

**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](http://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
<b>Total reserves</b>	<b>542,515</b>

## 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	<a href="http://www.upminsterwindmill.org">www.upminsterwindmill.org</a>
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	No (if any)
Friends of Upminster Windmill	1162180

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 £
<b>A1 Receipts</b>					
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
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total (Gross income for AR)</b>	<b>24,478</b>	<b>-</b>	<b>-</b>	<b>24,478</b>	<b>21,148</b>
<b>A2 Asset and investment sales, (see table).</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total receipts</b>	<b>24,478</b>	<b>-</b>	<b>-</b>	<b>24,478</b>	<b>21,148</b>
<b>A3 Payments</b>					
Heritage programme costs	14,989	-	-	14,989	19,388
Direct expenses	475	-	-	475	1,743
Overhead costs	9,259	-	-	9,259	8,021
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	<b>24,723</b>	<b>-</b>	<b>-</b>	<b>24,723</b>	<b>29,152</b>
<b>A4 Asset and investment purchases, (see table)</b>					
Investments	-	-	-	-	-
Equipment	5,196	-	-	5,196	3,648
<b>Sub total</b>	<b>5,196</b>	<b>-</b>	<b>-</b>	<b>5,196</b>	<b>3,648</b>
<b>Total payments</b>	<b>29,919</b>	<b>-</b>	<b>-</b>	<b>29,919</b>	<b>32,800</b>
<b>Net of receipts/(payments)</b>	<b>- 5,441</b>	<b>-</b>	<b>-</b>	<b>- 5,441</b>	<b>- 11,652</b>
<b>A5 Transfers between funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>A6 Cash funds last year end</b>	<b>25,850</b>	<b>-</b>	<b>-</b>	<b>25,850</b>	<b>37,502</b>
<b>Cash funds this year end</b>	<b>20,409</b>	<b>-</b>	<b>-</b>	<b>20,409</b>	<b>25,850</b>

## 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 £
<b>B1 Cash funds</b>	Current account	15,575	-	-
	Deposit accounts	4,834	-	-
		-	-	-
	<b>Total cash funds</b>	<b>20,409</b>	<b>-</b>	<b>-</b>
	(agree balances with receipts and payments account(s))	OK	OK	OK
		Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
<b>B2 Other monetary assets</b>		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
<b>B3 Investment assets</b>	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
	CAF managed portfolio service	Unrestricted	250,000	301,859
	Schroders Unit Trusts Limited	Unrestricted	150,000	191,962
			-	-
			-	-
			-	-
<b>B4 Assets retained for the charity's own use</b>	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
	Equipment assets	Unrestricted		28,285
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
<b>B5 Liabilities</b>	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
			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
<b>Total income (£)</b>	<b>24,478.16</b>

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
<b>Total programme (£)</b>	<b>14,988.52</b>
Direct expenses:	
Equipment for activities	0.00
Other activity costs	475.16
Goods purchased for resale	0.00
Cost of retail sales	0.00
<b>Total direct expenses (£)</b>	<b>475.16</b>
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
<b>Total overheads (£)</b>	<b>9,259.26</b>
<b>Total expenditure (£)</b>	<b>24,722.94</b>

<b>Cash Balance 2021/22 (£)</b>		
<b>Cash balance from 2020/21</b>		<b>25,850.05</b>
Gross Income during year	24,478.16	
Expenditure during year	24,722.94	
Net income		-244.78
Fixed asset purchases		5,195.98
<b>Year end cash balance</b>		<b>20,409.29</b>
<b>Bank reconciliation</b>		
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	
<b>Total cash holdings</b>		<b>20,409.29</b>

**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
<b>Total</b>	<b>5,195.98</b>