

FRIENDS OF UPMINSTER WINDMILL

England & Wales · Charity number 1162180

Details

Status Registered

Legal form CIO

Registered 2015-06-12

Register [View on the Charity Commission register](#)

Contact

Address 1 Highview Gardens
Upminster
RM14 2YU

Phone 0300 030 1803

Email info@upminsterwindmill.org

Website www.upminsterwindmill.org

Activities

Objects: THE OBJECTS OF THE CIO ARE: THE ADVANCEMENT OF EDUCATION AND THE PRESERVATION, PROTECTION AND MAINTENANCE OF UPMINSTER WINDMILL FOR THE PUBLIC BENEFIT IN PARTICULAR BUT NOT EXCLUSIVELY BY ALL OR ANY OF THE FOLLOWING MEANS:(1) REPAIRING, REFURBISHING AND RESTORING UPMINSTER WINDMILL TO SOUND CONDITION AND FULLWORKING ORDER.(2) CONSERVING AND MAINTAINING THE RESTORED MILL AS A WORKING MUSEUM OPEN TO THE PUBLIC.(3) DEVELOPING AND MAINTAINING AN EDUCATIONAL CENTRE AND VISITOR FACILITIES ON THE MILL SITE SO AS TO ATTRACT VISITORS AND DEVELOP THEIR AWARENESS AND UNDERSTANDING OF THE HERITAGEASSET, INCLUDING THE PROVISION OF ACCESS FOR ALL PEOPLE.(4) COLLABORATING WITH OTHER ORGANISATIONS WHICH ARE ENGAGED IN THE RESTORATION OR PROMOTIONOF HERITAGE BUILDINGS OR OTHER HERITAGE ASSETS OR ARE PLANNING TO BECOME SO ENGAGED;THEREBY PROVIDING OR RECEIVING ASSISTANCE OR ADVICE RELATING TO THE CONSERVATION OFHERITAGE ASSETS, ENHANCING THEIR EDUCATIONAL VALUE OR DEVELOPING PUBLIC AWARENESS.

Activities: The Friends of Upminster Windmill manage Upminster Windmill on behalf of the London Borough of Havering. A major restoration programme funded by Heritage Lottery Fund and others, including a significant contribution of volunteer labour by ourselves, was completed in 2023, and we now operate the site as a visitor attraction and educational resource.

Classification

- **How:** Provides Services
- **What:** Arts/culture/heritage/science
- **Who:** The General Public/mankind

Geography

- **Area of benefit:** LOCAL
- Havering

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£52,488	£40,480	-	-
2024-03-31	£93,339	£60,304	-	-
2023-03-31	£22,876	£38,696	-	-
2022-03-31	£24,478	£24,723	-	-
2021-03-31	£21,148	£32,800	-	-

Trustees

Name	Role	Appointed
David Alfred Shaw		2023-03-28
Justin Christopher Coombs		2022-11-28
Keith Wilkinson		2015-06-30
Marion Sach		2021-09-05
Paul Leonard Sainsbury		2023-11-06
Warren Alan George Lyons		2023-01-24

FRIENDS OF UPMINSTER WINDMILL

England & Wales - Charity number 1162180

Accounts

**FRIENDS OF UPMINSTER WINDMILL
(A Charitable Incorporated Organisation)**

**Annual Report and Financial Statements
Period 1 April 2024 to 31 March 2025**

Charity Number 1162180

FRIENDS OF UPMINSTER WINDMILL

Report of the trustees for the year ending 31 March 2025

1. The trustees of the Friends of Upminster Windmill present their annual report and accounts for the year ended 31 March 2025 and confirm they comply with the requirements of the Charities Act 2011 and the organisation's constitution dated 26 May 2015.

Public benefit

2. The trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers or duties.

Our objectives

3. Our charitable objectives are: The advancement of education and the preservation, protection and maintenance of Upminster Windmill for the public benefit in particular but not exclusively by all or any of the following means:
 - (1) Repairing, refurbishing and restoring Upminster Windmill to sound condition and full working order.
 - (2) Conserving and maintaining the restored mill as a working museum open to the public.
 - (3) Developing and maintaining an educational centre and visitor facilities on the mill site so as to attract visitors and develop their awareness and understanding of the heritage asset, including the provision of access for all people.
 - (4) Collaborating with other organisations which are engaged in the restoration or promotion of heritage buildings or other heritage assets or are planning to become so engaged; thereby providing or receiving assistance or advice relating to the conservation of heritage assets, enhancing their educational value or developing public awareness.

Background

4. Upminster Windmill Heritage Site, including the windmill (the mill) is owned by the London Borough of Havering. The site originally comprised sixteen buildings. It was in private ownership during its working life from 1803 to 1934.
5. Essex County Council (ECC) purchased the mill and a small parcel of land surrounding it in 1940. The significance of the mill was recognised by its relatively early listing at Grade 2* in January 1955. In 1960 ECC purchased the rest of the land that forms the field as it is today, which was still undeveloped. They undertook some restoration work, effectively making safe the structure of the mill and improving its appearance. The surrounding buildings were

demolished. In 1965, ownership passed to the London Borough of Havering (the Council) as a result of the Greater London boundary changes.

6. During the following years some holding repairs were undertaken and the mill was opened to the public by volunteers. However, the fabric of the mill continued to deteriorate and it was clear that a more permanent solution was required. A feasibility study in 2000 resulted in the formation of two organisations, Upminster Windmill Preservation Trust (the Trust) would lease the Mill from the Council, develop the restoration plans and raise the necessary funds. The Friends of Upminster Windmill (the Friends) would open the Mill to the public and generally act as the operational arm of the Trust.

Partnership agreement, restoration programme and formation of new CIO

7. In 2010, the London Borough of Havering and the Upminster Windmill Preservation Trust entered a partnership agreement and made a bid for funds to National Lottery Heritage Fund (NLHF). The bid was successful, securing a development grant and subsequently a full grant to deliver the restoration project. Match funding was obtained from Veolia North Thames Trust and Architectural Heritage Fund, supported by a significant element of volunteer labour.
8. Once the project was underway, no benefit could be seen from continuing with two charitable organisations. Friends of Upminster Windmill was established as a Charitable Incorporated Organisation (CIO) and entered on the Register of Charities on 12 June 2015. The original charities were closed during 2015/2016 and their assets transferred to the new CIO.
9. The restoration programme ran from 2015 to December 2023, with objectives to:
 - (1) Restore the mill to full working order, removing it from Historic England's "At Risk" register and preserving it for future generations.
 - (2) Provide an on-site Education and Training Centre to:
 - facilitate an education programme associated with the history of the mill, how it worked and the families who lived and worked there
 - enable volunteers to participate in the restoration and to operate the mill, learning new skills.
 - (3) Include an archaeology programme through which volunteers will learn archaeological skills and discover more of the history of the site.
10. The partnership agreement intends that the Friends will lease the site, including the mill and the education and training centre, from the Council for a period of 35 years commencing at a date to be agreed.
11. In May 2023, the windmill re-opened to the public and the Friends increased the volume and variety of activities available at the site, including public open days and educational and youth group visits.

12. An official re-opening event was held on 14 September 2023, with invited guests from the local community, other heritage organisations, volunteers and the people who had delivered the project. Speeches were given by Cllr Barry Mugglestone on behalf of the London Borough of Havering, Justin Coombs on behalf of the Friends of Upminster Windmill and Selina Papa on behalf of the National Lottery Heritage Fund. The mill was officially declared open by Cllr Mugglestone.
13. The heritage programme was formally closed on 31 December 2023. Prior to closure, a programme evaluation report was prepared by an independent assessor from Resources4Change. The report called out many positive aspects of the project including:
 - (1) the high quality of the restoration work
 - (2) the quality of visitor experience
 - (3) good progress designing and developing educational activities
 - (4) success in growing millwrighting skills
 - (5) benefits to the wider windmill community, especially through smartmolen and international collaboration in the Netherlands and Germany.

The report also made a number of recommendations for further action, the most significant being:

- (1) A review of organisational governance, in advance of taking on the lease, to ensure we are compliant with the agreements and retain the skills to operate the site for community benefit.
 - (2) Identifying what could be done to increase the number of days the site is open to the public.
 - (3) While not a programme objective, the report noted feedback from surveys around lack of refreshment provision. We were advised to consider this carefully to ensure that if we did proceed with any offering it was financially viable.
14. The evaluation report, capital works completion report and ongoing maintenance plans were filed with National Lottery Heritage Fund prior to programme closure.

Heritage programme: ongoing obligations

15. The obligations for the site to be maintained to a high standard, and used as a community facility, for public access and educational use, continue under the terms of the National Lottery Heritage Fund grant until the year 2044.
16. Similar obligations exist as part of the funding agreements with Veolia Environmental Trust and Veolia North Thames Trust.

Communicating our purpose

17. During Autumn 2024, we sought ways of expressing our charitable objectives in relatable, plain English terms to our members and supporters, and distilled our purpose for the purposes of engagement and communication to the themes of Heritage, Education and Community.
18. These can be further defined as:
 - a. Heritage – Maintaining the site as one of the finest examples worldwide of a smock mill of its type
 - b. Education – Providing a diverse and engaging range of learning and development activities for people of all ages and backgrounds
 - c. Putting the windmill at the heart of local life, and reaching out to those who haven't traditionally visited the site
19. These objectives are underpinned by foundational objectives of providing:
 - a. A safe operating environment
 - b. Safeguarding
 - c. Financial sustainability
 - d. People & skills sustainability
 - e. Ethical behaviour
 - f. Environmental sustainability

For the purposes of the remainder of this report, our activities in 2024-25 are outlined in terms of the themes above.

Key activities in 2024-25 – Heritage

20. **Public Access** – 2,581 visitors attended site open days during the calendar year 2024, of which 1,746 visited the windmill itself. Visitor numbers by month are shown in the chart below.



Several expressions of interest for open day volunteering activities were received during the 2023-24 season, and a round of volunteer training was undertaken to onboard these in Spring 2024, covering the logistical, health and safety, and visitor experience aspects of volunteer roles on the open days.

A campaign for further recruitment of volunteers was run in February – March 2025.

21. **Maintenance** - Since the closure of the restoration programme, the Friends undertaken the maintenance of the windmill, in line with the maintenance plan produced as part of the National Lottery Heritage Fund restoration programme. Maintenance is undertaken by our volunteer team, with support from a freelance professional millwright. Key maintenance activities have included:
 - a. Monthly inspection and maintenance of key components, especially the winding gear which keeps the cap turning and the sails facing into the wind
 - b. Autumn 2024 maintenance period – repairs and repainting to fantail; repainting of cap
 - c. Spring 2025 maintenance period – netting and barriers to prevent pigeon ingress around the petticoat of the windmill
 - d. A full day of collaborative training for our workshop team, held in March 2025, with refresher content covering
22. **Sharing knowledge and skill with other milling and heritage groups** – we provided support to the Thaxted Windmill Society to define the risk management plan and evaluation methods for their successful National Lottery Heritage Fund.
23. **Digital heritage** – we continued to engage with other windmills in the UK and Europe through the smartmolen programme. The system was deployed to 4 further mills in Germany and to Impington Windmill in Cambridgeshire, as part of a research project into the Molenbiotoop (a Dutch term relating to the wind environment at windmills).

