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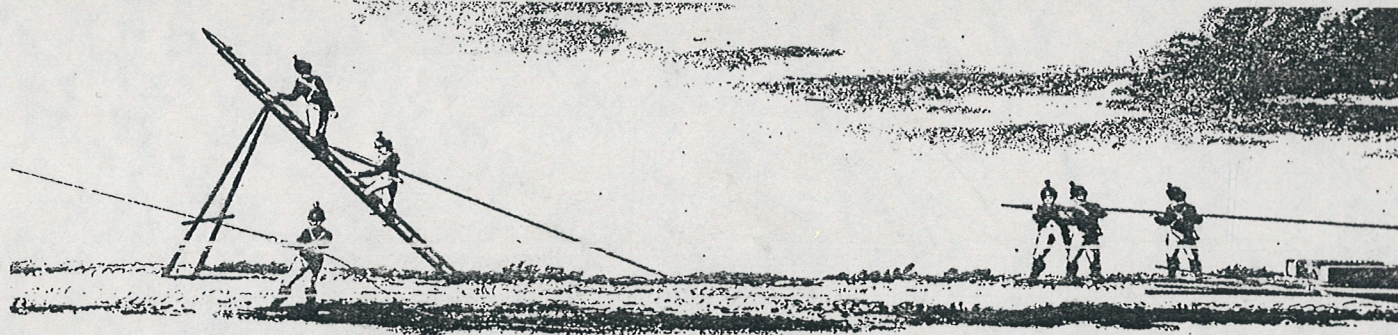
Material
donated
by Ron
Treadgold

19-06-2009

TRUST/STEERING COMMITTEE

*Waltham Abbey Royal Gunpowder Mills
Trust Steering Committee*

Trust Briefing/Seminar 26 January 1995, Powdermill Lane, Waltham Abbey



You should become a charity trustee only if you

- are prepared to give the necessary time and effort to the management of the charity;
- can help the charity achieve its aims through your expertise or commitment;
- understand and accept that trusteeship carries legal duties and responsibilities.

You cannot be a charity trustee if you

- are under 18 years of age; or
- are disqualified under section 72 of the Charities Act 1993 because of bankruptcy or conviction for an offence of dishonesty or deception.

Before you first become a charity trustee you should

- study the charity's governing document to learn about its purposes and administrative procedures;
- ask your fellow trustees to give you full details of the charity's property, investments and income;
- study recent accounts and minutes of meetings to learn about the charity's finances and policies.

Remember that this is only a summary of the full duties and responsibilities of charity trustees. More information can be found in the Commissioners' booklet:

"Responsibilities of Charity Trustees" (CC3), which is available from any of the Commissioners' offices:

St Alban's House	2nd Floor	Woodfield House
57-60 Haymarket	20 Kings Parade	Tangier
London	Queens Dock	Taunton
SW1Y 4QX	Liverpool	Somerset
	L3 4DQ	TA1 4BL



Responsibilities of Charity Trustees

A Summary

Responsibilities of Charity Trustees

This leaflet is a summary of the main duties and responsibilities of charity trustees. The last three paragraphs apply especially to persons who are thinking of becoming charity trustees.

FOR ALL CHARITY TRUSTEES

You are a charity trustee if you are

- the trustee of a charitable trust or of a charity founded by someone's will; or
- the director of a charitable company; or
- a member of the management or executive committee of a charitable association.

You and your fellow trustees have full responsibility for your charity and must

- act together and in person and not delegate control of the charity to others;
- act strictly in accordance with the charity's governing document;
- act in the charity's interests only and without regard to your own private interests;
- manage the charity's affairs prudently and take a long-term as well as a short-term view;
- not derive any personal benefit or gain from the charity of which you are trustees;
- take proper professional advice on matters on which you are not yourselves competent.

In managing the charity's finances you must

- make sure that bank accounts are operated by more than one person;
- make sure that funds held for different purposes are kept in separate bank accounts,

or the charity's accounting records show clearly at all times the amount of funds held for each purpose;

- make sure that all the charity's property is under the control of the trustees;
- keep full and accurate accounting records;
- collect in full all money owed or due to the charity, including tax and rating reliefs.

In applying the charity's income you must

- spend it solely for the purposes set out in the charity's governing document;
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- give each employee a written job description making clear the extent of his or her authority to act on your behalf.

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- make sure that your appeal properly describes what the public's donations will be used for;
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- approve in advance any fundraising or advertising campaign carried out on your charity's behalf;
- require fundraisers to hand over money raised or collected by them before deducting their fees or expenses.

You and your fellow trustees will put yourselves at risk of personal liability only if you

- cause loss to the charity by acting unlawfully, imprudently or outside the terms of the charity's governing document;
- commit the charity to debts which amount to more than its assets.

David Prince

0171 706 0365

Mike Love 1/8-78

***THE ORGANISATION AND
OPERATION OF
CHARITABLE TRUSTS***

M.J. LOWE, J.P., F.C.A., A.T.I.I., M.S.P.I

TRANTER LOWE

Chartered Accountants

***Bank House, 66 High Street, Dawley, Telford,
Shropshire. TF4 2HD
Telephone: (01952) 505896
Facsimile: (01952) 507788***

CHARITIES

FACTS

There are over 170,000 Charities registered in the UK and between them they handle annually £17 bn worth of income.

They provide work for over 220,000 employees.

Out of the total of 170,000 Registered Charities over 125,000 have an annual income of less than £25,000.

The activities of Charities are monitored by the Charity Commissioners who maintain the register of charities which has been extensively overhauled and is now held on computer.

Charities enjoy many tax privileges and any abuse of these is monitored by the Inland Revenue.

The individuals ultimately responsible for the running of a charity are its Trustees. They are charged with the duty of protecting all of the charity's property and they are accountable for all the financial dealings of the charity.

RELIEF GIVEN TO CHARITIES

NATIONAL TAXES

If the funds of a charity are applied for charitable purposes only there is an almost complete exemption for income tax and corporation tax, except that the profits from a trade carried on by the charity will only be treated as exempt from tax if:-

- 1. The trade is exercised in the course of the actual carrying out of the primary purpose of the charity, or*
- 2. The work in connection with the trade is mainly carried on by beneficiaries of the*

charity.

There is complete exemption from capital gains tax on disposals by charities and there are advantages under the community land acts and the development land tax act. In addition charities enjoy a certain limited release from VAT.

LOCAL TAXES

Charities are by right entitled to 80% relief for rates providing the properties are occupied by the charity for charitable purposes. Local authorities may of course give further relief if they so wish.

LEGAL REQUIREMENTS

The main act governing charities was the Charities Act 1960 until the 1992 Charities Act was passed to amend and supplement it and the regulatory body for administering both Acts is the Charity Commissioners. The 1993 charities Act has been passed and came into effect on 1st August 1993. This Act consolidates part of the 1992 Act with the 1960 Act and the Charitable Trustees Incorporation Act 1872. The 1960 Act set up a central register of charities in England and Wales the purpose being (a) to provide a permanent record of property devoted to charity (b) to provide the public with information about charities and (c) to provide a simple and authoritative means of determining whether an organisation is charitable in law, so that when it has been registered as charitable it shall be treated as such for all purposes subject only to correction by the High Court.

Registration of all charities in England and Wales is compulsory subject to certain exemptions. I will not burden you with full details of these, save to say that in the main

they are very large institutions for which Parliament has decreed other means of supervision, charities specifically exempted individually by the Commissioners and very small charities. If a charity is however exempted from the requirement to register it may if it so desires and the Commissioners agree still apply for registration.

CHARITABLE OBJECTS

Before a charity is registered it is usual to submit a draft of the objects of the charitable body and administrative provisions usually in a Trust Deed to the Charity Commissioners and this will ensure that the Draft is appropriate for the objectives which are themselves accepted as being charitable. Charity Commissioners may sometimes consult with the Inland Revenue if they have any doubts about the objects being charitable. Even after registration the Inland Revenue may refuse tax relief if it claims the income of a charity is not being applied for charitable purposes alone. It will therefore be seen that the Inland Revenue in practice may exercise a more effective watching brief over the activities of the charity than the Charity Commissioners, since they may raise, for example queries about charities accumulating income rather than expending it unless there are legitimate reasons for so doing. It should be noted that once a charity has been registered one of the duties of the Trustees is to notify any change in the registered particulars to the Charity Commissioners.

THE CONSTITUTION OF CHARITIES

Charities may be formed in the following ways:-

- 1. As companies limited by guarantee*
- 2. As trusts*

3. *As unincorporated associations*

4. *Occasionally by Royal Charter*

A company may be considered appropriate in many cases because it limits the liability of the guarantors. When this is so the governing instrument of the charity is the Memorandum and Articles of Association and it then becomes necessary for the charity also to comply with the various Companies Acts.

PUBLIC ACCOUNTABILITY OF CHARITIES

One major area of concern expressed by the reviews of the Charity Commission was that because of the combination of administrative pressure and lack of statutory backing, there was no mechanism whereby the Commission could ensure that, once registered, a charity remained accountable to the public. That situation has now been rectified by Charities Act 1993, ss 41-48 which deal with accounts, audit and annual returns.

ACCOUNTS

Trustees' duties are being increased so that unincorporated charities are brought into closer line with the accounting requirements imposed on companies. A charity's accounting records will have to show and explain all transactions and be sufficient to

(a) disclose at any time, with reasonable accuracy, the financial position of the charity at that time

(b) enable the trustees to prepare annual statements of accounts in accordance with regulations yet to be specified. (Charities Act 1993, S42)

Accounts will have to be prepared in accordance with regulations, although where a charity's gross income does not exceed £25,000, it will be able to elect to produce simply

a receipts and payments account and a statement of assets and liabilities instead.

The Commissioners will monitor adherence to the rules and, if an audit or examination has not been carried out within ten months from the end of the charity's financial year, they will have the power to appoint an auditor of their choice. The Commissioners are also given the overriding right to require a registered auditor to carry out an audit where they think this would be desirable even though the law would not otherwise require it. In this case the charity can choose its own auditor. Conversely regulations will allow the Commissioners to dispense with the requirement to appoint an auditor in the case of a particular charity, or in the case of a particular financial year of a charity.

The Commissioners will not be able to monitor compliance by exempted charities on a regular basis but it will be open to them to review matters in any form if complaint is made.

ANNUAL REPORT

Charities Act 1993, S45 requires all registered charities to prepare an annual report which is to contain details of the charity's activities during the year and other information on the charity and its trustees as set out in regulations. The accounts will be attached to the report, which must be sent to the Commissioners within ten months of the end of the financial year.

The annual reports kept by the Commissioners will be open to public inspection at all reasonable times. (Charities Act 1993 S47). Any member of the public may obtain copies of documents either from the Commission or from the charity, subject to the payment of a reasonable fee.

ANNUAL RETURN

Every registered charity will have to submit an annual return to the Commissioners at the same time as submitting their accounts. (Charities Act 1993, S48). The form of return is set out in regulations.

It should be mentioned that tax relief is conditional upon the Inland Revenue being satisfied that the Charity expenditure has been applied for charitable purposes only and charities must be prepared to supply them with the necessary evidence.

ENQUIRY AND INVESTIGATION

Charities Act 1960 gave the Commissioners wide powers to carry out investigations (section 6); obtain information (section 7); act to protect charities (section 20); and to deal with abuse (section 20A). All those powers have been considerably enhanced by the 1993 Act and in particular sections 8 to 12.

The Commissioners can now require any person to pass on to them information which is relevant to the discharge of their functions. If that information is recorded other than in a legible form, the Commissioners have the right to require that information to be made available in a legible form for inspection.

Where the Commissioners' inquiries reveal misconduct or mismanagement of a charity, or they need to act to protect the charity's property, they can now use the following powers:-

(a) they may suspend any trustee, officer, agent or employee of the charity pending consideration being given to his removal.

(b) they may appoint as many additional trustees as are necessary for the proper administration of the charity.

(c) any debtor of the charity may be ordered not to make any payment to the charity without the Commissioners' approval.

(d) a receiver and manager may be appointed in respect of the charity's property and affairs.

(e) they may order the property to be vested in the official custodian or prevent property being transferred without the Commissioners' approval.

The governing body of the charity through its trustees have a task which should not be undertaken lightly, they are responsible for seeing that monies donated are efficiently administered and expended only in furtherance of the charitable objectives. All charities possess many valuable privileges, such as for example exemption from income tax, but they must make sure that the privileges are not thrown into doubt by non compliance with legal and financial requirements.

Most charities will consist of a large number of willing enthusiasts who range from the professional staff employed, many of whom will regard the employment as more than just employment and part of their whole way of life. They will often spend many additional hours of their spare time working with voluntary workers who will often give up considerable amounts of their own time because of their sympathy for the objectives of the charity. All of these situations are vital for the well being of the charity but there is a very complex relationship between the voluntary workers, the paid staff and the trustees.

