

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	No (if any)
Friends of Upminster Windmill	116280

Receipts and payments accounts

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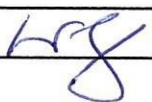
For the period from	Period start date	To	Period end date
	01-Apr-22		31-Mar-23

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
		Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
B3 Investment assets	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
	CAF Abdrn managed portfolio service		-	257,458
	Schroders Unit Trusts Limited		-	188,416
			-	-
			-	-
			-	-
			-	-
B4 Assets retained for the charity's own use	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
	Equipment assets		-	25,804
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
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	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