Activities in 2024-25 - Education

24. **School group visits** – 719 pupils attended the windmill on school visits in 2024-25, a significant increase from the 446 who attended in 2023-24. 3 new schools visited, one of which was from outside the borough. New National-Curriculum-aligned workshop activities were designed and delivered including a KS2 Simple machines exercise, a Year 8 activity day and a “What is Wind” workshop.
25. **Organised youth groups** – 180 children attended on organised youth group visits in 2024-25, once again a very significant increase from the 115 who attended in 2023-24.

Activities in 2024-25 - Community

26. **Heritage Open Days** were augmented by community and fundraising activities including Fathers Day and Christmas markets. These activities were designed to encourage locals to spend more time at the site, and others from further afield to consider returning, boosting income and community engagement.
27. **Community groups** including the Millers Scissors and the Friends Art Group continued to meet regularly in the visitor centre throughout the period. The facility was also hired weekly throughout the year for use by a yoga group.
28. **The Garden** continued to flourish, with its active volunteer community meeting weekly. The garden entered the London in Bloom Awards and won prizes in the “Environmental Challenge” and “Sustainable Gardening” categories.
29. **Refreshment kiosk** – In the light of visitor feedback and the observations from the National Lottery Heritage Fund closure report, a plan was created for a refreshment kiosk in the garden area. Work on the foundations was started in Spring 2025.
30. **Local business** - The Friends joined the Havering Chamber of Commerce and hosted one of their breakfast meetings.

Our finances

31. Given the modesty of our income and expenditure, the accounts have been prepared on a receipts and payments basis.
32. The second year of the re-opening of the mill saw total receipts of £52.5k and payments of £40.5k. Excluding the final NHLF grants received, and restoration costs covered by these grants in 2023-24, this represented an increase of £3k in receipts but also an increase of £10k in payments. The increase in payments was largely attributable to a first full year of maintenance costs and initial work on the refreshment kiosk. In comparison with the agreed 2024-25 budget surplus of £0.6k, the actual surplus for 2024-25 was £12k.
33. During the year, the value of our investments decreased by 0.3%, largely due to international concerns regarding proposed trade tariffs. Nevertheless, we remain in a strong financial position.
34. A budget for the year ending 31st March 2026 was approved by the trustees. This was based on experience of event activity during the financial year but also noting increased maintenance costs. The budget showed a deficit of £10k which would be covered by our current assets.

35. At the end of 2024/25 we held total reserves of £591,438 (of which investments were £481,599, current assets £81,220 and tangible assets £28,619). We do not currently have a reserves policy but believe the level of reserves held is necessary to cover a significant event such as the breakage of a sail on the windmill, and the loss of income that would result from a prolonged period of closure of the windmill.

Governance

36. The following trustees continued in office throughout the year.
- Justin Coombs
 - Warren Lyons
 - Marion Sach
 - Paul Sainsbury
 - David Shaw
 - Keith Wilkinson
37. Three trustees resigned during the year – Steve Hearn in May 2024, Andrew Conway in August 2024 and Martin Withers at the AGM in October 2024. The constitution requires trustees to retire after three years on a rotational basis. Paul Kemp, Keith Wilkinson and Marion Sach duly resigned at the AGM. Keith Wilkinson and Marion Sach were re-elected unanimously, but Paul Kemp did not seek re-election.
38. Our governance is supported by a comprehensive set of operating policies:
- (1) Governance Policies:
 - Governance policy and the role of trustees
 - Health and safety policy
 - Investment policy
 - (2) Policy Documents related to volunteers:
 - Volunteer policy
 - Recruitment policy
 - Equal opportunities policy
 - Child protection policy
 - (3) Conservation Policies:
 - Conservation policy
 - Disaster management plan
 - Dealing with incidents relating to security, vandalism, other damage and anti-social behaviour
 - Collections management policy
 - Archive policy for images and documents
 - Ownership policy

- (4) Other Policies:
- Lettings policy
 - Privacy policy

39. Our relationship with the Council is governed by a partnership agreement and the lease (when signed).

Administrative information

Registered address	1 Highview Gardens, Upminster, Essex, RM14 2YU
Upminster Windmill address	89 St Marys Lane, Upminster, Essex, RM14 2QL
Registered charity number	1162180
Website	www.upminsterwindmill.org
Bankers	CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent, ME19 4JQ.
Insurers (Employee and public liability)	NFU (arranged through British Association of Friends of Museums (BAFM))
Insurers (Contents)	Ansvar Insurance (arranged through WRS Insurance Brokers Limited)

Signed on behalf of the trustees:

Signature:



Name: Warren Lyons

Date: 19 January 2025



CHARITY COMMISSION
FOR ENGLAND AND WALES

Charity Name Friends of Upminster Windmill	No (if any) 116280
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CC16a

Receipts and payments accounts

For the period from	Period start date 01-Apr-24	To	Period end date 31-Mar-25
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Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Membership fees	2,497	-	-	2,497	2,454
Donations and legacies	24,111	-	-	24,111	22,364
Charitable activities	14,881	-	-	14,881	16,318
Fundraising activities	9,321	-	-	9,321	7,175
Grants	-	-	-	-	43,744
Interest and miscellaneous income	1,678	-	-	1,678	1,284
	-	-	-	-	-
	-	-	-	-	-
Sub total (Gross income for AR)	52,488	-	-	52,488	93,339
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	52,488	-	-	52,488	93,339
A3 Payments					
Heritage programme costs	-	-	-	-	30,121
Charitable activities costs	5,292	-	-	5,292	6,686
Fundraising activities costs	2,007	-	-	2,007	2,861
Maintenance	12,970	-	-	12,970	6,116
Overheads	13,445	-	-	13,445	8,742
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total	33,714	-	-	33,714	54,526
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
Equipment	6,766	-	-	6,766	5,778
Sub total	6,766	-	-	6,766	5,778
Total payments	40,480	-	-	40,480	60,304
Net of receipts/(payments)	12,008	-	-	12,008	33,035
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	69,212	-	-	69,212	36,177
Cash funds this year end	81,220	-	-	81,220	69,212

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Current account	1,590	-	-
	Deposit accounts	79,386	-	-
	Cash	244	-	-
	Total cash funds	81,220	-	-
	(agree balances with receipts and payments account(s))	OK	OK	OK


Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets	CAF Investment Fund Services		-	280,358
	Schroders Unit Trusts Limited		-	201,241
			-	-
			-	-
			-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use	Equipment assets		-	28,619
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities			-	
			-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees

Signature	Print Name	Date of approval
	WARREN LYONS	19 JAN 2025

Income and Expenditure**Income 2024/2025 (£)**

Membership fees		2,497
Donations and legacies		24,111
Charitable activities:	Windmill admission	9,400
	Smartmolen income	3,581
	Work for other mills	1,900
Fundraising activities:	Fundraising events	3,525
	Retail and refreshments sales	4,136
	Other fundraising income	1,660
Grants		
Other income		1,678
Total income (£)		52,488

Expenditure 2024/2025 (£)

Charitable activity costs:	Windmill admission costs	1,612
	Smartmolen costs	3,559
	Education programme	121
Fundraising activity costs:	Retail and refreshments costs	763
	Activity costs	1,243
Maintenance:	Premises and maintenance	12,970
Overheads:	Marketing and publicity	1,759
	Utilities	2,181
	Insurance	1,490
	Office	1,947
	Technology	1,374
	General expenses	1,033
	Bank charges/payment fees	249
	Staff and volunteers	480
	Professional and membership fees	2,932
Total expenditure (£)		33,714

New assets procured in 2024 - 2025	
Item	Purchase price £
VAX cordless vacuum/charger	239.98
HP Pro 7720 A3 printer	159.97
Ninja Jet Blade hand dryer	294.00
Ground protection mats	1,294.32
4 folding tables 122x76 cm	593.71
Table trolley	334.44
2 folding tables 152x76cm	323.62
Refreshment kiosk	3,525.81
Total	6,766

Investments sold in 2024-25	
Item	Proceeds £
Total	0.00

Cash Balance 2024/25 (£)		
Cash balance from 2023/24		69,212
Gross Income during year	52,488	
Expenditure during year	33,714	
Net income		18,774
Fixed asset purchases		6,766
Year end cash balance		81,220
Bank reconciliation		
CAF Account 00027687		1,590
CAF Account 00098477		22,243
CAF Account 00098478 (SF)		54,820
Shawbrook account 25945800		2,323
Cash		244
Total cash holdings		81,220

Statement of Liabilities:
The trustees confirm that at the end of 2024 - 2025 the CIO had no liabilities, had not provided any guarantees and had no outstanding debts.



Section A Independent Examiner's Report

Report to the trustees/ members of

Charity Name Friends of Upminster Windmill

On accounts for the year ended

31st March 2025 Charity no (if any) 1162180

Set out on pages

1-9 (remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31 / 03 / 2025.

Responsibilities and basis of report

As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention (other than that disclosed below *) in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
• the accounts do not accord with the accounting records

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

* Please delete the words in the brackets if they do not apply.

Signed: [Signature] Date: 28.1.2026

Name: Stephen Hardie

Relevant professional qualification(s) or body (if any):

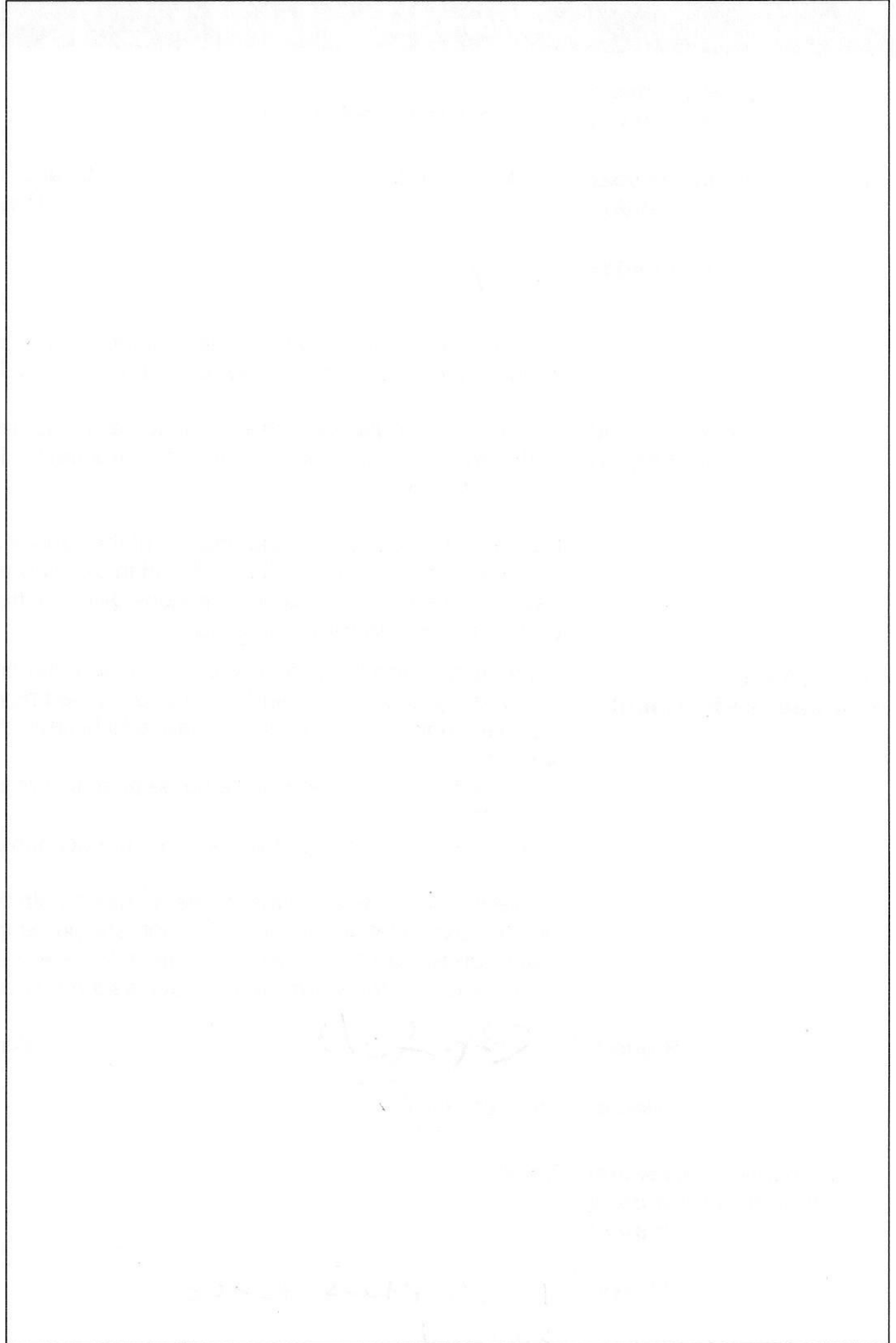
CIMA

Address:

1 ST. PAULS PLACE
LONDON
N1 2QD

Only complete if the examiner needs to highlight matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.