TRUSTEES

The Trustees are the persons responsible for the management of the Charity and that

responsibility is both an individual and collective one. In larger charities it is usual to have a Chief Executive and support staff, but that organisation must be wholly answerable to the Trustees who take the ultimate responsibility for all actions undertaken in the name of the charity. Unless specifically provided in the Trust Deed, Trustees are not entitled to receive any remuneration out of the charities income, except for reimbursement of reasonable and necessary disbursements. It is on them that the responsibility of seeing that the objectives of the Charity are laid down are being met as efficiently as possible, and it is in them that the property and assets of the charity are usually vested. Therefore it will be seen that it is extremely important for them to be familiar with the contents of the governing instruments. In some instruments they are allowed some discretion and if they are in doubt about how this should be exercised they should always consult the Charity Commissioners. They must always act together, no single Trustee has a right to manage part of the Charity on his own, but the Trust may permit the Trustees to set up committee's with power to carry out specific functions in the running of the Charity and the Trustees may seek the help of professional advisers on technical matters. They may also employ agents or staff to give effect to the decisions they have taken. Trustees also have the duty to protect the Charity's Land Investments and other property and to see that all income due to the Charity is properly applied.

Appendix 1 sets out the responsibilities of Charity Trustees and the steps to take before accepting any appointment.

Trustees must be selected for what they can contribute to the charity. They should not be appointed for their status or position in the community alone: this is the function of

patrons. Trustees must be able - and willing - to give time to the efficient administration of the charity and the fulfilment of its trusts. They should be selected on the basis of their relevant experience and skills and in the knowledge that they will take an active part in the running of the charity.

Back in 1989, the Commissioners noted that in a number of cases they investigated, the trustees were simply not up to the job they were being asked to do. They concluded 'Those enquiries highlighted that it is no longer sufficient, even for a charity of modest size, to rely wholly on a group of well-intentioned volunteers who have no particular business management or financial expertise. Whether it be negotiating with commercial concerns, hiring and management staff or keeping detailed financial records and accounts, there is a need to include people who have relevant experience.'

REPRESENTATIVE TRUSTEES

Some charities include as trustees, individuals appointed, under the terms of the governing instrument, by particular bodies or organisations. This ensures that vacancies in trustees are readily filled, and the governing body is balanced. The 1991 Report of the Commissioners highlights the fact that a number of representative trustees may be confused about their role and function, and adds the following warning

'Such trustees must act independently of the nominating body and act only in the best interest of the charity. They are not appointed to represent or pursue a sectional or special interest in the role or activities of the charity. Indeed, there may well be occasions in the administration of the charity where such trustees may have to act in the proper discharge

of their trusteeship in a way which is in conflict with the interest of the bodies nominating them. In such circumstances the best interest of the charity must come first: this duty overrides all other considerations.'

(1991 Report. paragraph 42)

INTERNAL CONTROLS AND DISCIPLINE

As you can see from the particularly sensitive position of charities it is most important to ensure that the internal control and disciplines are both effective and regularly and faithfully carried out. This is often much easier to say than it is to achieve, since the very enthusiasm which led to the formation of the Charity, which often extends to the professionals employed by the Charity working long and unsociable hours. It can come as quite a shock that it should be considered necessary to impose controls over such employees and it can be misunderstood as some reflection on their integrity.

Similar difficulties can arise in the case of voluntary workers who give up their own time and energy in the cause of the charity. There is obviously a limit to the discipline which can be applied to such workers for there are no penalties which can be imposed for failing to carry out systems which have been laid down.

I have never found that there are any serious difficulties if the reasons for what is proposed are properly explained and particularly if from day one systems are applied. It is often more difficult to change something to which a person has become accustomed over a period of time.

ORGANISATION

Most charities of any size will have an organisation which will consist of an Executive Board and other special committees which will deal with the detailed financial planning and budgetary control. It must of course meet regularly and the organisation of the charity must be such as to enable it to have upto date reports on finance and comparison with budgets available to it. The Chief Executive will usually be in attendance to assist in discussion points which may arise in the course of the meeting.

TRADING ACTIVITIES

In recent years more and more charities in an effort to boost their funds have turned to trading as a means of improving their finances. If carried out successfully this can be a great help to the charity but it can also present additional problems and great dangers where the reverse is the case. It should be appreciated that profit on trading by the charity itself will be exempt from tax under Schedule D if the trade carried on is to fulfil an essential purpose of the charity or if the work is performed mainly by the beneficiaries of the charity. A good example of this is the retailing of articles made by blind persons for the purpose of their institution. However where there is regular trading of a commercial nature the profits on this if carried out by the charity itself would be taxable and the way of overcoming the impact of the taxation is to operate a special trading company wholly owned and controlled by the charity. The profits of such a trading company will be covenanted to the charity. Care must be taken to ensure that the taxable profits of any accounting period are paid up under the covenant before the end of that accounting period and this sometimes requires an overpayment to be made which would be repaid by the Trust

to the Trading Company when the exact figure of distributable profit is known. In this way income tax can be avoided but it does illustrate that it is important to know the approximate amount of profits well in advance of the year end.

The Trading company as a wholly owned subsidiary clearly comes under the control of the Trust and it is essential that this is so because it is the Trust which ultimately is responsible for it. The Trading Company will however have its own Board of Directors who will prepare its budgets and monitor them, decide on the goods which it is going to stock and the trading activities which it will be involved in. These must always be reported for confirmation to the Trustees since it is they who will bear the responsibility for ensuring that the overall finances of the Museum and its Trading company are performing satisfactorily.

Trading Companies are the subject of a talk in their own right, clearly they must have regard to commercial principles to ensure that they do not get over stocked and that their cash flow position is satisfactory. The latter point is a particularly difficult one because they are required to pay all of their taxable profit each year to the Charity itself. This inevitably creates problems in a period of expansion or high inflation.

CONCLUSION

The above notes are a summary only of the rules and regulations governing Charities. Anyone considering becoming a Trustee or recommending one is strongly advised to pay particular attention to Appendix 1 and to the criteria for selection on page 8/9.

M.J. LOWE

TRANTER LOWE - CHARTERED ACCOUNTANTS

January 1995

Responsibilities of Charity Trustees

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September 1992 vi

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51 Albon's House 57-60 Haymarket London SW1Y 4QX	Graeme House Derby Square Liverpool L2 7SB	Woodfield House Tonglet Townton Somerset TA1 4BL
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Waltham Abbey Royal Gunpowder Mills

Trust Steering Committee

5 January 1995

Mr Ron Treadgold & Ms Freda Titford
9 Mark Avenue
Chingford E4 7NR

Chairman: Don Spinks
c/o Waltham Abbey Town Hall

Secretary: Dan Bone
c/o CIVIX

Dear Mr Treadgold & Ms Titford

Seminar: 26 January 1995
Subject: Waltham Abbey Royal Gunpowder Mills Trust
Venue: The Lecture Theatre, The Site, Powdermill Lane, Waltham Abbey, Essex

The Trust Steering Committee will be holding a half-day briefing/seminar to discuss the formation of the proposed trust to take over the running of the 180 acre former Royal Gunpowder Mills site at Waltham Abbey. It is intended that the newly formed trust will manage and operate the site as a heritage facility for public enjoyment.

Your name has been put forward as an individual with an interest in this venture and the Committee would like to invite you to attend the presentations and discussions on founding the trust on Thursday 26 January. An information pack will be prepared and will be available on the day.

The session will commence with a buffet lunch in the Lecture Theatre building, commencing at 12.30, followed by the presentations at 13.30 in the Lecture Theatre. The programme of speakers has yet to be finalised but the seminar is expected to last approximately 3 hours.

You will be required to report to the security office at the entrance to the site off Powdermill Lane and walk the short distance to the Lecture Theatre. A map of Waltham Abbey is enclosed for your assistance.

If you are able to attend please return the enclosed slip to CIVIX at 27 Old Street London EC1V 9HL by Friday 20 January.

Yours sincerely



Dan Bone
Secretary
Trust Steering Committee

Members of the Trust Steering Committee

Leader - Waltham Abbey Town Council
Chief Executive - Epping Forest District Council
Chief Executive - Lee Valley Regional Park Authority
Representative - Essex County Council
Representative - English Heritage
Representative - English Nature
Representative - Waltham Abbey Town Council
Representative - Ministry of Defence
Secretary - CIVIX

Don Spinks Waltham Abbey Town Hall Waltham Abbey Essex Tel 0992 714949

Dan Bone CIVIX Old Street London Tel 071 253 1843

The Royal Gunpowder Mills

Acceptances to Attend:

- Ian Abbey - ECC
- Dr K N Bascombe - WAHS
- Owen Bedwin - ECC
- Peter Bowes - Local resident
- Duncan Bridges - Essex Wildlife Trust
- Brian Budd - Middlesex University
- Raymond Cassidy - Upshire Village Preservation Society
- Neil Chapman - Local Farmer
- Dr Fred Clark - Southgate Civic Trust
- Professor Alan Crocker - Gunpowder Mills Study Group
- Glenys Crocker - Gunpowder Mills Study Group
- Keith Eden - Local Resident/MD of Publishing House
- Bryn Elliott - Local Police Constable
- Jonathan Foster - Local Historian
- Nicholas E Gadsby - Local Resident and Solicitor
- C W Golding - Pan Britannica Industries Ltd
- Gordon Goodwin - Local Resident
- Alex Hayward - Science Museum
- D Henshaw - Former RARDE employee
- Cllr C E Hewins - WATC, EFDC & ECC
- Mrs J W Hewins - Ex Mayor, Freeman of Waltham Abbey
- Bryan Howard - Local Resident
- Penny Hobson - Local Resident
- Dr Geoff Hooper - Former Director RARDE
- George Jailler - Ex Mayor
- David Leake - Local Businessman
- Jim Lewis - Middlesex University
- Dr John Llewelyn - Pan Britannica Industries Ltd
- A N Matthews - Local Resident
- Malcolm McLaren - Former Archivist RARDE
- Ann Miller - Former Chair Museums in Essex
- Keith Miller - National Army Museum
- Richard Padfield - Local Resident
- Cllr Philip Pennell - EFDC
- RJ Pratt - Former Chair EFDC Leisure Services
- Debbie Priddy - Inspector of Ancient Monuments English Heritage
- Professor Tim Putnam - Middlesex University
- Frances Pymont - Local Resident
- William Reid - Military Historian
- Ray Sears - Waltham Abbey Historical Society
- Eric Skilton - John Pryke & Partners
- Freda Titford - Local Artist
- Ron Treadgold - Former RARDE

Employee

- Bill Turner - Director Royal Ordnance Plc
- Malcolm Ward - Headteacher, King Harold School
- Ray Watts - Local Resident
- Cllr Selina Welton - WATC
- Joyce Woods - Local Resident

The Trust Steering Committee:

- Cllr Don Spinks - Committee Chairman
- David Buckley - ECC Archaeologist
- John Burgess - CEO EFDC
- Kathryn Carver - Museum Officer EFDC
- Dr Jeremy Dagley - Conservation Officer, English Nature
- Tom Limna - CEO LVRPA
- Peter McMillan - Leisure Officer WATC
- Steven Norris - MP for Epping Forest
- Oliver Pearcey - Deputy Director Conservation Group, English Heritage
- David Stanners - Principal Surveyor MoD
- Roger Wright - Development Director LVRPA
- Dan Bone - Committee Secretary (CIVIX)

Advisers to the TSC:

- Dr David Prince - PRC Ltd
- Richard James - "
- John Thompson - "
- Bernadette Higgins - "
- Richard Andrews - Carden & Godfrey Architects
- Michael Lowe - Tranter Lowe - Accountants

Waltham Abbey Royal Gunpowder Mills

Trust Steering Committee

The Royal Gunpowder Mills

Trust Briefing/Seminar 26 January 1995, Powdermill Lane, Waltham Abbey

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Programme

12.30 - 13.30 - Buffet Lunch

13.30 - 13.40 - Welcome *TRUSTEER WANTED*
Cllr Don Spinks, Chairman Trust Steering Committee

13.40 - 14.10 - Background - Setting the Scene
Dan Bone, CIVIX
Planning Consultant to the MoD

