

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

Report of the trustees for the year ending 31 March 2021

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.
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 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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Receipts and payments accounts

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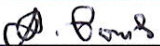
For the period from	01-Apr-20	To	31.3.21
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Section A Receipts and payments

	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))			
		Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
B3 Investment assets		Fund to which asset belongs	Cost (optional)	Current value (optional)
	CAF managed portfolio service	Unrestricted	250,000	294,209
	Schroders Unit Trusts Limited	Unrestricted	150,000	161,318
			-	-
			-	-
			-	-
			-	-
B4 Assets retained for the charity's own use		Fund to which asset belongs	Cost (optional)	Current value (optional)
	Equipment assets	Unrestricted	54,676	29,078
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
B5 Liabilities		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
		Dennis Coombs	21/10/2021

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