FRIENDS OF UPMINSTER WINDMILL

England & Wales - Charity number 1162180

Accounts

**FRIENDS OF UPMINSTER WINDMILL
(A Charitable Incorporated Organisation)**

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Charity Number 1162180

FRIENDS OF UPMINSTER WINDMILL

Report of the trustees for the year ending 31 March 2024

1. The trustees of the Friends of Upminster Windmill present their annual report and accounts for the year ended 31 March 2024 and confirm they comply with the requirements of the Charities Act 2011 and the organisation's constitution dated 26 May 2015.

Background

2. Upminster Windmill Heritage Site, including the windmill (the mill) is owned by the London Borough of Havering. The site originally comprised sixteen buildings. It was in private ownership during its working life from 1803 to 1934.
3. Following the closure of the milling business, the site was bought by a property developer who intended to build housing, though he was willing to sell the mill and a small parcel of land to an authority who would look after it. In 1937 Essex County Council (ECC) made an order preventing the demolition of the mill, though not the other buildings. Then, in 1940, ECC purchased the mill and a small parcel of land immediately surrounding it from the estate of the developer, who had since died. The purchase excluded the other buildings on the site which the then owners still intended to develop. However, due to the war, nothing more was done and the mill and associated buildings became derelict.
4. After the war, ECC allowed a retired millwright, Hector Stone, to make repairs and adaptations to get the mill working again. This was an informal arrangement supplemented by the setting up of a voluntary Windmill Committee who would raise funds and repair the mill's structure. Although some repairs were made, both enterprises came to a halt, attributable partly to the death of Hector Stone in 1952.
5. The significance of the mill was recognised by its relatively early listing at Grade 2* in January 1955. In 1960 ECC purchased the rest of the land that forms the field as it is today, which was still undeveloped. They undertook some restoration work, effectively making safe the structure of the mill and improving its appearance. The surrounding buildings were demolished. In 1965, ownership passed to the London Borough of Havering (the Council) as a result of the Greater London boundary changes.
6. During the following years some holding repairs were undertaken and the mill was opened to the public by volunteers. However, the fabric of the mill continued to deteriorate and it was clear that a more permanent solution was required. A feasibility study in 2000 resulted in the formation of two organisations, Upminster Windmill Preservation Trust (the Trust) would lease the Mill from the Council, develop the restoration plans and raise the necessary funds. The Friends of Upminster Windmill (the Friends) would open the Mill to the public and generally act as the operational arm of the Trust.

7. In practice, little progress was made in the following years. However, in 2010, after a change of trustees, detailed plans were developed and, following this, the Council and the Trust entered a partnership and made a bid for funds to National Lottery Heritage Fund (NLHF). The bid was successful, securing a development grant and subsequently a full grant to deliver the restoration project. Match funding was obtained from Veolia North Thames Trust and Architectural Heritage Fund, supported by a significant element of volunteer labour.
8. Once the project was underway, no benefit could be seen from continuing with two charitable organisations. Friends of Upminster Windmill was established as a Charitable Incorporated Organisation (CIO) and entered on the Register of Charities on 12 June 2015. The original charities were closed during 2015/2016 and their assets transferred to the new CIO.

Our objectives

9. Our objectives are: the advancement of education and the preservation, protection and maintenance of Upminster Windmill for the public benefit in particular but not exclusively by all or any of the following means:
 - (1) Repairing, refurbishing and restoring Upminster Windmill to sound condition and full working order.
 - (2) Conserving and maintaining the restored mill as a working museum open to the public.
 - (3) Developing and maintaining an educational centre and visitor facilities on the mill site so as to attract visitors and develop their awareness and understanding of the heritage asset, including the provision of access for all people.
 - (4) Collaborating with other organisations which are engaged in the restoration or promotion of heritage buildings or other heritage assets or are planning to become so engaged; thereby providing or receiving assistance or advice relating to the conservation of heritage assets, enhancing their educational value or developing public awareness.

Public benefit

10. The trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers or duties.

The restoration programme

11. The restoration programme ran from 2015 to December 2023, with objectives to:
 - (1) Restore the mill to full working order, removing it from Historic England's "At Risk" register and preserving it for future generations.
 - (2) Provide an on-site Education and Training Centre to:
 - facilitate an education programme associated with the history of the mill, how it worked and the families who lived and worked there

- enable volunteers to participate in the restoration and to operate the mill, learning new skills.
- (3) Include an archaeology programme through which volunteers will learn archaeological skills and discover more of the history of the site.
12. The Friends will lease the site, including the mill and the education and training centre, from the Council for a period of 35 years commencing at a date to be agreed.

Restoration programme – completion of capital works

13. After an extension of the period of the National Lottery Heritage Fund restoration programme grant to 31 December 2023, the project was formally completed and closed to that timescale. In the period from April 2023 to December 2023:
- (1) The final items on the windmill capital works programme were completed.
 - (2) The windmill was prepared for visitor access. Risk assessments were undertaken and corresponding controls implemented. An exercise was undertaken to fit out the mill with interpretation material, CCTV and safety features including additional handrails and machinery guards.
 - (3) A capital works completion report was provided by the millwrighting consultant. This commended the quality of the restoration work but advised a number of further remedial actions which have been folded into the ongoing site maintenance plans.
 - (4) A schedule for ongoing maintenance of the windmill was produced by the millwrighting consultant.
 - (5) Further digital content was produced and incorporated into the touchscreen displays in the visitor centre.

Re-opening the windmill as a heritage, community and educational facility

14. A recruitment campaign for volunteers to support the re-opening of the windmill to the public was undertaken on local and social media, leading to the appointment and training of 36 additional volunteers to staff the mill on open days and educational visits.
15. Prior to re-opening, volunteers were provided with training on topics including:
- (1) health & safety (including emergency evacuations)
 - (2) visitor welcoming skills
 - (3) the history of the windmill and site, the families who worked it, and the technology and processes of milling
 - (4) practical steps to operate the open days, eg. use of point-of-sale technology.
16. An Activities Officer was appointed for a period from May 2023 to October 2023, to help establish a programme of activities in line with those in the Activity Plan agreed with National Lottery Heritage Fund

17. The windmill re-opened to the public in May 2023. A trial open weekend was conducted with free tickets offered to members of the Friends group and neighbours of the windmill. The mill was then open to the general public on 6 further weekends during 2023. A total of 2336 visitors attended over the 7 weekends.
18. Educational visits including workshops on the themes of local history and sustainability were held. A total of 268 pupils and 65 adults visited from local schools during summer 2023.
19. Bookings were also taken for visits from organised youth groups. A total of 96 children and 36 adults visited from these during summer 2023.
20. An official re-opening event was held on 14 September 2023, with invited guests from the local community, other heritage organisations, volunteers and the people who had delivered the project. Speeches were given by Cllr Barry Mugglestone on behalf of the London Borough of Havering, Justin Coombs on behalf of the Friends of Upminster Windmill and Selina Papa on behalf of the National Lottery Heritage Fund. The mill was officially declared open by Cllr Mugglestone.

Heritage programme: evaluation report

21. An independent evaluation report was commissioned and delivered by Resources4Change
22. The report called out many positive aspects of the project including:
 - (1) the high quality of the restoration work
 - (2) the quality of visitor experience
 - (3) good progress designing and developing educational activities
 - (4) success in growing millwrighting skills, especially the contribution to the development of Cameron Southcott's career
 - (5) benefits to the wider windmill community, especially through smartmolen and international collaboration in the Netherlands and Germany.
23. The report also made a number of recommendations for further action, the most significant being:
 - (1) A review of organisational governance, in advance of taking on the lease, to ensure we are compliant with the agreements and retain the skills to operate the site for community benefit.
 - (2) Identifying what could be done to increase the number of days the site is open to the public.
 - (3) While not a programme objective, the report noted feedback from surveys around lack of refreshment provision. We were advised to consider this carefully to ensure that if we did proceed with any offering it was financially viable.

Programme closure

24. The National Lottery Heritage Fund restoration programme was formally closed in December 2023.
25. The evaluation report, capital works completion report and ongoing maintenance plans were filed with National Lottery Heritage Fund as part of the closure.

Restoration programme: ongoing obligations

26. The obligations for the site to be maintained as a community facility, for public access and educational use, continue under the terms of the National Lottery Heritage Fund grant until the year 2044. Similar obligations exist as part of the funding agreements with Veolia Environmental Trust and Veolia North Thames Trust.

Post restoration programme activities

27. A Christmas market, Mother's Day market and Easter Egg hunt were held at the windmill site between December 2023 and March 2024. Over 1,000 visitors attended the 3 events, of which 142 paid to visit the windmill itself.
28. Educational visits including workshops on the themes of local history and sustainability continued during spring 2024. A total of 178 pupils and 44 adults visited from local schools.
29. Further bookings were also taken for visits from organised groups. A total of 19 students and 24 adults visited during autumn 2023 and spring 2024.

Our finances

30. Given the modesty of our income and expenditure, the accounts have been prepared on a receipts and payments basis.
31. The re-opening of the mill meant that we were able to receive income of £16k from event activities (mostly from admission fees plus retail and refreshment sales) and also contributed to an 31% increase in income from membership fees and £3k increase in regular donations. We were also fortunate to receive a legacy of £18k during the year. We received £44k in grants from NHLF during the year. Total income was £93k, an increase of £70k over prior year. The final stages of the restoration and preparation of the re-opening of the mill to the public saw costs for the year increase by £18k to £60k, although £30k was covered by NHLF funding. The overall surplus for the year was £33k, of which £14k was NHLF funds relating to prior year costs.
32. During the year, the value of our investments increased by 8%, more than recovering the losses suffered in the previous year, when their value had been reduced due to market

uncertainty caused by the war in Ukraine and a general global economic downturn. We remain in a strong financial position.

33. With the mill now open to the public, a budget for the year ending 31st March 2025 was approved by the trustees. This was based on experience of event activity during the financial year but also noting the ongoing maintenance plan and further remedial actions recommended in the capital works completion report provided by the millwrighting consultant (see above). The budget showed a modest annual profit.