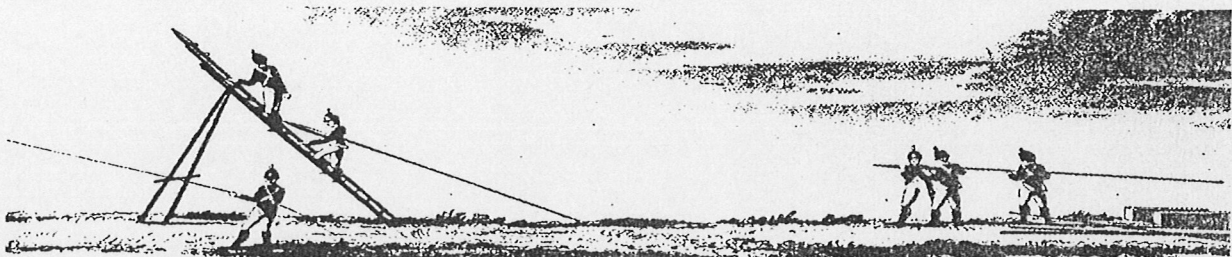
14.10 - 14.30 - The Work of the Trust Steering Committee
Dr David Prince, Prince Research Consultants
Adviser to the Trust Steering Committee

14.30 - 15.00 - Running a Heritage Trust
Mike Lowe, Tranter Lowe
Accountant Adviser to the Trust Steering Committee,
Chairman of Ironbridge Gorge Museum Trust

15.00 - 16.00 - Open Discussion
Cllr Don Spinks, Chairman Trust Steering Committee

