needs of different groups
- Giving young people from the Estate a space to socialise
- Providing a new facility for young people

Questions

- Do you think these are the right set of strategic objectives?
- Is there anything missing?
- Does anything need to be clarified or expanded upon?
- Who else do we need to consult?

Delivering the objectives: Our balanced scorecard

FINANCE <ul style="list-style-type: none">• Clear business plan and workable budgets• Recognising that earned income will be as important as grant income and paying attention to both• Clear income-generation strategy including agreeing which income streams to develop and focus on• Become more confident around forecasting income• Have a clearer idea around project costs and running costs• Understand what we can realistically achieve given current resources in both time and money	LEADERSHIP & GOVERNANCE <ul style="list-style-type: none">• Become a well-run organisation• Develop a plan that stretches our goals and not our resources• Early agreement of business plan to allow sufficient lead-times for projects• Delivering on our business plan and ensuring we are on a sustainable footing• Identify what we can deliver ourselves and what is delivered by partners/external organisations• Comms and PR plan that enables us to keep in touch with local press, social media community and “in person” community
PEOPLE & SKILLS <ul style="list-style-type: none">• Ensure we have the staff and volunteers in place to achieve our aims• Develop and retain our existing volunteers across all areas and recruit new ones through a structured volunteers programme• Profile of Trustees and volunteers needs to better represent local community (greater diversity)• We are all part of this – no unnecessary hierarchies	SOCIAL & COMMUNITY IMPACT <ul style="list-style-type: none">• Agree the changes that we want to see as a result of FoWG's activities• Move away from being activities-focused to impact-focused• Distinguish between things that are “nice to do” and those that serve our purpose• Assess all new projects/proposals against CIO objectives• Engage and involve more young people• Building partnerships with other community groups that fit with our core values

Next steps

- Comments and feedback can be submitted after the AGM up until 31st October 2022
- Any comments will be fed into the next iteration of our strategic objectives
- The amended set will be discussed at the FOWG Board on 8th November 2022
- The final agreed version will be published by end of November 2022.