34. At the end of 2023/24 we held the following:

	£
Tangible assets	25,551
Investments	483,290
Current assets	69,212
Total reserves	578,053

Governance

35. The following trustees continued in office throughout the year.

- Andrew Conway
- Justin Coombs
- Paul Kemp
- Warren Lyons
- Marion Sach
- David Shaw
- Keith Wilkinson
- Martin Withers

36. Two longstanding trustees, Dennis Coombs and Linda Hawthorn, died in May 2023. Two new trustees were appointed during the year: Paul Sainsbury and Steve Hearn at the AGM on 6 November 2023. The constitution requires trustees to retire after three years on a rotational basis. Alison Taffs and Martin Withers duly resigned at the AGM. Martin Withers was re-elected unanimously, but Alison Taffs did not seek re-election.

37. Our governance is supported by a comprehensive set of operating policies:

(1) Governance Policies:

- Governance policy and the role of trustees
- Health and safety policy
- Investment policy

(2) Policy Documents related to volunteers:

- Volunteer policy

- Recruitment policy
- Equal opportunities policy
- Child protection policy

(3) Conservation Policies:

- Conservation policy
- Disaster management plan
- Dealing with incidents relating to security, vandalism, other damage and anti-social behaviour
- Collections management policy
- Archive policy for images and documents
- Ownership policy.

(4) Other Policies:

- Lettings policy
- Privacy policy.

38. Our relationship with the Council is governed by a partnership agreement and the lease (when signed).

Administrative information

Registered address	1 Highview Gardens, Upminster, Essex, RM14 2YU
Upminster Windmill address	89 St Marys Lane, Upminster, Essex, RM14 2QL
Registered charity number	1162180
Website	www.upminsterwindmill.org
Bankers	CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent, ME19 4JQ.
Insurers (Employee and public liability)	NFU (arranged through British Association of Friends of Museums (BAFM))
Insurers (Contents)	Ansvar Insurance (arranged through WRS Insurance Brokers Limited)

Signed on behalf of the trustees:

Signature:



Name: Warren Lyons

Date: 21 January 2025



CHARITY COMMISSION
FOR ENGLAND AND WALES

Charity Name Friends of Upminster Windmill	No (if any) 116280
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CC16a

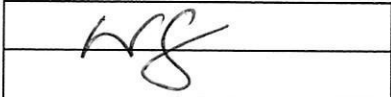
Receipts and payments accounts

For the period from	Period start date 01-Apr-23	To	Period end date 31-Mar-24
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Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Membership fees	2,454	-	-	2,454	1,878
Donations and legacies	22,364	-	-	22,364	1,225
Charitable activities	16,318	-	-	16,318	2,107
Fundraising activities	7,175	-	-	7,175	3,875
Grants	43,744	-	-	43,744	13,539
Interest and miscellaneous income	1,284	-	-	1,284	252
Sub total (Gross income for AR)	93,339	-	-	93,339	22,876
A2 Asset and investment sales, (see table).					
CAF investment sale		-	-	-	15,000
ABRDN investment sale		-	-	-	20,000
Sub total	-	-	-	-	35,000
Total receipts	93,339	-	-	93,339	57,876
A3 Payments					
Heritage programme costs	30,121	-	-	30,121	14,448
Charitable activities costs	6,686	-	-	6,686	8,605
Fundraising activities costs	2,861	-	-	2,861	1,411
Maintenance	6,116	-	-	6,116	7,805
Overheads	8,742	-	-	8,742	6,427
Sub total	54,526	-	-	54,526	38,696
A4 Asset and investment purchases, (see table)					
Investments	-	-	-	-	-
Equipment	5,778	-	-	5,778	3,413
Sub total	5,778	-	-	5,778	3,413
Total payments	60,304	-	-	60,304	42,109
Net of receipts/(payments)	33,035	-	-	33,035	15,768
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	36,177	-	-	36,177	20,409
Cash funds this year end	69,212	-	-	69,212	36,177

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Current account	21,223	-	
	Deposit accounts	47,232	-	
	Cash	757	-	-
	Total cash funds	69,212	-	-
	(agree balances with receipts and payments account(s))	OK	OK	OK
B2 Other monetary assets	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
B3 Investment assets	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
	CAF Investment Fund Services		-	278,089
	Schroders Unit Trusts Limited		-	205,201
			-	-
			-	-
B4 Assets retained for the charity's own use	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
	Equipment assets		-	25,551
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
B5 Liabilities	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
			-	
			-	
			-	
			-	
Signed by one or two trustees on behalf of all the trustees		Signature	Print Name	Date of approval
			WARREN LYONS	21 JAN '25

Income and Expenditure**Income 2023/2024 (£)**

Membership fees		2,454
Donations and legacies		22,364
Charitable activities:	Windmill admission	11,227
	Smartmolen income	5,091
Fundraising activities:	Fundraising events	1,528
	Retail and refreshments sales	3,377
	Other fundraising income	2,270
Grants		43,744
Other income		1,284
Total income (£)		93,339

Expenditure 2023/2024 (£)

Heritage programme costs:	Mill restoration	19,734
	Education programme	320
	Other heritage programme costs	10,067
Charitable activity costs:	Windmill admission costs	1,858
	Smartmolen costs	4,828
Fundraising activity costs:	Retail and refreshments costs	2,305
	Activity costs	555
Maintenance:	Premises and maintenance	6,116
Overheads:	Utilities	2,671
	Insurance	1,013
	Office	1,834
	Technology	1,345
	General expenses	910
	Bank charges/payment fees	221
	Staff and volunteers	388
	Professional and membership fees	360
Total expenditure (£)		54,526

Cash Balance 2023/24 (£)		
Cash balance from 2022/23		36,177
Gross Income during year	93,339	
Expenditure during year	54,526	
Net income		38,813
Fixed asset purchases		5,778
Year end cash balance		69,212
Bank reconciliation		
CAF Account 00027687		5,616
CAF Account 00029417		15,607
CAF Account 00098477		21,723
CAF Account 00098478 (SF)		23,202
Shawbrook account 25945800		2,307
Cash		757
Total cash holdings		69,212

Statement of Liabilities:

The trustees confirm that at the end of 2023 - 2024 the CIO had no liabilities, had not provided any guarantees and had no outstanding debts.

New assets procured in 2023 - 2024	
Item	Purchase price £
Xerox C315 Laser Printer	439
Clevertouch Screen	2,232
HISSTON Fanless Desktop PC	692
Lenovo P11 11.5" tablet 128gb	325
Lenovo P11 11.5" tablet 128gb	325
Lenovo P11 11.5" tablet 128gb	325
Lenovo Ideapad 3i 15.6" laptop	399
Zettle card machine/printer	239
Solar Panels 4x100w	272
Circular 8 seat picnic table	530
Total	5,778

Investments sold in 2023-24	
Item	Proceeds £
Total	0.00



Section A

Independent Examiner's Report

Report to the trustees/ members of

Charity Name Friends of Upminster Windmill

On accounts for the year ended

31st March 2024

Charity no (if any)

1162180

Set out on pages

1-5

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31/03/2024

Responsibilities and basis of report

As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention (other than that disclosed below *) in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
the accounts do not accord with the accounting records

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

* Please delete the words in the brackets if they do not apply.

Signed:

[Signature]

Date:

22-01-2025

Name:

Stephen Hardie

Relevant professional qualification(s) or body (if any):

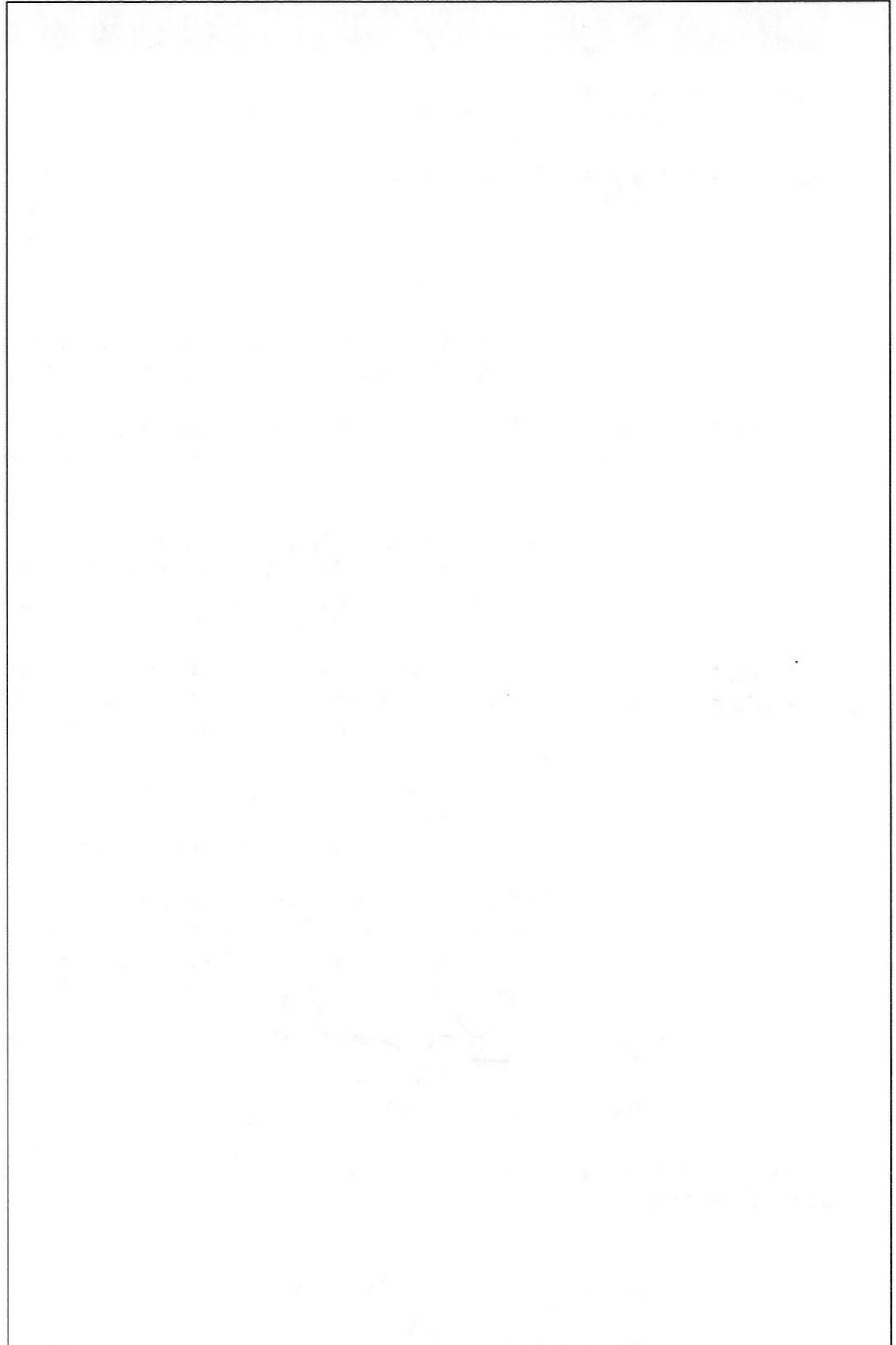
CIMA

Address:

1 ST. PAULS PLACE
LONDON
N1 2QD

Only complete if the examiner needs to highlight matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.