16.00 - 16.30 - Afternoon Tea

16.30 - End of Seminar



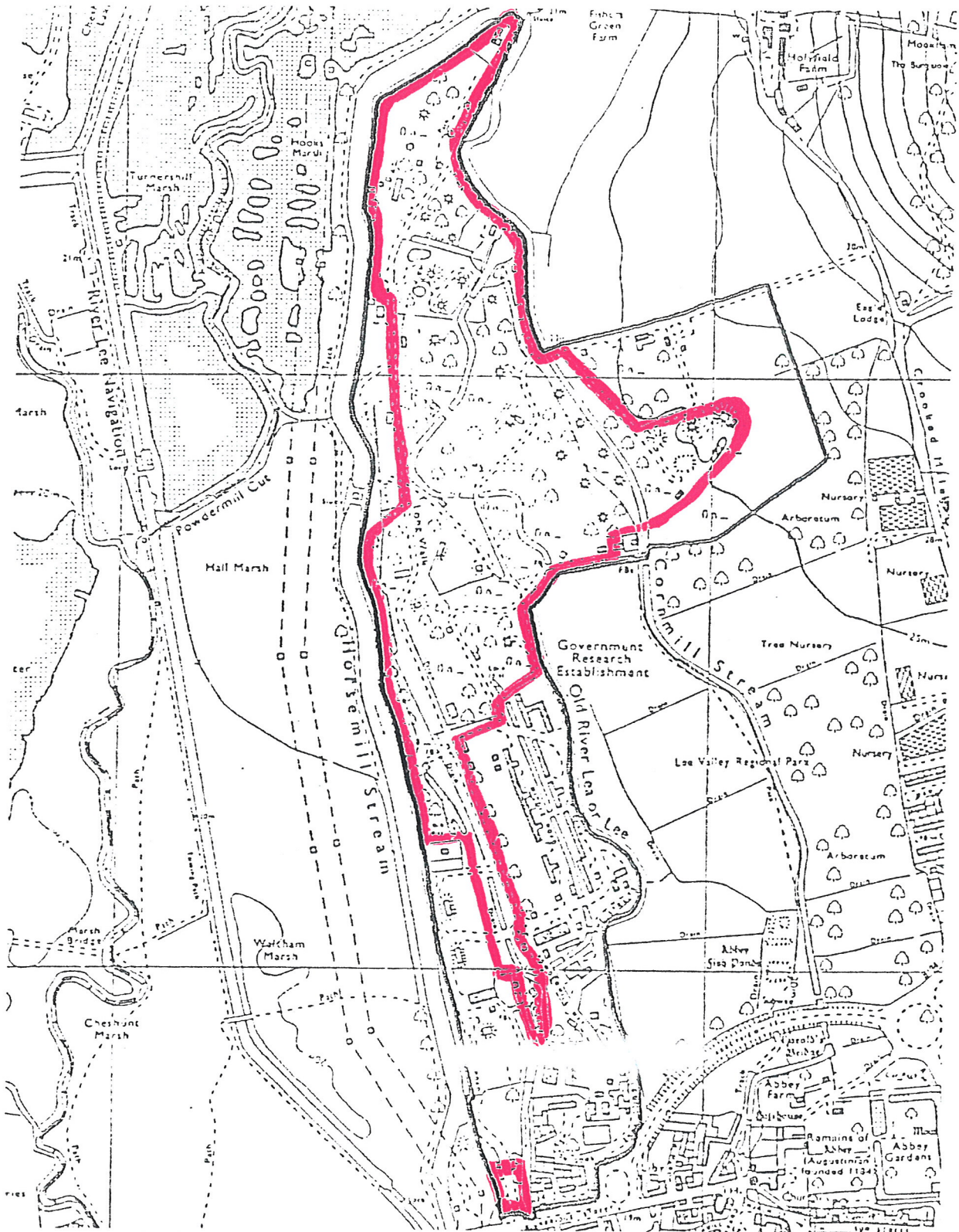


Figure 2.3: The Scheduled Ancient Monument

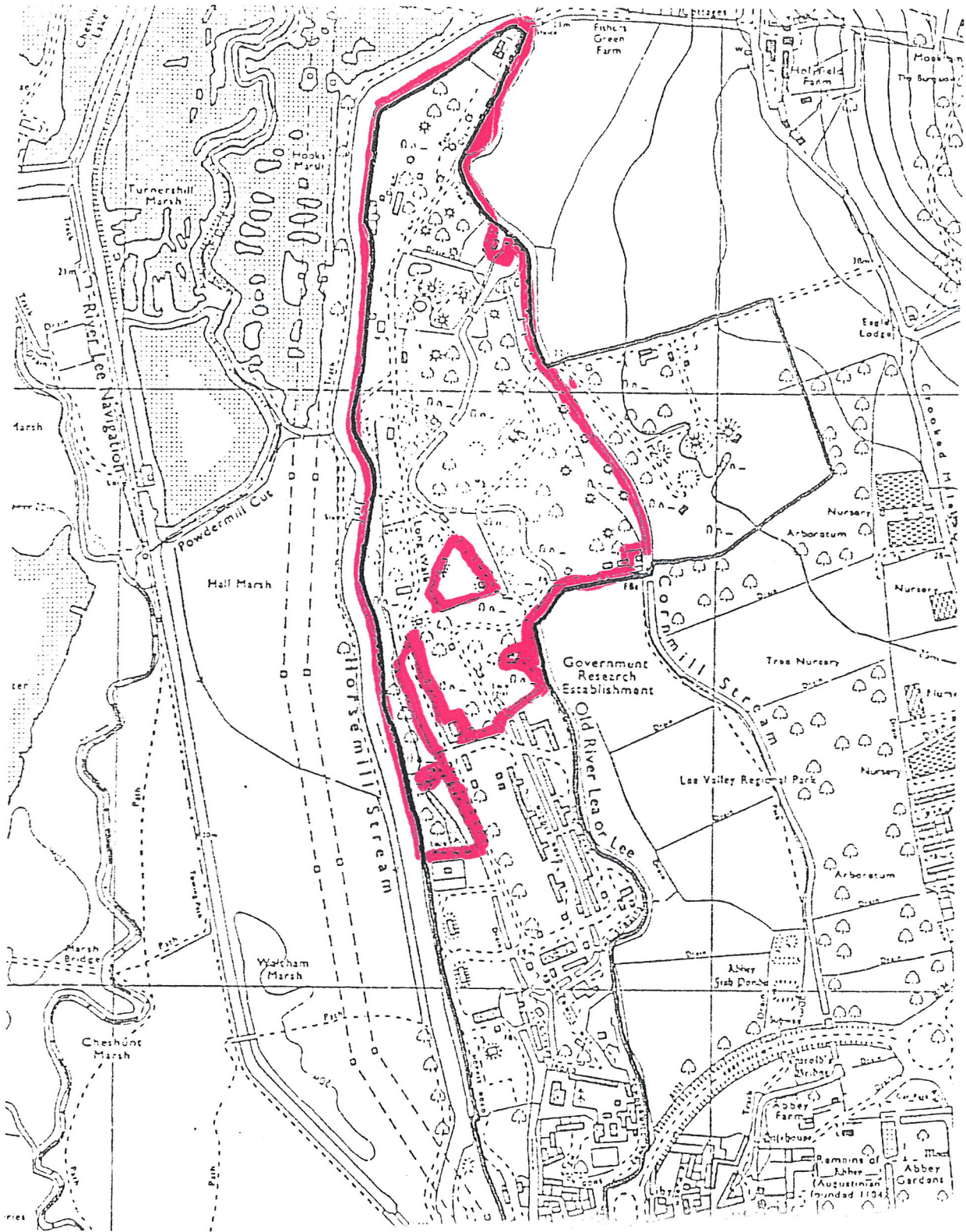


Figure 2.4: The Site of Special Scientific Interest

Figure 1: Relationship between Organisations

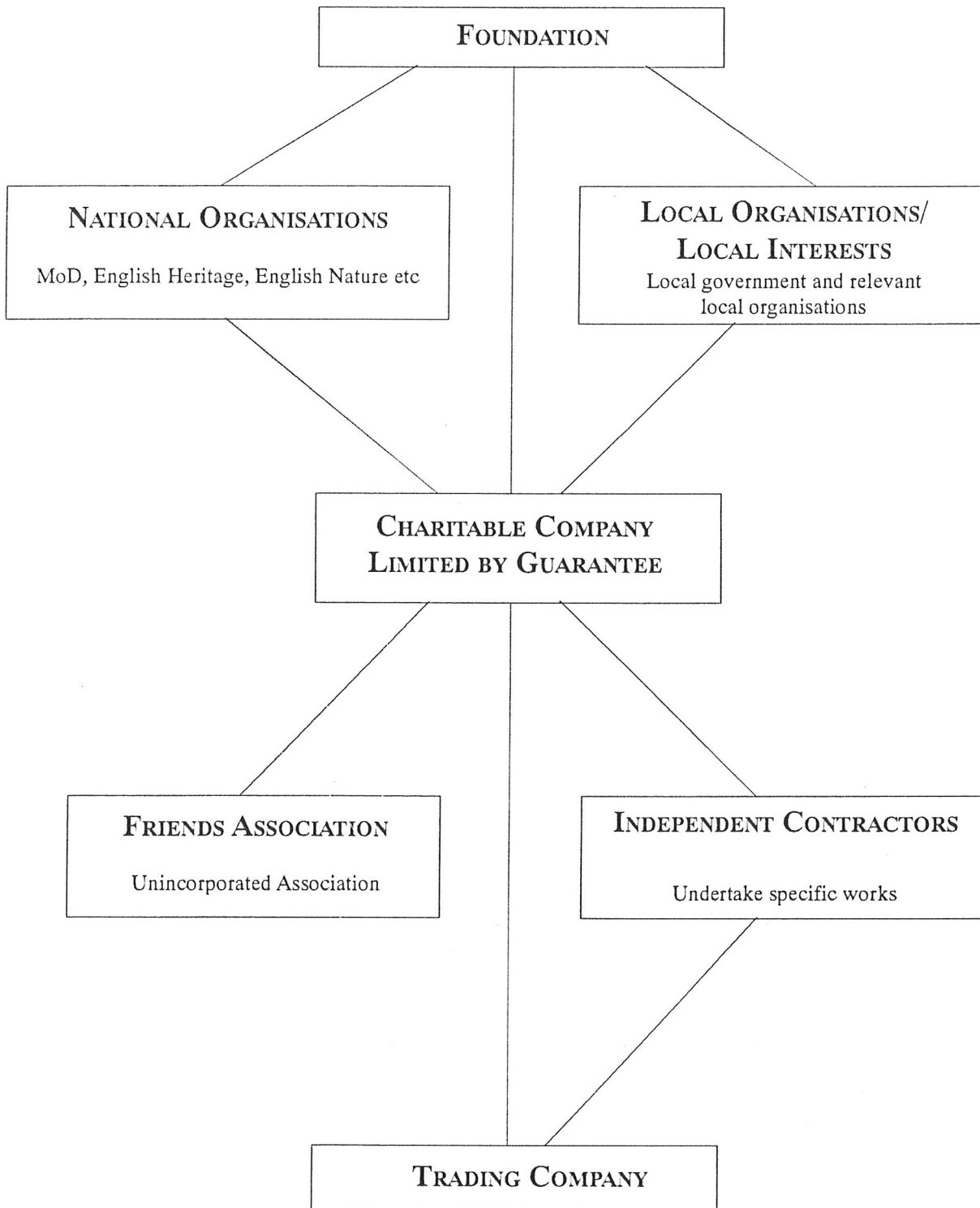
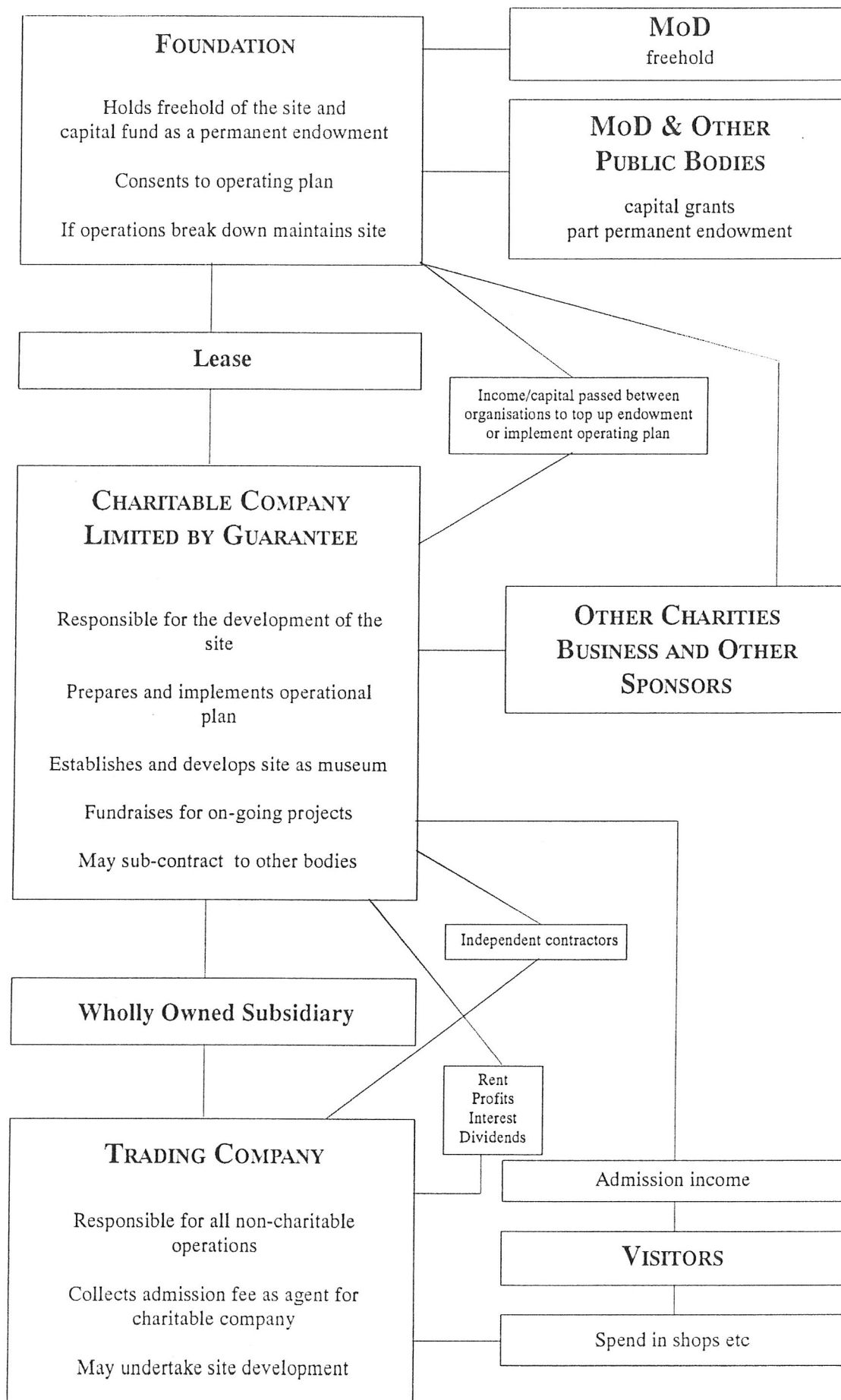


Figure 2: Operational Structure



WARGM SEMINAR: 26 JANUARY 1995

NOTES ON TRUSTEESHIP

The whole project is greater than the sum of its constituent parts and thus the challenge facing the future Trustees of the Foundation is to ensure that the totality of the project, the land, buildings, resources and personnel are integrated into a concept which keeps public benefit at the forefront. This will require expertise of a very high order and a commitment by the Trustees to drive the project by bringing a range of skills and experience into play.

It is our view that a traditional development based on existing museum models is unlikely to result in the vital, innovative approach demanded by the seemingly conflicting demands of the project - access versus conservation; commercial enterprise versus free amenity value; local amenity versus internationally important site and so on. A different approach is needed to achieve success. A large part of PRC's task as advisor was to chart such a way forward.

Much will be required of the Trustees in acting with imagination and flair in a commercial environment in addition to maintaining their fiduciary responsibilities for the proposed Trust and Operating Charitable Company. This assumes active, highly motivated Trustees with the energy and demonstrable qualities to bring to the task.

For the project to succeed we believe that it is vital to ensure that:

- i A commonly-agreed vision for the site is shared by the various constituencies with an interest in it. It is important that the vision is communicated without ambiguity to all involved; local residents, the organisations that will lend support and the media.
- ii The various constituencies which are involved in the development of the project have a say in the development of the project and have the opportunity of giving their time to support it.
- iii The project is characterised by a "quality" approach in all its aspects. The philosophy of constant improvement through review and innovation in practice will help secure its position as a leader in the new generation of heritage and leisure attractions. The quality approach should apply as equally to the activities of the Trustees as to paid employees and contractors.
- iv Trustees/Board members are chosen for the skills and demonstrable expertise they can bring to the project, and not because they are representatives of another body.
- v Commercial skills of a high order are obtained. These skills should be harnessed in order to establish and manage the enabling development as a complementary activity to the heritage and leisure developments. Trustees involved in this part of the development must be able to demonstrate the requisite experience and qualifications.
- vi Involvement is obtained from Trustees and Board members with expertise and a proven record of achievement in the academic aspects of the areas of interest of the project (namely natural history, ecology, science and technology, defence studies and social history), as well as in the management of museums and heritage sites of national or international significance.

- vii Individual Trustees, in addition to exercising probity and responsibility in safeguarding the Trust, are prepared to give generously of their time, expertise and influence to maintain the momentum of the project.
- viii Trustees understand that they will be required to set aside their own personal interests as employees or representatives of authorities and institutions in order to pursue the mission of the Trust and taking on a task for the Trust through its various committees or in other ways.

Trusteeship - Fiduciary Responsibilities, Liabilities and Accountability

The fiduciary responsibilities of Trustees (which include directors of charitable companies) are considerable and the requirements of the general law and of the Charities Acts 1992 and 1993 are stringent.

The Law:

- i Gives the Charity Commissioner ("the Commissioners") powers to inquire into charities and powers to deal with abuse and mismanagement by the Trustees and the protection of the charity's property.
- ii Will, on a date to be announced, introduce a new regime for accounting by charities, when the form and content of a charity's statement of accounts and the Trustees' report will be prescribed.
- iii Makes it an offence for the Trustees to be persistently in default of the requirement to submit annual reports and accounts to the Commissioners
- iv Makes it possible for the Commissioners to disqualify from acting as Trustees those convicted of offenses involving dishonesty or deception, undischarged bankrupts and those disqualified from company directorships.
- v Makes it possible for creditors to sue Trustees personally if they incur liabilities or debts which total more than the value of the charity's assets.
- vi Makes it possible for the Commissioners/the Courts to order the Trustees personally to make good any losses to the charity if the Trustees were acting ultra vires or wrongfully in incurring those losses.

Regulations under the Charities Act 1993 have been introduced to control charitable collections and the activities of professional fund raisers and commercial participators in campaigns to benefit charities and other voluntary organisations.

In order to avoid incurring personal liability to creditors when entering into substantial contracts or in borrowing, Trustees must ensure that they have power to do what is proposed and that the charity has the means to meet its obligations.

- i Trustees have a duty to protect all the charity's property. They are accountable for the continuing effectiveness of the charity and the preservation of its endowments. If the charity becomes insolvent the Trustees are normally personally liable to creditors.
- ii The Trustees are responsible for all the charity's financial affairs and must ensure that the administration of the charity is not open to abuse by unscrupulous associates or employees, and that the control systems are vigorous and constantly maintained.

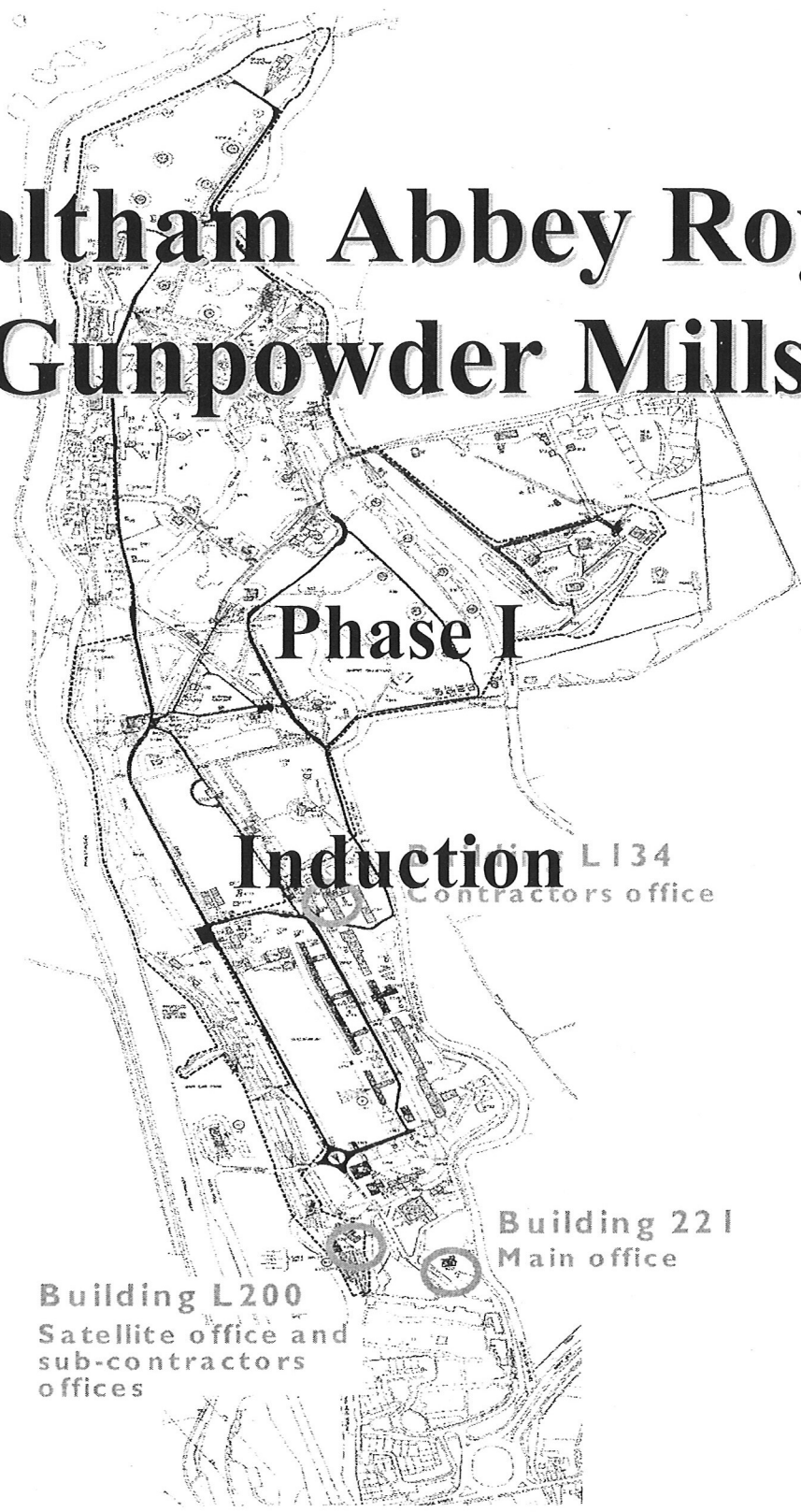
- iii Ownership of land and property by Trustees requires constant condition management, effective husbandry and the deployment of resources.
- iv Trust funds not needed for immediate expenditure should, after the Trustees have consulted a duly qualified investment manager, be invested or deposited and investments should be reviewed periodically to ensure they are suitable for the charity's needs.
- v Trustees must ensure that assets in permanent endowment are preserved and invested prudently so as to produce an income while at the same time safeguarding the real value of the assets.

Characteristics of Successful Charitable Trusts

- i They are independent of political control or dominance by special interest groups or a prime sponsor. This allows the Trust to gain support from all sections of the community and from many different constituencies.
- ii They are initiating. They get things done by direct action or as a catalyst for others. They establish clear work programmes and well defined objectives.
- iii They involve the Community. They ensure that the projects carried out are appropriate for local needs and wishes and that they are locally accountable for their actions. Trusts can build community involvement into the structure in a variety of ways such as representation on the Board, consultative arrangements with local organisations, or the establishment of locally-based volunteer groups.
- iv They combine Public, Private and Voluntary Sectors. Development and improvement of land and amenity requires consideration of the various interests involved and how they can contribute. The Trust can be a unifying force to achieve agreed objectives.
- v They can generate income. Independence allows Trusts to generate revenue by a variety of means, and to plan for sustainable projects.
- vi They can package resources. Trusts can harness resources and support applicable to short and long term programmes, taking full advantage of grants and awards from many sources.

INTERIOR

Waltham Abbey Royal Gunpowder Mills



Phase I

Induction

L134
Contractors office

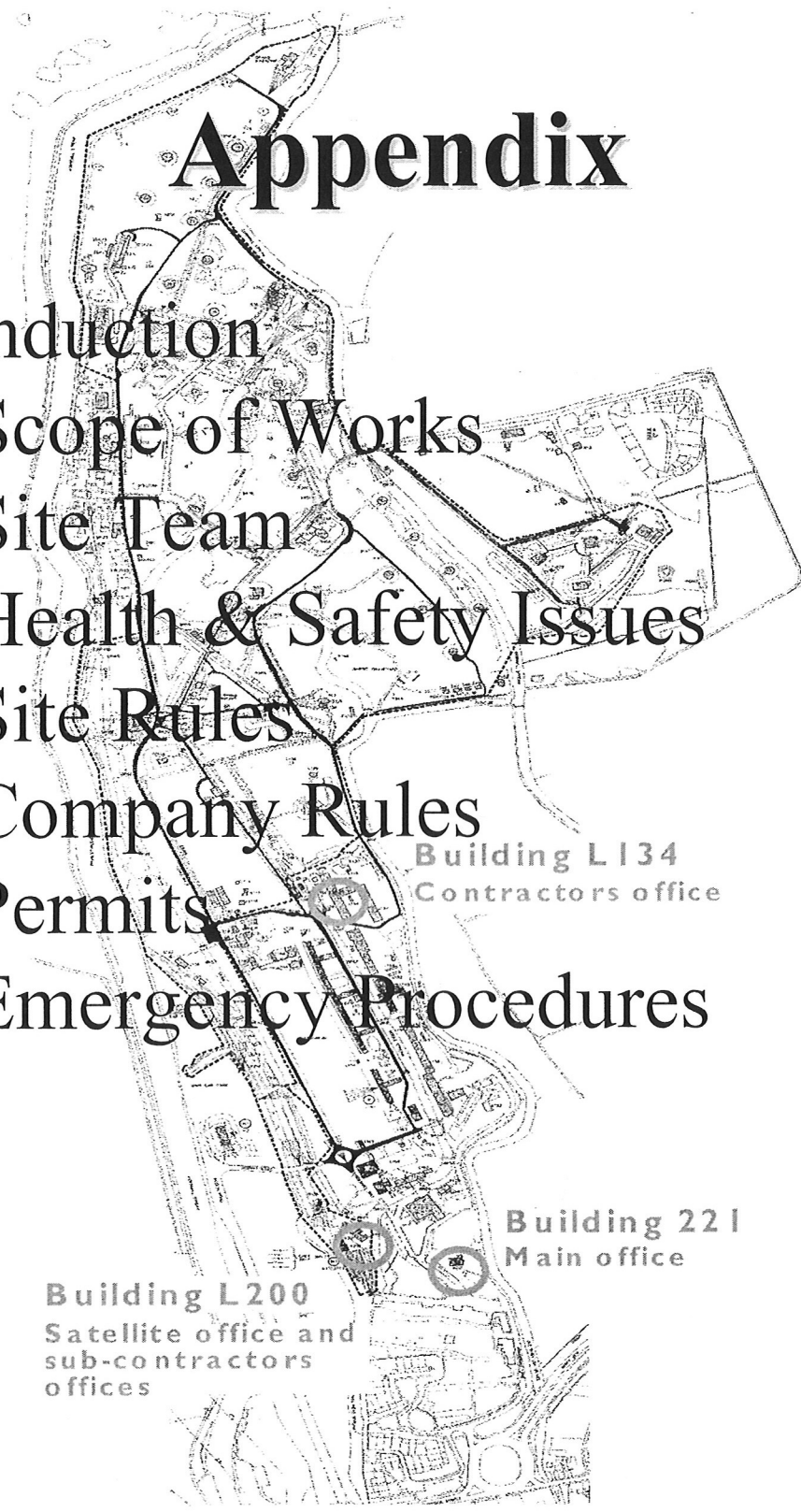
Building 221
Main office

Building L200
Satellite office and
sub-contractors
offices

INTERIOR

Appendix

- Induction
- Scope of Works
- Site Team
- Health & Safety Issues
- Site Rules
- Company Rules
- Permits
- Emergency Procedures



Building L200
Satellite office and
sub-contractors
offices

Building L134
Contractors office

Building 221
Main office

INTERIOR

Introduction

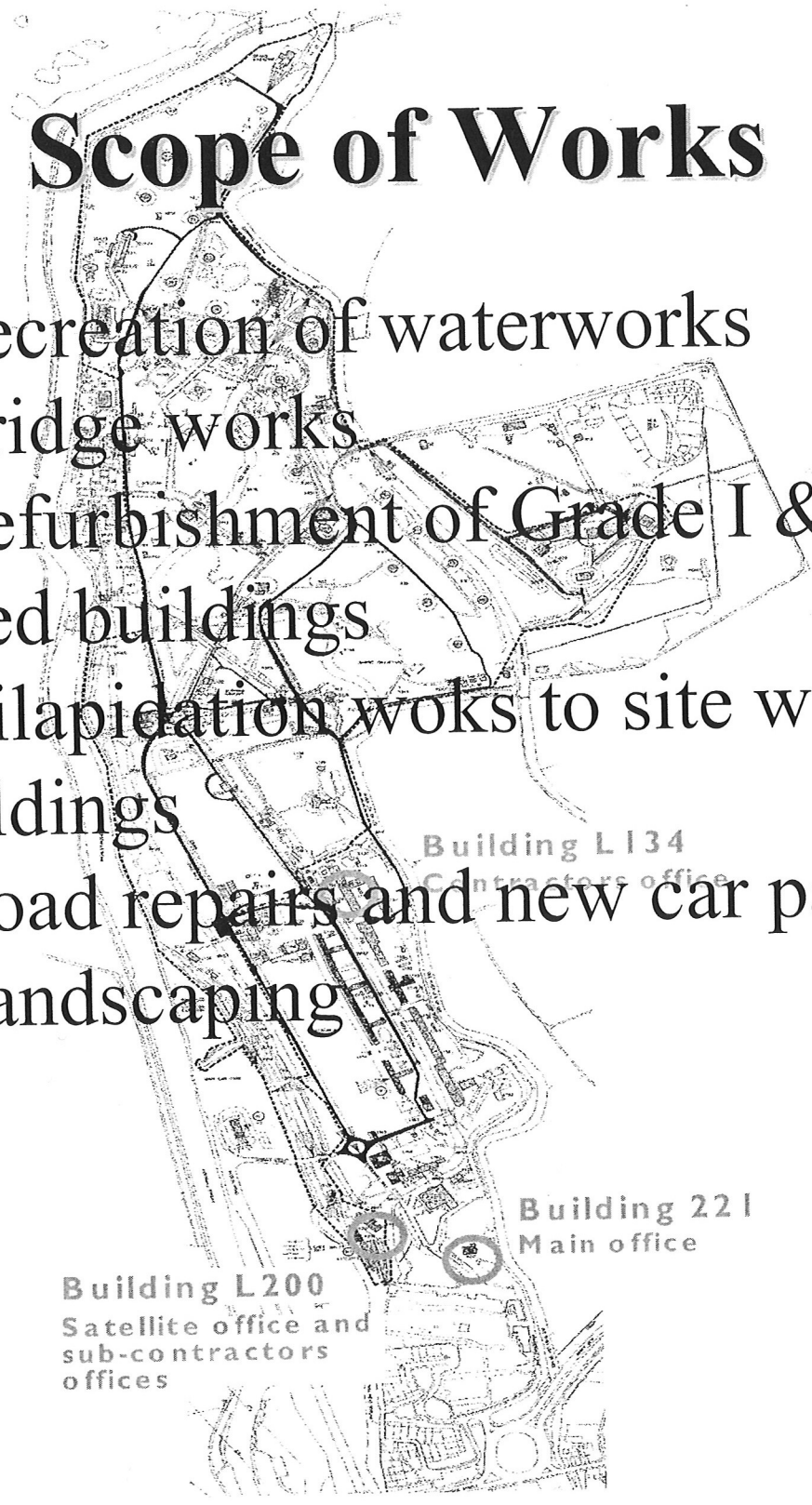
Waltham Abbey Royal Gun Powder Mills is one of the worlds best kept secrets and is part of England's Heritage. Covering approximately 170 acres with woodland, waterways and a variety of buildings and structures. First established in 1665 as a cornmill it was this mill that was later used in the production of gun powder and more recently the development of rocket propulsion until its decommissioning in 1991.

The site has been classed as a schedule ancient monument and all works that are to be carried out during our time on site must be undertaken with the greatest respect and careful planning as not to disturb the existing environment surrounding our works.

INTERIOR

Scope of Works

- Recreation of waterworks
- Bridge works
- Refurbishment of Grade I & II listed buildings
- Dilapidation works to site wide buildings
- Road repairs and new car park
- Landscaping



Building L200
Satellite office and
sub-contractors
offices

Building 221
Main office

Building L134

Contractors office

INTERIOR

Interior Team

DMD
John Knight
0207 247 1717

Project Manager
Paul Russell
01992 763124

Safety Adviser
Dave Taylor
0207 247 1717

Site Secretary
Claire Amsbury
01992 763124

Building L134
Contractors office

Financial Manager
Daniel Yardy
01992 763124

Construction Manager
Adam Hawtin
01992 763124

Technical Services Manager
Martin Quinn
01992 763124

First Aid

Construction Manager
John Parnell
01992 763124

Building 221
Main office

Building L200
Satellite office and
sub-contractors
offices

INTERIOR

Health & Safety Issues

Contamination

During the 1990's the Waltham Abbey Royal Gunpowder Mills commissioned as decontamination team to carry out surveys and decontaminate the whole site with the exception of certain areas which are identified in our Health and Safety plan and will be explained in more depth prior to you entering these areas, but please note there is no immediate danger to Health as long as the guide lines are adhered too.

Waterways

There is a varse amount of canals and waterways on this project, and we must observe all safety procedures that are laid down.

1 Do not cross any barrier or marker tape unless authorised and in possession of a Method Statement and permit to access.