FRIENDS OF UPMINSTER WINDMILL

England & Wales - Charity number 1162180

Accounts

FRIENDS OF UPMINSTER WINDMILL
(A Charitable Incorporated Organisation)

Annual Report and Financial Statements
Period 1 April 2022 to 31 March 2023

Charity Number 1162180

FRIENDS OF UPMINSTER WINDMILL

Report of the trustees for the year ending 31 March 2023

1. The trustees of the Friends of Upminster Windmill present their annual report and accounts for the year ended 31 March 2023 and confirm they comply with the requirements of the Charities Act 2011 and the organisation's constitution dated 26 May 2015.

Background

2. Upminster Windmill Heritage Site, including the windmill (the mill) is owned by the London Borough of Havering. The site originally comprised sixteen buildings. It was in private ownership during its working life from 1803 to 1934.
3. Following the closure of the milling business, the site was bought by a property developer who intended to build housing, though he was willing to sell the mill and a small parcel of land to an authority who would look after it. In 1937 Essex County Council (ECC) made an order preventing the demolition of the mill, though not the other buildings. Then, in 1940, ECC purchased the mill and a small parcel of land immediately surrounding it from the estate of the developer, who had since died. The purchase excluded the other buildings on the site which the then owners still intended to develop. However, due to the war, nothing more was done and the mill and associated buildings became derelict.
4. After the war, ECC allowed a retired millwright, Hector Stone, to make repairs and adaptations to get the mill working again. This was an informal arrangement supplemented by the setting up of a voluntary Windmill Committee who would raise funds and repair the mill's structure. Although some repairs were made, both enterprises came to a halt, attributable partly to the death of Hector Stone in 1952.
5. The significance of the mill was recognised by its relatively early listing at Grade 2* in January 1955. In 1960 ECC purchased the rest of the land that forms the field as it is today, which was still undeveloped. They undertook some restoration work, effectively making safe the structure of the mill and improving its appearance. The surrounding buildings were demolished. In 1965, ownership passed to the London Borough of Havering (the Council) as a result of the Greater London boundary changes.
6. During the following years some holding repairs were undertaken and the mill was opened to the public by volunteers. However, the fabric of the mill continued to deteriorate and it was clear that a more permanent solution was required. A feasibility study in 2000 resulted in the formation of two organisations, Upminster Windmill Preservation Trust (the Trust) would lease the Mill from the Council, develop the restoration plans and raise the necessary funds. The Friends of Upminster Windmill (the Friends) would open the Mill to the public and generally act as the operational arm of the Trust.

7. In practice, little progress was made in the following years. However, in 2010, after a change of trustees, detailed plans were developed and, following this, the Council and the Trust entered a partnership and made a bid for funds to National Lottery Heritage Fund (NLHF). The bid was successful, securing a development grant and subsequently a full grant to deliver the restoration project. Match funding was obtained from Veolia North Thames Trust and Architectural Heritage Fund, supported by a significant element of volunteer labour.
8. Once the project was underway, no benefit could be seen from continuing with two charitable organisations. Friends of Upminster Windmill was established as a Charitable Incorporated Organisation (CIO) and entered on the Register of Charities on 12 June 2015. The original charities were closed during 2015/2016 and their assets transferred to the new CIO.

Our objectives

9. Our objectives are: the advancement of education and the preservation, protection and maintenance of Upminster Windmill for the public benefit in particular but not exclusively by all or any of the following means:
 - (1) repairing, refurbishing and restoring Upminster Windmill to sound condition and full working order.
 - (2) conserving and maintaining the restored mill as a working museum open to the public.
 - (3) developing and maintaining an educational centre and visitor facilities on the mill site so as to attract visitors and develop their awareness and understanding of the heritage asset, including the provision of access for all people.
 - (4) collaborating with other organisations which are engaged in the restoration or promotion of heritage buildings or other heritage assets or are planning to become so engaged; thereby providing or receiving assistance or advice relating to the conservation of heritage assets, enhancing their educational value or developing public awareness.

Public Benefit

10. The trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers or duties.

Key aims of the restoration project

11. The restoration project will:
 - (1) Restore the mill to full working order, removing it from Historic England's "At Risk" register and preserving it for future generations.
 - (2) Provide an on-site Education and Training Centre to:
 - facilitate an education programme associated with the history of the mill, how it worked and the families who lived and worked there.

- enable volunteers to participate in the restoration and to operate the mill, learning new skills.
- (3) Include an archaeology programme through which volunteers will learn archaeological skills and discover more of the history of the site.
12. The Friends will lease the site, including the mill and the education and training centre, from the Council for a period of 35 years commencing at a date to be agreed.

Progress on the restoration project

13. Due to ongoing delays in establishing a timetable for completion of the restoration work with the millwright contractor, an extension of the period of the National Lottery Heritage Fund grant was sought in 2022, and the extension was granted to 31 December 2023. By the end of March 2023:
- (1) The Education and Training Centre (now referred to as the Visitor Centre) had been built and fitted out. It was in use and receiving visitors, albeit a full programme of open days and other activities would not be introduced until the overall project had been completed and the mill could be opened to the public.
 - (2) The restoration of the mill was largely complete, pending the resolution of 'snagging' issues and a formal inspection and report from the appointed millwright consultant. The main structural work to refurbish the brickwork and restore or rebuild the smock tower had been completed two years earlier, the latter being a major undertaking and by far the largest single element of the project. It is believed to be the first time that a smock tower has been rebuilt with the flooring and machinery remaining in situ. A new external gallery had also been built and installed, the refurbished cap had been fitted and four new sails installed. Work then resumed onsite in December 2022, to remove the concrete floor installed during the 1950s and replace with a wooden floor of a design consistent with that which would have been present during the mill's working life. Most of the remaining electrical, flooring and millwrighting work was then completed in the first quarter of 2023. This included the installation of a pair of refurbished millstones during March 2023, ready for testing in April 2023.
 - (3) The archaeology programme had been completed and the site of the former steam mill reburied, the brickwork having first been stabilised.
 - (4) The grounds around the mill had been cleared. Railway sleepers or pea shingle marked the positions of the former buildings, the access track had been improved and some hard paths had been installed. The remaining area had been seeded with grass and wildflowers, producing a colourful display.

(5) Volunteers had played a key role in the management of the project as well as undertaking the following tasks, in all cases meeting or exceeding commitments made to National Lottery Heritage Fund:

- Fitting out the training centre as a workshop and using it to restore items of the mill's internal milling machinery.
- Designing and developing a large garden area which they now maintain and which won the 2021 Havering in Bloom competition for the best community garden.
- Undertaking the archaeology and creating records, including an electronic reconstruction of the original site.
- Creating an extensive and high-quality photographic record of the restoration.
- Creating a searchable archive of several thousand documents and images, restoring historic photographs and creating numerous graphical images.
- Producing an electronic database recording historic events related to the mill.
- Producing a series of high-quality interpretation products.

14. The Friends completed the trial phase of the smartmolen technology and by 31 March 2023 had rolled out the technology to 11 mills, including ten in the UK and one in Germany (on a trial / demonstration basis). The data is publicly available at www.smartmolen.com.

Next steps on the restoration

15. With most of the restoration complete at 31 March 2023, a clear plan is in place to re-open the mill in May 2023. The aim for 2023-24 will be to:

- Complete the inspection and acceptance of the restoration work and resolve any snagging issues.
- Establish a costed, long term maintenance plan to keep the windmill in good condition, backed by an updated business plan.
- Complete the development of interpretation material, including more diversified material and resources to attract a broader range of educational and youth groups.
- Roll out the smartmolen system to additional windmills.
- Maintain the garden area.
- Recruit an activities officer in line with the Heritage Lottery programme plan and introduce a full programme of public and educational activities.
- Complete the National Lottery Heritage Fund programme by 31 December 2023, including the preparation and submission of the evaluation report.

16. On completion of the capital works programme, the Friends will be taking a lease on the site, including the mill and the visitor centre, for a period of 35 years at a peppercorn rent.

Quantifying the volunteer contribution

17. Volunteer contributions and community involvement were important factors in the award of the NLHF grant. We committed to providing 1618 volunteer days with a notional value of £170,200 to meet a number of specific commitments over the life of the project. By the end

of March 2023, we had met over 98% of these commitments and were well on target to deliver the remainder, which were tasks that could be undertaken only towards the end of the project, such as completion of the recording of the project and recruiting and training volunteers to work as guides.

18. In practice, much of the project work proved more demanding than anticipated and we have also willingly accepted additional tasks for the benefit of the project. So, although some specific commitments remain outstanding, we have delivered a staggering 7709 volunteer days since the start of the project, including 850 during this year of this report.

Our Finances

19. Because the mill remained closed throughout the year, we did not receive regular donations from visitors or significant income from activities. Conversely, although the lease has not yet been signed, we had the Council's formal consent to manage the visitor centre and were meeting the management and maintenance costs. We were also meeting a proportion of the project costs. This left us unable to meet our running costs from our income and we were forced to draw on our reserves.
20. During the year, our investments fell by 3% due to market uncertainty caused by the ongoing war in Ukraine and a general global economic downturn. However, we remain in a strong financial position.
21. Given the modesty of our income and expenditure, the accounts have been prepared on a receipts and payments basis.
22. As the mill will not be open to the public before May 2023, we expect to incur a further operational loss during the coming year. A cash flow model for the succeeding years was developed as part of the project plan, together with a series of sensitivity analyses. These were published in the ten-year Business Plan and showed a modest annual profit. On the assumption that the mill will be open to the public from May 2023, we will reforecast taking into account our experience during the year and publish a business plan in our next annual report.
23. At the end of 2022/2023 we held the following:

	£
Tangible assets	25,804
Investments	445,874
Current assets	36,177
Total reserves	507,855

Governance

24. The following trustees continued in office throughout the year.

- Andrew Conway
- Dennis Coombs
- Linda Hawthorn
- Paul Kemp
- Marion Sach
- Alison Taffs
- Keith Wilkinson
- Martin Withers

25. Three new trustees were appointed during the year: Justin Coombs at the AGM on 28 November 2022, Warren Lyons on 24 January 2023 and David Shaw on 28 March 2023. The constitution requires trustees to retire after three years on a rotational basis. Andrew Conway and Paul Sainsbury duly resigned at the AGM. Andrew Conway was re-elected unanimously, but Paul Sainsbury did not seek re-election.

26. Our governance is supported by a comprehensive set of operating policies:

(1) Governance Policies:

- Governance policy and the role of trustees
- Health and safety policy

(2) Policy Documents related to volunteers:

- Volunteer policy
- Recruitment policy
- Equal opportunities policy
- Child protection policy

(3) Conservation Policies

- Conservation policy
- Disaster management plan
- Dealing with incidents relating to security, vandalism, other damage and anti-social behaviour
- Collections management policy
- Archive policy for images and documents
- Ownership policy.

(4) Other Policies

- Lettings policy.

27. Our relationship with the Council is governed by a partnership agreement and the lease (when signed). Project documentation also sets out the responsibilities of each partner during the restoration period.