2 When working near these areas or on these areas always wash your hands prior eating or using the toilet and follow the weils disease guide lines issued with this document

Building L134
Contractors office

Building L200
Satellite office and
sub-contractors

Main office

INTERIOR

Health & Safety Issues

Excavations

- No excavations are to be carried out without a permit to dig and Archeological approval
- No spoil to be removed from site a designated spoil heap will be appointed
- All PPE as set out with in your method/risk assessment must be worn at all times

Summer months

- When working outside during the summer months adequate measures must be taken to avoid sun burn and dehydration

Noise

- Noise restrictions will be implemented when works are carries out with in close proximity of residential areas

Welfare

- Canteen is located in the car park area
- Toilets are located in the car park area and building 203
- Drying room is located adjacent to the site office building 200

Building L200
Satellite office and
offices

Building 221
Main office

Building L134
Contractors Office

INTERIOR

Health & Safety Issues

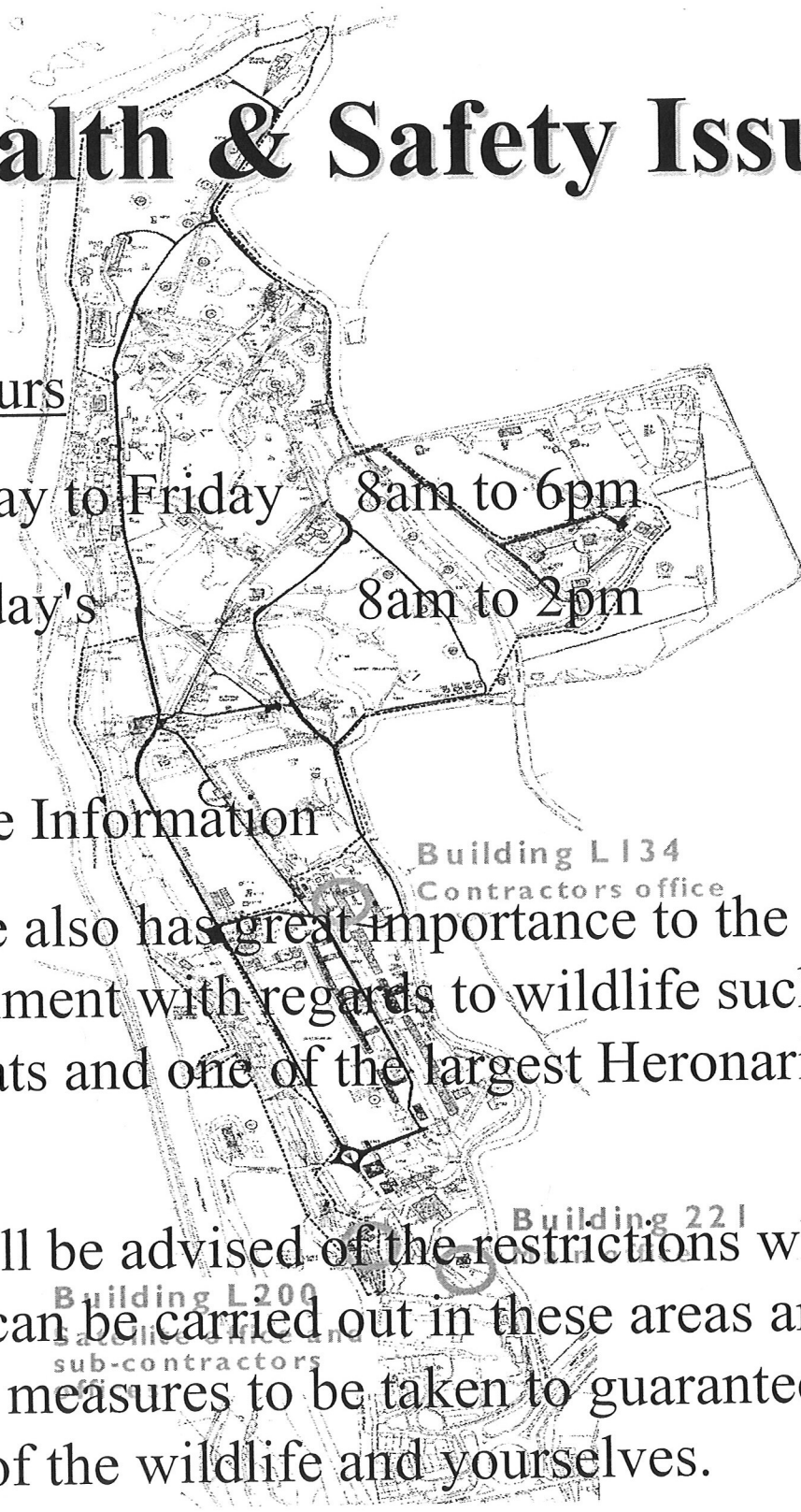
Site Hours

- Monday to Friday 8am to 6pm
- Saturday's 8am to 2pm

Wildlife Information

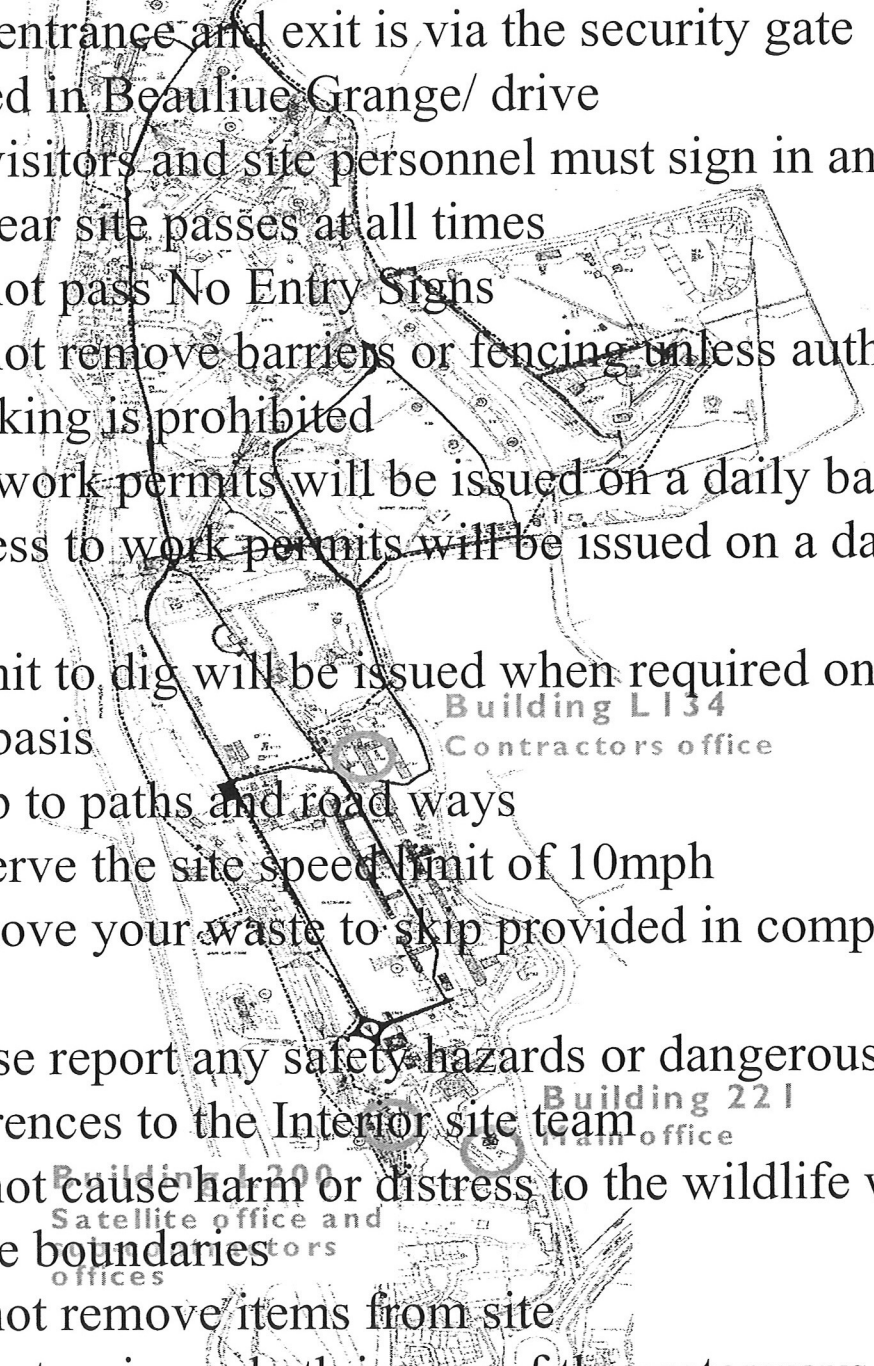
The site also has great importance to the environment with regards to wildlife such as deer, bats and one of the largest Heronaries in Britain.

You will be advised of the restrictions when works can be carried out in these areas and control measures to be taken to guarantee the safety of the wildlife and yourselves.



INTERIOR

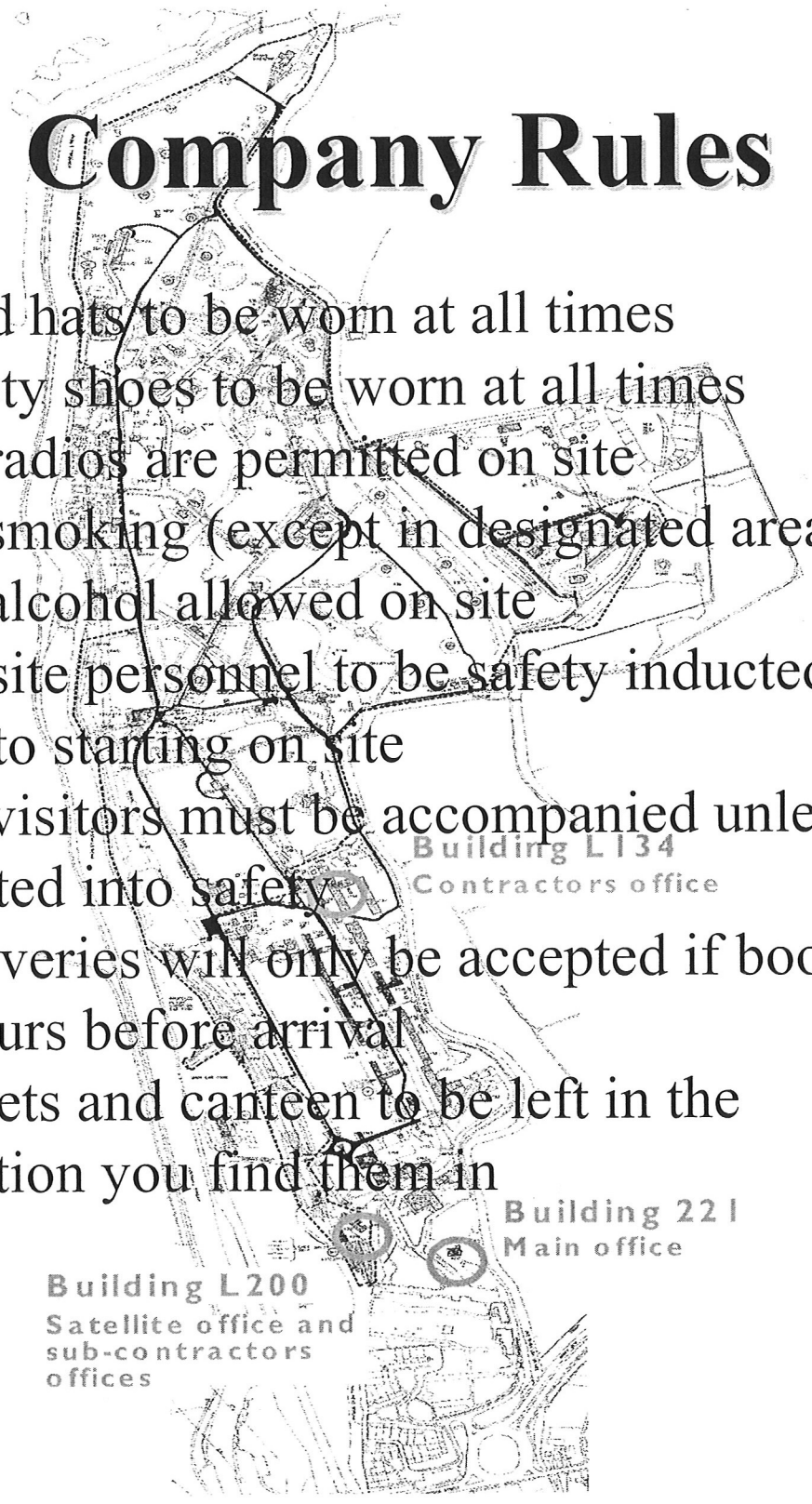
Site Rules

- 
- Site entrance and exit is via the security gate situated in Beaulieu Grange/ drive
 - All visitors and site personnel must sign in and out and wear site passes at all times
 - Do not pass No Entry Signs
 - Do not remove barriers or fencing unless authorised
 - Smoking is prohibited
 - Hot work permits will be issued on a daily basis
 - Access to work permits will be issued on a daily basis
 - Permit to dig will be issued when required on a daily basis
 - Keep to paths and road ways
 - Observe the site speed limit of 10mph
 - Remove your waste to skip provided in compound daily
 - Please report any safety hazards or dangerous occurrences to the Interior site team
 - Do not cause harm or distress to the wildlife within the site boundaries
 - Do not remove items from site
 - Do not swim or bath in any of the waterways
- Building L134
Contractors office
- Building 221
Main office
- Building L300
Satellite office and
offices

INTERIOR

Company Rules

- Hard hats to be worn at all times
- Safety shoes to be worn at all times
- No radios are permitted on site
- No smoking (except in designated areas)
- No alcohol allowed on site
- All site personnel to be safety inducted prior to starting on site
- All visitors must be accompanied unless inducted into safety
- Deliveries will only be accepted if booked 48 hours before arrival
- Toilets and canteen to be left in the condition you find them in