Administrative information

Registered address	1 Highview Gardens, Upminster, Essex, RM14 2YU
Upminster Windmill address	89 St Marys Lane, Upminster, Essex, RM14 2QL
Registered charity number	1162180
Website	www.upminsterwindmill.org
Bankers	CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent, ME19 4JQ.
Insurers (Employee and public liability)	NFU (arranged through British Association of Friends of Museums (BAFM))
Insurers (Contents)	Ansvar Insurance (arranged through WRS Insurance Brokers Limited)

Signed on behalf of the trustees:

Signature:



Name: Warren Lyons

Date: 12 January 2024



CHARITY COMMISSION
FOR ENGLAND AND WALES

Charity Name Friends of Upminster Windmill	No (if any) 116280
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CC16a

Receipts and payments accounts

For the period from	Period start date 01-Apr-22	To	Period end date 31-Mar-23
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Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Donations	1,225	-	-	1,225	575
Activities	5,090	-	-	5,090	3,173
Sales	-	-	-	-	100
Grants and gift aid	13,539	-	-	13,539	10,037
Venue hire fees	2,770	-	-	2,770	510
Other income	252	-	-	252	84
	-	-	-	-	-
Sub total (Gross income for AR)	22,876	-	-	22,876	14,478
A2 Asset and investment sales, (see table).					
CAF investment sale	15,000	-	-	15,000	10,000
ABRDN investment sale	20,000	-	-	20,000	-
Sub total	35,000	-	-	35,000	10,000
Total receipts	57,876	-	-	57,876	24,478
A3 Payments					
Heritage programme costs	23,053	-	-	23,053	14,989
Direct expenses	2,558	-	-	2,558	475
Overhead costs	13,085	-	-	13,085	9,259
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total	38,696	-	-	38,696	24,723
A4 Asset and investment purchases, (see table)					
Investments	-	-	-	-	-
Equipment	3,413	-	-	3,413	5,196
Sub total	3,413	-	-	3,413	5,196
Total payments	42,109	-	-	42,109	29,919
Net of receipts/(payments)	15,768	-	-	15,768	- 5,441
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	20,409	-	-	20,409	25,850
Cash funds this year end	36,177	-	-	36,177	20,409

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Current account	31,325	-	
	Deposit accounts	4,852	-	
		-	-	-
	Total cash funds	36,177	-	-
	(agree balances with receipts and payments account(s))	OK	OK	OK

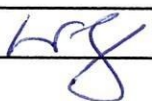
Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets	CAF Abdrn managed portfolio service		-	257,458
	Schroders Unit Trusts Limited		-	188,416
			-	-
			-	-
			-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use	Equipment assets		-	25,804
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities			-	
			-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees

Signature	Print Name	Date of approval
	Warren Lyons	12-Jan-24

Income and Expenditure	
Income 2022/2023 (£)	
Donations	1,225.00
Income from activities	5,090.19
Sales	0.00
Grants and gift aid	13,538.78
Education Room hire	2,770.00
Sale of investments	35,000.00
Other income	252.47
Total income (£)	57,876.44
Expenditure 2022/2023 (£)	
Heritage Programme Costs:	
Mill restoration and maintenance	14,448.02
Smartmolen programme	8,604.77
Education programme	0.00
Other heritage programme costs	0.00
Total programme (£)	23,052.79
Direct expenses:	
Equipment for activities	0.00
Cost of activities	2,558.01
Goods purchased for resale	0.00
Cost of retail sales	0.00
Total direct expenses (£)	2,558.01
Overheads:	
Insurance and power	2,336.33
Printing and stationery	91.92
Telephone, internet and computer	894.24
Premises and maintenance	7,152.34
General expenses	1,972.16
Bank charges	144.00
Staff and volunteers	234.00
Professional and membership fees	260.00
Total overheads (£)	13,084.99
Total expenditure (£)	38,695.79

Cash Balance 2022/23 (£)		
Cash balance from 2021/22		20,409.29
Gross Income during year	57,876.44	
Expenditure during year	38,695.79	
Net income		19,180.65
Fixed asset purchases		3,412.75
Year end cash balance		36,177.19
Bank reconciliation		
CAF Account 00027687		4,213.20
CAF Account 00029417		27,111.89
CAF Account 00098477		2,541.55
CAF Account 00098478 (SF)		29.00
Shawbrook account 25945800		2,281.55
Petty cash		0.00
Total cash holdings		36,177.19

Statement of Liabilities:

The trustees confirm that at the end of 2022 - 2023 the CIO had no liabilities, had not provided any guarantees and had no outstanding debts.

New assets procured in 2022 - 2023 (£)	
Item	Purchase price
Air Compressor	199.99
Radial Saw	395.00
Intel NU10 mini PC	699.99
2x Intel NU10 mini PC	1,399.98
Personal Storage Lockers	717.79
Total	3,412.75

Investments sold in 2022-23 (£)	
Item	Proceeds
Withdrawal from CAF	15,000.00
Withdrawal from ABRDN	20,000.00
Total	35,000.00

FRIENDS OF UPMINSTER WINDMILL

England & Wales - Charity number 1162180

Accounts

FRIENDS OF UPMINSTER WINDMILL
(A charitable Incorporated Organisation)

Annual Report and Financial Statements
Period 1 April 2021 to 31 March 2022

Charity Number 1162180

FRIENDS OF UPMINSTER WINDMILL

Report of the trustees for the year ending 31 March 2022

1. The trustees of the Friends of Upminster Windmill present their annual report and accounts for the year ended 31 March 2022 and confirm they comply with the requirements of the Charities Act 2011 and the organisation's constitution dated 26 May 2015.

Background

2. Upminster Windmill Heritage Site, including the windmill (the mill) is owned by the London Borough of Havering. The site originally comprised sixteen buildings. It was in private ownership during its working life from 1803 to 1934.
3. Following the closure of the milling business, the site was bought by a property developer who intended to build housing, though he was willing to sell the mill and a small parcel of land to an authority who would look after it. In 1937 Essex County Council (ECC) made an order preventing the demolition of the mill, though not the other buildings. Then, in 1940, ECC purchased the mill and a small parcel of land immediately surrounding it from the estate of the developer, who had since died. The purchase excluded the other buildings on the site which the then owners still intended to develop. However, due to the war, nothing more was done and the mill and associated buildings became derelict.
4. After the war, ECC allowed a retired millwright, Hector Stone, to make repairs and adaptations to get the mill working again. This was an informal arrangement supplemented by the setting up of a voluntary Windmill Committee who would raise funds and repair the mill's structure. Although some repairs were made, both enterprises came to a halt, attributable partly to the death of Hector Stone in 1952.
5. The significance of the mill was recognised by its relatively early listing at Grade 2* in January 1955. In 1960 ECC purchased the rest of the land that forms the field as it is today, which was still undeveloped. They undertook some restoration work, effectively making safe the structure of the mill and improving its appearance. The surrounding buildings were demolished. In 1965, ownership passed to the London Borough of Havering (the Council) as a result of the Greater London boundary changes.
6. During the following years some holding repairs were undertaken and the mill was opened to the public by volunteers. However, the fabric of the mill continued to deteriorate and it was clear that a more permanent solution was required. A feasibility study in 2000 resulted in the formation of two organisations, Upminster Windmill Preservation Trust (the Trust) would lease the Mill from the Council, develop the restoration plans and raise the necessary funds. The Friends of Upminster Windmill (the Friends) would open the Mill to the public and generally act as the operational arm of the Trust.

7. In practice, little progress was made in the following years. However, in 2010, after a change of trustees, detailed plans were developed and, following this, the Council and the Trust entered a partnership and made a bid for funds to National Lottery Heritage Fund (NLHF). The bid was successful, securing a development grant and subsequently a full grant to deliver the restoration project. Match funding was obtained from Veolia North Thames Trust and Architectural Heritage Fund, supported by a significant element of volunteer labour.
8. Once the project was underway, no benefit could be seen from continuing with two charitable organisations. Friends of Upminster Windmill was established as a Charitable Incorporated Organisation (CIO) and entered on the Register of Charities on 12 June 2015. The original charities were closed during 2015/2016 and their assets transferred to the new CIO.

Our objectives

9. Our objectives are: the advancement of education and the preservation, protection and maintenance of Upminster Windmill for the public benefit in particular but not exclusively by all or any of the following means:
 - (1) repairing, refurbishing and restoring Upminster Windmill to sound condition and full working order.
 - (2) conserving and maintaining the restored mill as a working museum open to the public.
 - (3) developing and maintaining an educational centre and visitor facilities on the mill site so as to attract visitors and develop their awareness and understanding of the heritage asset, including the provision of access for all people.
 - (4) collaborating with other organisations which are engaged in the restoration or promotion of heritage buildings or other heritage assets or are planning to become so engaged; thereby providing or receiving assistance or advice relating to the conservation of heritage assets, enhancing their educational value or developing public awareness.

Public Benefit

10. The trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers or duties.

Key aims of the restoration project

11. The restoration project will:
 - (1) Restore the mill to full working order, removing it from Historic England's "At Risk" register and preserving it for future generations.
 - (2) Provide an on-site Education and Training Centre to:
 - facilitate an education programme associated with the history of the mill, how it worked and the families who lived and worked there.

- enable volunteers to participate in the restoration and to operate the mill, learning new skills.
- (3) Include an archaeology programme through which volunteers will learn archaeological skills and discover more of the history of the site.
12. The Friends will lease the site, including the mill and the education and training centre, from the Council for a period of 35 years commencing at a date to be agreed.

Progress on the restoration project

13. By the end of March 2022:
- (1) The Education and Training Centre (now referred to as the Visitor Centre) had been built and fitted out. It was in use and receiving visitors, albeit a full programme of open days and other activities would not be introduced until the overall project had been completed and the mill could be opened to the public.
 - (2) Good progress had been made on the restoration of the mill. The main structural work to refurbish the brickwork and restore or rebuild the smock tower had been completed. The latter was a major undertaking and by far the largest single element of the project. It is believed to be the first time that a smock tower has been rebuilt with the flooring and machinery remaining in situ. A new external gallery had also been built and installed, the refurbished cap had been fitted and four new sails installed.
 - (3) The archaeology programme had been completed and the site of the former steam mill reburied, the brickwork having first been stabilised.
 - (4) The grounds around the mill had been cleared. Railway sleepers or pea shingle marked the positions of the former buildings, the access track had been improved and some hard paths had been installed. The remaining area had been seeded with grass and wildflowers, producing a colourful display.
 - (5) Volunteers had played a key role in the management of the project as well as undertaking the following tasks, in all cases meeting or exceeding commitments made to National Lottery Heritage Fund:
 - Fitting out the training centre as a workshop and using it to restore items of the mill's internal milling machinery.
 - Designing and developing a large garden area which they now maintain and which won the 2021 Havering in Bloom competition for the best community garden.
 - Undertaking the archaeology and creating records, including an electronic reconstruction of the original site.
 - Creating an extensive and high-quality photographic record of the restoration.
 - Creating a searchable archive of several thousand documents and images, restoring historic photographs and creating numerous graphical images.

- Producing an electronic database recording historic events related to the mill.
 - Producing a series of high-quality interpretation products.
14. Notwithstanding the overall progress, a combination of the pandemic and Brexit continued to impact upon the progress of the capital works programme and, by the end of the year, we were still unable to state when the work would be finished.
 15. Notwithstanding the delays to the restoration programme, the Friends introduced an innovative new feature, using technology to compare the direction of the sails of the mill to the prevailing wind. The system, known as smartmolen, was installed in five windmills as a trial, winning first prize for innovation in BAFM's 2021 Impact Award competition. This is the first time that technology has been used in this way and there are plans to introduce it to other mills on the successful completion of the trial. The data is publicly available at www.smartmolen.com.

Next steps on the restoration

16. Due to uncertainties prevailing at the end of the year, it has not been possible to set a revised timetable for the remaining millwrighting tasks with any confidence. The remaining tasks include:
 - Replacing the ground level concrete floor with a wooden floor.
 - Refurbishing one set of millstones and related items to get the mill working for the first time since 1934.
17. Completion of the restoration of the mill will be followed by the installation of a new electrical supply and components.
18. Because of the disruption to the capital works programme, the mill will not be available for visitors before April 2023, and even that date remains in doubt. The aim during 2022/23 will be to:
 - Complete the work to restore the remaining items of milling machinery.
 - Complete the development of interpretation material, including the introduction of high-quality interactive touchscreen material.
 - Complete the smartmolen trial and rollout the system to additional windmills.
 - Continue to record progress on the restoration.
 - Maintain the garden area.
 - Open the grounds, garden area and visitor centre to the public on selected weekends and prepare to open the mill fully to the public in 2023.
19. On completion of the capital works programme, the Friends will be taking a lease on the site, including the mill and the visitor centre, for a period of 35 years at a peppercorn rent.

Quantifying the volunteer contribution

20. Volunteer contributions and community involvement were important factors in the award of the NLHF grant. We committed to providing 1618 volunteer days with a notional value of £170,200 to meet a number of specific commitments over the life of the project. By the end of March 2022, we had met over 97% of these commitments and were well on target to deliver the remainder, which were tasks that could be undertaken only towards the end of the project, such as completion of the recording of the project and recruiting and training volunteers to work as guides.
21. In practice, much of the project work proved more demanding than anticipated and we have also willingly accepted additional tasks for the benefit of the project. So, although some specific commitments remain outstanding, we have delivered a staggering 6859 volunteer days since the start of the project, including 702 during this year of this report.

Our Finances

22. Because the mill remained closed throughout the year, we did not receive regular donations from visitors or significant income from activities. Conversely, although the lease has not yet been signed, we had the Council's formal consent to manage the visitor centre and were meeting the management and maintenance costs. We were also meeting a proportion of the project costs. This left us unable to meet our running costs from our income and we were forced to draw on our reserves.
23. During the year, our investments provided a good return, having weathered the storm of the pandemic, though they are now facing market uncertainty due to the war in Ukraine. Overall, we remain in a strong financial position.
24. Given the modesty of our income and expenditure, the accounts have been prepared on a receipts and payments basis. Points to note are:
 - (1) The Council is the receiving authority for the grants from National Lottery Heritage Fund and Veolia North Thames Trust. However, some items were purchased directly by ourselves in advance of a full refund from the NLHF award, which was then recorded as a grant.
 - (2) Apart from the sale of one item, we did not undertake any trading activity during the year. Retail sales will not be resumed while the mill remains closed.
25. As the mill will not be open to the public before April 2023, we expect to incur a further operational loss during the coming year. A cash flow model for the succeeding years was developed as part of the project plan, together with a series of sensitivity analyses. These were published in the ten-year Business Plan and showed a modest annual profit. On the assumption that the mill will be open to the public during 2023/2024, we will republish the models in our next annual report and map progress against them in the following years.

26. At the end of 2021/2022 we held the following:

	£
Tangible assets	28,285
Investments	493,821
Current assets	20,409
Total reserves	542,515

Governance

27. The following trustees continued in office throughout the year.

- Andrew Conway
- Dennis Coombs
- Linda Hawthorn
- Paul Kemp
- Paul Sainsbury
- Alison Taffs
- Keith Wilkinson
- Martin Withers.

28. An additional trustee, Marion Sach, was appointed at the AGM on 5 September 2021. The constitution requires trustees to retire after three years on a rotational basis. Paul Kemp, Alison Taffs and Keith Wilkinson duly resigned but were re-elected unanimously.

29. Our governance is supported by a comprehensive set of operating policies:

(1) Governance Policies:

- Governance policy and the role of trustees
- Health and safety policy

(2) Policy Documents related to volunteers:

- Volunteer policy
- Recruitment policy
- Equal opportunities policy
- Child protection policy
- Risks assessments and DBS checks

(3) Conservation Policies

- Conservation policy
- Disaster management plan
- Dealing with incidents relating to security, vandalism, other damage and anti-social behaviour
- Collections management policy
- Archive policy for images and documents
- Ownership policy.

- (4) Other Policies
- Lettings policy.

30. Our relationship with the Council is governed by a partnership agreement and the lease (when signed). Project documentation also sets out the responsibilities of each partner during the restoration period.

Administrative information

Registered address	1 Highview Gardens, Upminster, Essex, RM14 2YU
Upminster Windmill address	89 St Marys Lane, Upminster, Essex, RM14 2QL
Registered charity number	1162180
Website	www.upminsterwindmill.org
Bankers	CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent, ME19 4JQ.
Insurers (Employee and public liability)	NFU (arranged through British Association of Friends of Museums (BAFM))
Insurers (Contents)	Ansvar Insurance (arranged through WRS Insurance Brokers Limited)

Signed on behalf of the trustees:

Signature: 

Name: Dennis Coombs

Date: 27.9.2022



CHARITY COMMISSION
FOR ENGLAND AND WALES

Charity Name Friends of Upminster Windmill	No (if any) 1162180
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CC16a

Receipts and payments accounts

For the period from	01-Apr-21	To	31.3.22
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Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Donations	575	-	-	575	150
Activities	3,173	-	-	3,173	1,413
Sales	100	-	-	100	-
Grants and gift aid	10,037	-	-	10,037	19,263
Venue hire fees	510	-	-	510	-
Investment income	10,083	-	-	10,083	322
	-	-	-	-	-
	-	-	-	-	-
Sub total (Gross income for AR)	24,478	-	-	24,478	21,148
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	24,478	-	-	24,478	21,148
A3 Payments					
Heritage programme costs	14,989	-	-	14,989	19,388
Direct expenses	475	-	-	475	1,743
Overhead costs	9,259	-	-	9,259	8,021
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total	24,723	-	-	24,723	29,152
A4 Asset and investment purchases, (see table)					
Investments	-	-	-	-	-
Equipment	5,196	-	-	5,196	3,648
Sub total	5,196	-	-	5,196	3,648
Total payments	29,919	-	-	29,919	32,800
Net of receipts/(payments)	- 5,441	-	-	- 5,441	- 11,652
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	25,850	-	-	25,850	37,502
Cash funds this year end	20,409	-	-	20,409	25,850

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Current account	15,575	-	-
	Deposit accounts	4,834	-	-
		-	-	-
	Total cash funds	20,409	-	-
	(agree balances with receipts and payments account(s))	OK	OK	OK

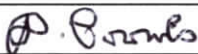
Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets	CAF managed portfolio service	Unrestricted	250,000	301,859
	Schroders Unit Trusts Limited	Unrestricted	150,000	191,962
			-	-
			-	-
			-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use	Equipment assets	Unrestricted		28,285
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities			-	
			-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees

Signature	Print Name	Date of approval
	Dennis Coombs	27-9-2022

Income and Expenditure	
Income 2021/2022 (£)	
Donations	575.00
Income from activities	3,172.56
Sales	100.00
Grants and gift aid	10,037.01
Education Room hire	510.00
Investment income	10,083.59
Total income (£)	24,478.16

Expenditure 2021/2022 (£)	
Heritage Programme Costs:	
Mill restoration and maintenance	6,991.77
Smartmolen programme	7,621.24
Education programme	109.08
Other heritage programme costs	266.43
Total programme (£)	14,988.52
Direct expenses:	
Equipment for activities	0.00
Other activity costs	475.16
Goods purchased for resale	0.00
Cost of retail sales	0.00
Total direct expenses (£)	475.16
Overheads:	
Insurance and power	1,570.89
Printing and stationery	73.85
Telephone, internet and computer	1,583.12
Premises and maintenance	2,139.55
General expenses	3,031.35
Bank charges	192.50
Staff and volunteers	408.00
Professional and membership fees	260.00
Total overheads (£)	9,259.26
Total expenditure (£)	24,722.94

Cash Balance 2021/22 (£)		
Cash balance from 2020/21		25,850.05
Gross Income during year	24,478.16	
Expenditure during year	24,722.94	
Net income		-244.78
Fixed asset purchases		5,195.98
Year end cash balance		20,409.29
Bank reconciliation		
CAF Account 00027687	1,923.72	
CAF Account 00029417	13,650.98	
CAF Account 00098477	2,524.23	
CAF Account 00098478 (SF)	28.81	
Shawbrook account 25945800	2,281.55	
Petty cash	0.00	
Total cash holdings		20,409.29

Statement of Liabilities:

The trustees confirm that at the end of 2021 - 2022 the CIO had no liabilities, had not provided any gaurantees and had no outstanding debts.

New assets procured in 2021 - 2022	
Item	Purchase price £
Shed for workshop use	3,236.80
2 Panasonic display screens	1,319.27
2 Mini PCs	429.80
Lorawan gateway device	210.11
Total	5,195.98

FRIENDS OF UPMINSTER WINDMILL

England & Wales - Charity number 1162180

Accounts

FRIENDS OF UPMINSTER WINDMILL
(A charitable Incorporated Organisation)

Annual Report and Financial Statements
Period 1 April 2020 to 31 March 2021

Charity Number 1162180

FRIENDS OF UPMINSTER WINDMILL

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1. The trustees of the Friends of Upminster Windmill present their annual report and accounts for the year ended 31 March 2021 and confirm they comply with the requirements of the Charities Act 2011 and the organisation's constitution dated 26 May 2015.

Background

2. Upminster Windmill Heritage Site, including the windmill (the mill) is owned by the London Borough of Havering. The site originally comprised sixteen buildings. It was in private ownership during its working life from 1803 to 1934.
3. Following the closure of the milling business, the site was bought by a property developer who intended to build housing, though he was willing to sell the mill and a small parcel of land to an authority who would look after it. In 1937 Essex County Council (ECC) made an order preventing the demolition of the mill, though not the other buildings. Then, in 1940, ECC purchased the mill and a small parcel of land immediately surrounding it from the estate of the developer, who had since died. The purchase excluded the other buildings on the site which the then owners still intended to develop. However, due to the war, nothing more was done and the mill and associated buildings became derelict.
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5. The significance of the mill was recognised by its relatively early listing at Grade 2* in January 1955. In 1960 ECC purchased the rest of the land that forms the field as it is today, which was still undeveloped. They undertook some restoration work, effectively making safe the structure of the mill and improving its appearance. The surrounding buildings were demolished. In 1965, ownership passed to the London Borough of Havering (the Council) as a result of the Greater London boundary changes.
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restoration plans and raise the necessary funds. The Friends of Upminster Windmill (the Friends) would open the Mill to the public and generally act as the operational arm of the Trust.

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 - (2) conserving and maintaining the restored mill as a working museum open to the public.
 - (3) developing and maintaining an educational centre and visitor facilities on the mill site so as to attract visitors and develop their awareness and understanding of the heritage asset, including the provision of access for all people.
 - (4) collaborating with other organisations which are engaged in the restoration or promotion of heritage buildings or other heritage assets or are planning to become so engaged; thereby providing or receiving assistance or advice relating to the conservation of heritage assets, enhancing their educational value or developing public awareness.

Public Benefit

10. The trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers or duties.

Key aims of the restoration project

11. The restoration project will:
 - (1) Restore the mill to full working order, removing it from Historic England's "At Risk" register and preserving it for future generations.
 - (2) Provide an on-site Education and Training Centre to:
 - facilitate an education programme associated with the history of the mill, how it worked and the families who lived and worked there.
 - enable volunteers to participate in the restoration and to operate the mill, learning new skills.
 - (3) Include an archaeology programme through which volunteers will learn archaeological skills and discover more of the history of the site.
12. The Friends will lease the site, including the mill and the education and training centre, from the Council for a period of 35 years commencing at a date to be agreed.