Building L200
Satellite office and
sub-contractors
offices

Building L134
Contractors office

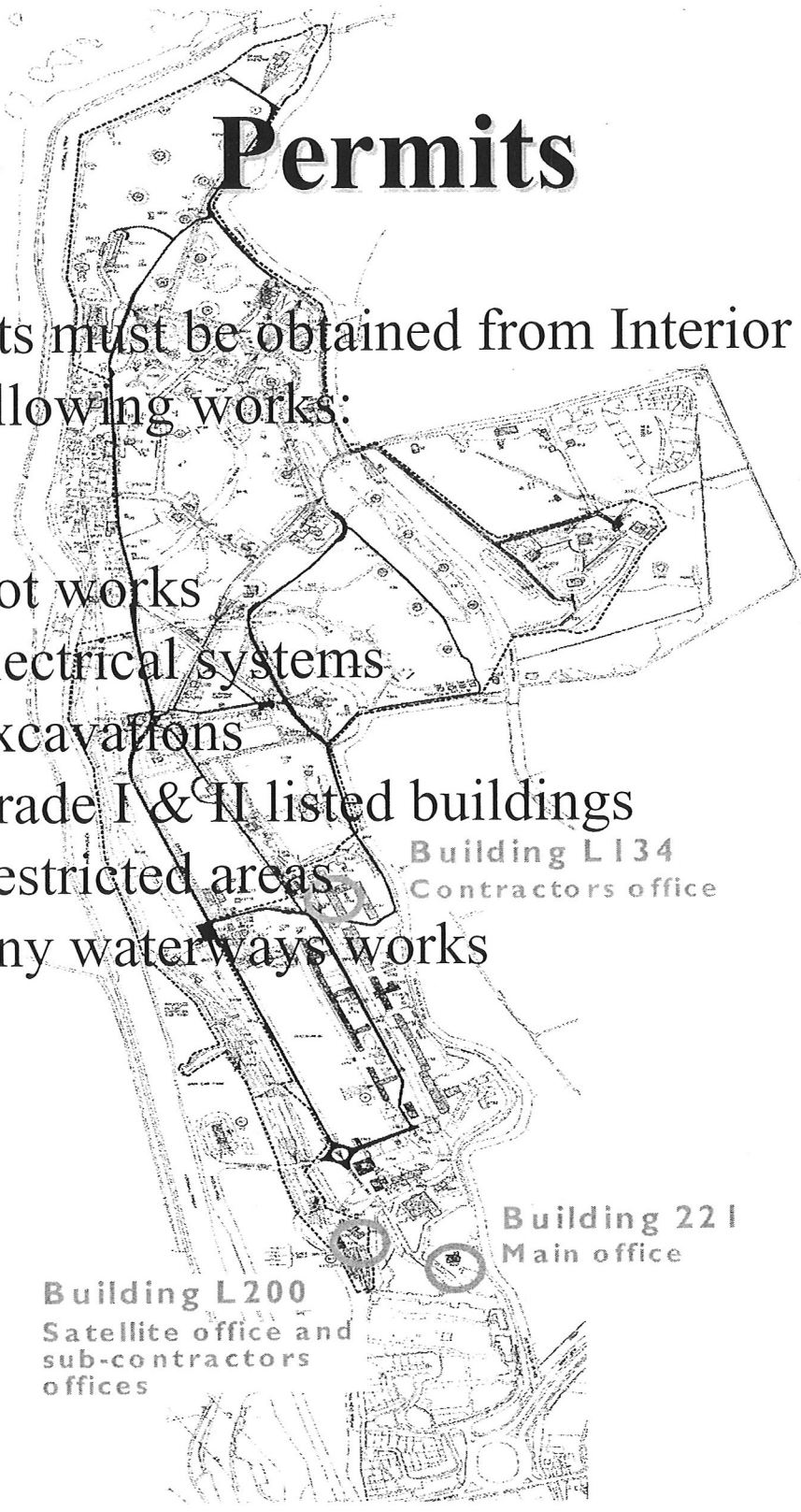
Building 221
Main office

INTERIOR

Permits

Permits must be obtained from Interior prior to the following works:

- Hot works
- Electrical systems
- Excavations
- Grade I & II listed buildings
- Restricted areas
- Any waterways works



Building L200
Satellite office and
sub-contractors
offices

Building L134
Contractors office

Building 221
Main office

INTERIOR

Emergency Procedures

Service

- Fire
- Ambulance
- Police
- Local Hospital

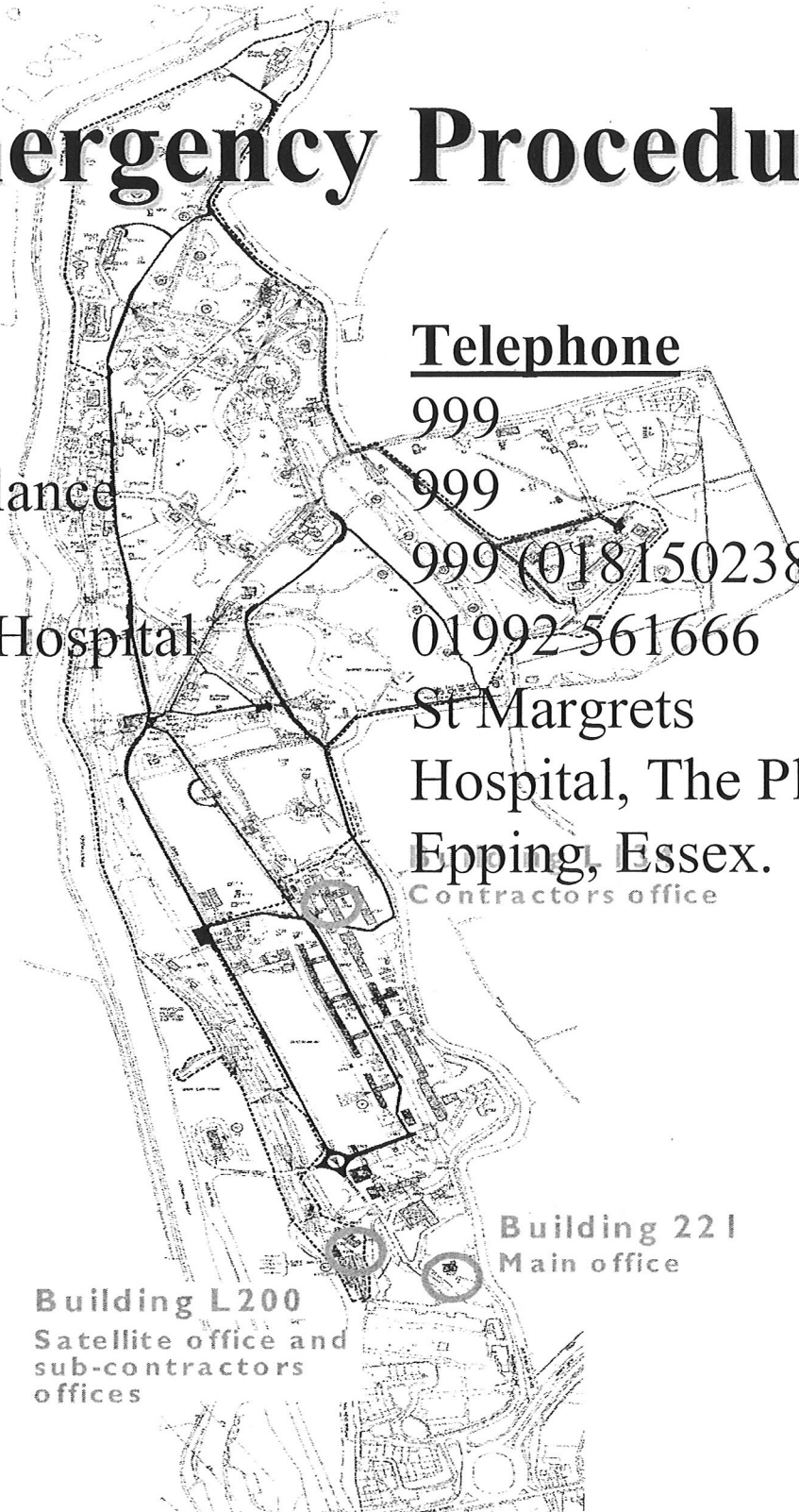
Telephone

999
999
999 (01815023881)
01992 561666
St Margrets
Hospital, The Plain,
Epping, Essex.

Contractors office

Building L200
Satellite office and
sub-contractors
offices

Building 221
Main office



INTERIOR

First Aiders

Adam Hawtin - 01992 637124

- 07879 485289

Daniel Yardy - 01992 637124

First Aid boxes are located in:

Project office 221

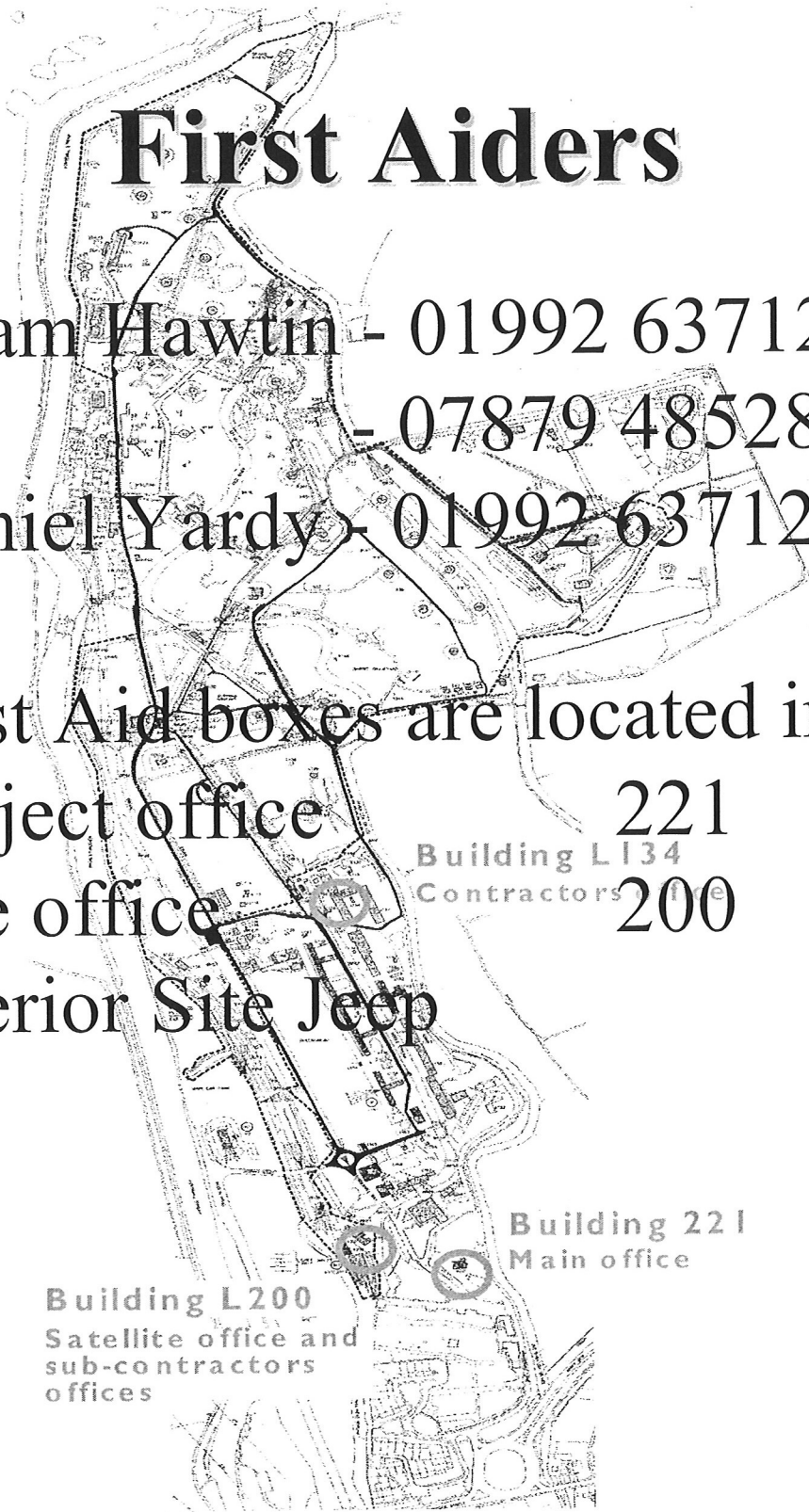
Site office 200

Interior Site Jeep

Building L200
Satellite office and
sub-contractors
offices

Building L134
Contractors office

Building 221
Main office



INTERIOR

Friday 14th July 2000

Information Sheet

We write to inform you of the following refurbishment works that will take place to the east bank of mill head stream.

The refurbishment works involve enabling work to the West Bank for the crane access to mill head stream. Once this crane can access the stream then essential repair work to the east bank will begin.