Progress on the restoration project

13. By the end of March 2021:
 - (1) The Education and Training Centre (now referred to as the Visitor Centre) had been built and fitted out. It was in use and receiving visitors, albeit a full programme of open days and other activities would not be introduced until the overall project had been completed and the mill could be opened to the public.
 - (2) Good progress had been made on the restoration of the mill. The main structural work to refurbish the brickwork and restore or rebuild the smock tower had been completed. The latter was a major undertaking and by far the largest single element of the project. It is believed to be the first time that a smock tower has been rebuilt with the flooring and machinery remaining in situ. A new external gallery had also been built and installed, the refurbished cap had been fitted and four new sails installed.
 - (3) The archaeology programme had been completed and the site of the former steam mill reburied, the brickwork having first been stabilised.
 - (4) The grounds around the mill had been cleared. Railway sleepers or pea shingle marked out the positions of the former buildings, the access track had been

improved and some hard paths had been installed. The remaining area had been seeded with grass and wildflowers.

(5) Volunteers had played a key role in the management of the project as well as undertaking the following tasks, in all cases meeting or exceeding commitments made to National Lottery Heritage Fund:

- Fitting out the training centre as a workshop and using it to restore items of the mill's internal milling machinery.
- Designing and developing a large garden area which they now maintain.
- Undertaking the archaeology and creating records, including an electronic reconstruction of the original site.
- Creating an extensive and high quality photographic record of the restoration.
- Creating a searchable archive of several thousand documents and images, restoring historic photographs and creating numerous graphical images.
- Producing an electronic database recording historic events related to the mill.
- Producing a series of high-quality interpretation products.

14. Notwithstanding the overall progress, a combination of the pandemic and Brexit during the year impacted progress on the capital works programme and considerably reduced the volunteer contribution in the areas of work that could not be done from home.

Next steps on the restoration

15. Due to the uncertainties prevailing at the end of the year, it has not been possible to set a revised timetable for the remaining millwrighting tasks with any confidence. The remaining tasks include:

- Replacing the ground level brick floor with a wooden floor.
- Refurbishing one set of millstones and related items to get the mill working for the first time since 1934.

16. Completion of the restoration of the mill will be followed by the installation of a new electrical supply and components.

17. Because of the disruption to the capital works programme, the mill will not be available for visitors before April 2022, and even that date remains in doubt. At the end of the year, volunteer activities remained disrupted, and many could still not take place. Subject to the lockdown restrictions and the availability of volunteers, many of whom have been required to self-isolate, the aim during 2021/22 will be to:

- Complete the work to restore the remaining items of milling machinery.
- Complete the development of interpretation material.
- Continue to record progress on the restoration.

- Maintain the garden area.
 - Prepare to open the mill fully to the public in 2022.
18. On completion of the capital works programme, the Friends will be taking a lease on the site, including the mill and the visitor centre, for a period of 35 years at a peppercorn rent.

Quantifying the volunteer contribution

19. Volunteer contributions and community involvement were important factors in the award of the NLHF grant. We committed to providing 1618 volunteer days with a notional value of £170,200 to meet a number of specific commitments over the life of the project. By the end of March 2021, we had met over 97% of these commitments and were well on target to deliver the remainder, which were tasks that could be undertaken only towards the end of the project, such as completion of the recording of the project and recruiting and training volunteers to work as guides.
20. In practice, much of the project work proved more demanding than anticipated and we have also willingly accepted additional tasks for the benefit of the project. So, although some specific commitments remain outstanding, we have delivered a staggering 3532 volunteer days on the project (double the initial commitment) as well as an additional 2624 volunteer days during the lifetime of the project but on non-project activities, such as ongoing maintenance of the garden and visitor centre.

Our Finances

21. Because the mill remained closed throughout the year, we did not receive regular donations from visitors or significant income from activities. Conversely, although the lease has not yet been signed, we had the Council's formal consent to manage the visitor centre and were meeting the management and maintenance costs. We were also meeting a proportion of the project costs. This left us unable to meet our running costs from our income and we were forced to draw on our reserves.
22. Overall, we remain cushioned by receipt of a legacy in a previous year. The investments from this provided a good return, more than recovering the losses suffered in the previous year, when their value had been reduced by the worldwide market reaction to the pandemic. We remain in a strong financial position.
23. Given the modesty of our income and expenditure, the accounts have been prepared on a receipts and payments basis. Points to note are:
- (1) The Council is the receiving authority for the grants from National Lottery Heritage Fund and Veolia North Thames Trust. However, some items were purchased

directly by ourselves in advance of a full refund from the NLHF award, which was then recorded as a grant.

(2) We did not undertake any trading activity during the year, due to the pandemic.

24. The mill will not be open to the public before April 2022, so we expect to incur an operational loss during the coming year. A cash flow model for the succeeding years was developed as part of the project plan, together with a series of sensitivity analyses. These were published in the ten-year Business Plan and showed a modest annual profit. On the assumption that the mill will be open to the public during 2022/2023, we will republish the models in our next annual report and map progress against them in the following years

25. Our reserves remain healthy. At the end of 2020/2021 we held the following:

	£
Tangible assets	29,078
Investments	455,527
Current assets	25,850
Total reserves	532,455

Governance

26. The following trustees continued in office throughout the year.

- Andrew Conway
- Dennis Coombs
- Linda Hawthorn
- Paul Kemp
- Paul Sainsbury
- Alison Taffs
- Keith Wilkinson
- Martin Withers.

27. The constitution requires trustees to retire after three years on a rotational basis. Dennis Coombs, Martin Withers and Linda Hawthorn were re-elected at the 2019 annual general meeting. Because of the pandemic, an AGM was not held during the 2020. Provisional arrangements have been made for the 2021 meeting, which will be held remotely if the normal procedures cannot be followed.

28. Our governance is supported by a comprehensive set of operating policies:

(1) Policy Documents related to volunteers:

- Volunteer policy
- Recruitment policy

- Equal opportunities policy
- Recruitment of ex-offenders
- Child protection policy
- Risks assessments and DBS checks
- Secure storage, handling, use, retention and disposal of Disclosures and Disclosure information policy.

(2) Conservation Policies

- Conservation policy
- Health and safety policy
- Disaster management plan
- Dealing with incidents relating to security, vandalism, other damage and anti-social behaviour
- Collections management policy
- Archive policy for images and documents
- Ownership policy.

(3) Other Policies

- Lettings policy.

29. Our relationship with the Council is governed by a partnership agreement and the lease (when signed). Project documentation also sets out the responsibilities of each partner during the restoration period.

Administrative information

Registered address	1 Highview Gardens, Upminster, Essex, RM14 2YU
Upminster Windmill address	89 St Marys Lane, Upminster, Essex, RM14 2QL
Registered charity number	1162180
Website	www.upminsterwindmill.org
Bankers	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill, West Malling, Kent, ME19 4JQ.
Insurers (Employee and public liability)	NFU (arranged through British Association of Friends of Museums (BAFM))
Insurers (Contents)	Ansvar Insurance (arranged through WRS Insurance Brokers Limited)

Signed on behalf of the trustees:

Signature: 

Name: Dennis Coombs

Date: 27 October 2021



CHARITY COMMISSION
FOR ENGLAND AND WALES

Charity Name Friends of Upminster Windmill	No (if any) 1162180
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CC16a

Receipts and payments accounts

For the period from	01-Apr-20	To	31.3.21
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Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Donations	150	-	-	150	647
Activities	1,413	-	-	1,413	2,370
Retail sales	-	-	-	-	307
Grants and gift aid	19,263	-	-	19,263	7,858
Venue hire fees	-	-	-	-	1,570
Investment income	322	-	-	322	378
	-	-	-	-	-
	-	-	-	-	-
Sub total (Gross income for AR)	21,148	-	-	21,148	13,130
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	21,148	-	-	21,148	13,130
A3 Payments					
Heritage programme costs	19,388	-	-	19,388	5,564
Direct expenses	1,743	-	-	1,743	748
Overhead costs	8,021	-	-	8,021	6,816
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total	29,152	-	-	29,152	13,128
A4 Asset and investment purchases, (see table)					
Investments	-	-	-	-	150,000
Equipment	3,648	-	-	3,648	4,186
Sub total	3,648	-	-	3,648	154,186
Total payments	32,800	-	-	32,800	167,314
Net of receipts/(payments)	- 11,652	-	-	- 11,652	- 154,184
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	37,502	-	-	37,502	191,686
Cash funds this year end	25,850	-	-	25,850	37,502

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Current account	7,073	-	-
	Deposit accounts	18,777	-	-
		-	-	-
	Total cash funds	25,850	-	-
(agree balances with receipts and payments account(s))				

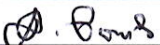
Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets	CAF managed portfolio service	Unrestricted	250,000	294,209
	Schroders Unit Trusts Limited	Unrestricted	150,000	161,318
			-	-
			-	-
			-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use	Equipment assets	Unrestricted	54,676	29,078
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities			-	
			-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees

Signature	Print Name	Date of approval
	Dennis Coombs	27/10/2021

Income and Expenditure	
Income 2020/2021 (£)	
Donations	150.00
Income from activities	1,412.66
Retail sales	0.00
Grants and gift aid	19,263.57
Education Room hire	0.00
Investment income	322.11
Total income (£)	21,148.34

Expenditure 2020/2021 (£)	
Heritage Programme Costs:	
Mill restoration and maintenance	19,387.58
Education programme	0.00
Other heritage programme costs	0.00
Total programme (£)	19,387.58
Direct expenses:	
Equipment for activities	893.42
Other activity costs	849.94
Goods purchased for resale	0.00
Cost of retail sales	0.00
Total direct expenses (£)	1,743.36
Overheads:	
Gas and electricity	1,574.77
Travel	124.05
Stationery and postage	68.02
Telephone, internet and computer	1,888.15
Premises and maintenance	1,782.22
Insurance	840.44
Refreshments	121.28
Tools and equipment	499.74
Bank charges	138.50
Training	824.00
Professional and membership fees	160.00
Total overheads (£)	8,021.17
Total operational expenditure (£)	29,152.11

Cash Balance 2020/21 (£)		
Cash balance from 2019/20		37,502.27
Gross Income during year	21,148.34	
Expenditure during year	29,152.11	
Net income		-8,003.77
Fixed asset purchases		3,648.45
Year end cash balance		25,850.05
Bank reconciliation		
CAF Account 00027687	2,098.99	
CAF Account 00029417	4,973.69	
CAF Account 00098477	523.89	
CAF Account 00098478 (SF)	578.78	
Shawbrook account 25945800	2,267.47	
Shawbrook account 25945819	15,407.23	
Petty cash	0.00	
Total cash holdings		25,850.05

Statement of Liabilities:
The trustees confirm that at the end of 2020 - 2021 the CIO had no liabilities, had not provided any gaurantees and had no outstanding debts.

New assets procured in 2020 - 2021	
Item	Purchase price £
Bosch circular saw	122.50
Laser level	26.97
Lawn trimmer and blades	123.97
Rapid racking benching	1,011.60
Axminster bench morticer	905.95
IP webcam	596.50
Axminster dust extractor	860.96
Total	3,648.45

New investments during 2020 - 2021	
Item	Amount £
	0.00
Total	0.00