The work required is steel sheet piling in front of the existing stream wall and then a capping beam to stabilise the east bank.

Please read the attached Method Statement that fully explained the enabling works to be carried out prior to the sheet piling commencement.

The enabling work will commence on Monday 17th July 2000 and the steel sheet piling will follow on Thursday 20th July 2000.

We trust the attached information is self-explanatory, however, should you wish to discuss these works in more detail please contact the Interior Site Team:

Mr Paul Russell	Project Manager	01992 712568
Mr Adam Hawtin	Construction Manager	01992 712568

Many thanks for your co-operation.

Interior Site Team

Print Date 12/07/00
Method Statement

No /----/MS07

ERITH CONTRACTORS LIMITED

Client Interior plc.

**Site Gunpowder Mills,
Waltham Abbey**

Draft Method Statement

No /----/MS07

Revision 0

Title Enabling Works for the Sheet Piling

Originator J.Drake
Revision 0
Date 12th July 2000

1. Scope

This method statement covers the works involved for the temporary works prior to the installation of sheet piles.

2. General Principles

Prior to any excavation works commencing at site the welfare procedures and facilities are to be commissioned.

All site personnel will attend an induction course, which will outline the site hazards and suitable precautions to be taken.

Existing service routes will be investigated and marked, all available service records will be examined and appropriate bodies contacted: cable detection equipment will be used to locate the services where possible, and careful hand excavation will be carried out to locate the services at several locations along the routes.

A stability mat will be installed to level the working area prior to pile installation. This will be carried out by spreading hardcore which will be tracked into place using the excavator.

3. Millhead stream

To enable the sheet piling to be carried out in this area it will be necessary to service the working area from the opposite bank. Therefore the piling contractor will supply a crane and pontoons to allow the work site to be accessed.

The existing grassed area will be used for crainage and unloading. The area will be fenced off using block and mesh fencing. The existing footway will be protected using polythene overlaid with sharp sand, overlaid with steel roadplates, overlaid with crushed concrete. This will give an access to the grassed area. The grassed area will be lifted of topsoil using a JCB wheeled digger. The topsoil will be stockpiled adjacent to Wilcons wall for later re-use. Any new trees that exist within the area will be carefully removed and replanted outside the working area for replacement at a later date after completion of the works.

The area for the crane to work will be examined for soft spots which will be removed locally. An assessment of the sub soil will be made to see if it will be necessary to lay down a membrane. Then a 300 mm layer of hardcore will be imported to cover the working area and will be rolled in place.

This layer will be used to track the crane up and down the site, position the storage container and lay down materials as they arrive.

Once the works is complete the hardcore will be removed for disposal or use elsewhere on the project. The topsoil will be regarded and the trees and grass replaced. The protection to the footway will be removed and the block and mesh fencing taken down.

4. Sheet Piling for Roadway adjacent H7

A shallow trench will be established for trench sheet alignment. Within the trench, the sheet pile line will be re-established by the setting out engineer. The excavator will remove any obstructions or roots.

The existing track will be regraded using a JCB wheeled digger to allow the crane to work alongside the working sheet pile line.

The sheet piles will be delivered to site and off- loaded using the crane adjacent to the working area.

The installation of the sheet piles is the subject of an additional method statement.

Once driven to level the ground profile will be regarded to suit the finished levels and capping works to roadway.

4. Resources

JCB excavator
Bomag 120 Roller
Block and Mesh Fencing
Road Plates
Banksmen,

Print Date 12/07/00
Method Statement

No /----/MS07

5. COSHH Assessment

In the method statement upon award, an assessment of materials likely to be encountered on site will be made in accordance with the Control of Substances Hazardous to Health Regulations 1994.

Risk Assessment

Site Location Gunpowder Mills, Waltham Abbey	Date of Assessment 12 TH July 2000	Assessed by Jim Drake
--	---	---------------------------------

Description of Work Assessed
SHEET PILING ENABLING WORKS METHOD STATEMENT

Hazard	Probability (P)	Severity (S)	Significance (PxS)	Take Action	New Probability (P)	New Severity (S)	New Significance (PxS)
Site contains contaminated soils Contamination to Humans Pollution to water	5	3	15	Provide welfare facilities, PPE and site indications. Operate a permit to work system. Site induction with regard to hazards.	1	3	3
Being struck by falling objects	4	5	12	Use only trained, experienced banksmen and loaders	1	5	5
Third parties including children entering the site	3	4	12	Secure the site and all excavations	1	4	4
Striking of Underground Services	3	5	15	Obtain drawings of services. Locate by means of Trial Holes (hand dug)	1	5	5
Generation of Dust	5	3	15	Spray excavated area with water to minimise dust generation.	1	3	3

INTERIOR



WALTHAM
ABB
EY
ROYAL
GUNPOWDER
MILLS

NEWSLETTER

Issue 2 – June 2000

Since our last newsletter in April 2000 the refurbishment works at Waltham Abbey Royal Gunpowder Mills have progressed at a steady pace. This newsletter has been published to update you on the current construction progress and what to expect over the forthcoming months. For those of you who missed the first newsletter we have included the original introduction for your information.

Introduction

Waltham Abbey Royal Gunpowder Mills is one of the world's best kept secrets and is part of England's National Heritage, covering approximately 170 acres of woodland and waterways with a variety of structures from different ages. It was first established in the 17th century and used for the production of gunpowder, and more recently in the development of rocket propulsion until its decommissioning in 1991. We (Interior plc) have been carefully selected from 30 main contractors to carry out the refurbishment and recreation of this most prestigious project. The project has two main challenges, firstly to refurbish the existing buildings and structures and secondly to preserve the sites existing natural environment.

Refurbishment Works

The main progress on site has been based around the site entrance at the top end of Beaulieu Drive and the island site, which is situated opposite the new Wilcon Homes Development.

The current works at the top of Beaulieu Drive include the re-roofing of building H7 and the installation of new mechanical and electrical services within this area. Adjacent to building H7 is the new car park formation. These works are progressing well with a third of the parking area ready to receive finishes and the adjacent canal dredged and reflooding as the original layout.

The works to the island site are of a different nature and include strip out of all internal finishes and services with external scaffold erection ready to begin the roof repairs and replacements. All roof finishes are replaced on a like for like basis.

Due to the nature of the works a full archeological inspection is carried out to all listed buildings and areas within the scheduled Ancient Monument prior to commencement of any work.

Forward Programme

During the next 4-6 weeks the site will continue to develop and the following works will commence: Sheet piling to the east bank of Mill Head Stream at Highbridge Street end, with formation of a new capping beam to preserve the canal bank. Further roofing and external works on the island site, to include sheet and concrete piling and formation of the new staircase to building A203. Continuation of the carpark formation at the top of Beaulieu Drive and the construction of Hoppit Road and hammerhead.

Interior Site Team

Our Site Team and contact details are listed below for your information:

Andy Collins	Divisional Director
Paul Russell	Project Manager
Adam Hawtin	Construction Manager
John Pernell	Construction Manager
Daniel Yardy	Financial Manager
Martin Quinn	Technical Services Manager
Claire Amsbury	Site Secretary/ Doc. Controller

Site Tel Number 01992 712568

Site Fax Number 01992 760519

If you have any questions that remain unanswered please contact the Site Team. We take this opportunity to thank those of you that attended the meeting at the Town Hall and look forward to completing this fascinating project with your co-operation.

INTERIOR



WALTHAM
ABB
EY
ROYAL
GUNPOWDER
MILLS

NEWSLETTER

Issue 3 – July 2000

Since our last newsletter in June 2000 the refurbishment works at Waltham Abbey Royal Gunpowder Mills have gathered pace and are now in full flow. This newsletter has been published to update you on the current construction progress and what to expect over the forthcoming months.

Introduction

Waltham Abbey Royal Gunpowder Mills is one of the worlds best kept secrets and is part of England's National Heritage, covering approximately 170 acres of woodland and waterways with a variety of structures from different ages. It was first established in the 17th century and used for the production of gunpowder, and more recently in the development of rocket propulsion until its decommissioning in 1991. We (Interior plc) have been selected to carry out the refurbishment and recreation of this most prestigious project. The project has two main challenges, firstly to refurbish the existing buildings and structures and secondly to preserve the sites existing natural environment.

Refurbishment Works

The island site has progressed in all areas; we have new slate roofs currently being installed on buildings A202 and A201 (alongside Mill Head Stream). Once these buildings are watertight internal restoration and exhibition works will continue.

At the top of Beaulieu Drive the main car park and access road are progressing well, the base for the parking bays is almost complete and the installation of granite bricks and sleepers to distinguish the parking areas has commenced.

Alongside the new car park is building H7, which will become the exhibition main entrance. We are currently installing a new roof structure working from the original architect's details.

Once watertight we will commence the restoration and exhibition works inside the building. Due to the vast nature of the site there are a lot of interesting and

important building spread within its boundaries and these buildings we refer to as sitewide.

The work to the site wide buildings is a mixture of restoration and preservation work to ensure the longevity of the buildings and structures.

Sheet piling has commenced to Mill Head Stream to retain the crumbling east bank. The extent of sheet piling is from the bridge at Highbridge Street along to the end of the garages on Mill Head Stream.

Forward Programme

During the next 4-6 weeks the work will continue at a pace with sheet piling along Highbridge Street and car park works completing.

The majority of roofing work will also complete during this period ready for internal restoration.

Preservation work to the canal banks will commence during this period to ensure there is stability for years to come.

There will be an open day on site in September 2000 to enable the public to get a view of the refurbishment works in progress and get a glimpse of the finished attraction that will open Easter 2001.

Interior Site Team

Our Site Team and contact details are listed below for your information. Please feel free to call if you have any issues you need to discuss.

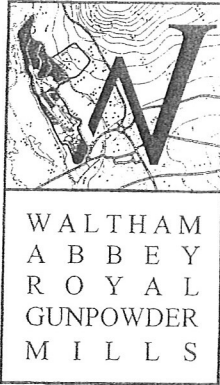
Andy Collins	Divisional Director
Paul Russell	Project Manager
Adam Hawtin	Construction Manager
John Purnell	Construction Manager
Bill Curry	Construction Manager
Daniel Yardy	Financial Manager
Martin Quinn	Technical Services Manager
Claire Amsbury	Site Secretary/ Doc. Controller

Site Tel Number 01992 712568

Site Fax Number 01992 760519

If you have any questions that remain unanswered please contact the site team. We take this opportunity to thank all local residents for your co-operation during the refurbishment process.

INTERIOR



NEWSLETTER

Issue 5 – November 2000

This newsletter has been issued to inform you of the progress of the refurbishment and preservation scheme at the Royal Gunpowder Mills.

Introduction

Research into the nature of Gunpowder commenced on the site in the 17th Century, over the subsequent centuries this research and development expanded to cover other types of explosives and during the 2nd World War rocket propulsion systems.

The Site was de-commissioned in 1991 and that time extensive remediation treatment of several centuries of chemical penetration into the soil took place.

This remediation has left the site safe for successive generations to enjoy.

Visitors to the Royal Gunpowder Mills will find Waterways, lakes and extensive woodlands which are the home of a variety of wildlife including deer, bats and one the largest heronries in England.

An extensive programme of tree planting and path maintenance will further enhance the project.

Progress

Works are continuing across this 170 acre site. Steel sheet piling is being installed to support the banks of watercourses and in other areas the original line of the canal bed is being excavated, timber decking walkways to enable visitors to view the Heronry and other areas will be commencing this month as will the installation of new bridges.

The entrance building in the car park (H7) and the main exhibition building (A203) are virtually complete and the event organisers will be moving in shortly to commence fitting of the displays and visitor facilities.

Work to form the entrance roads to the site at the top of Beaulieu Drive will soon be complete and the Re landscaping of the area used to pile the bank near Highbridge street will take place.

Much effort is going into re-creating the buildings to ensure that the original Industrial character is maintained while offering visitors an interesting glimpse into the past.

The future

The exceptionally inclement weather has tended to hamper progress of the external construction works but we are persevering through the floods. Unfortunately conditions caused by the wet weather have made it impossible to hold the planned open day this autumn.

Interior Site Team

Our Site Team and contact details are listed below for your information. Please feel free to call if you have any issues you need to discuss.

Andy Collins	Divisional Director
John Lee	Project Manager
Adam Hawtin	Construction Manager
John Purnell	Construction Manager
Bill Curry	Construction Manager
Daniel Yardy	Financial Manager
Martin Quinn	Technical Services Manager
Sarah Cornelius	Site Secretary/ Doc. Controller

Site Tel Number 01992 712568

Site Fax Number 01992 760519

If you have any questions that remain unanswered please contact the site team. We take this opportunity to thank all local residents for your co-operation during the refurbishment process.



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