

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

**Annual Report and Financial Statements**  
**Period 1 April 2023 to 31 March 2024**

**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 31<sup>st</sup> 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
<b>Total reserves</b>	<b>578,053</b>

## 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	<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: Warren Lyons

Date: 21 January 2025





CHARITY COMMISSION  
FOR ENGLAND AND WALES

Charity Name  
Friends of Upminster Windmill

No (if any)  
116280

CC16a


## Receipts and payments accounts

For the period from	Period start date 01-Apr-23	To	Period end date 31-Mar-24
------------------------	--------------------------------	----	------------------------------

### 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>					
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
<b>Sub total (Gross income for AR)</b>	<b>93,339</b>	<b>-</b>	<b>-</b>	<b>93,339</b>	<b>22,876</b>
<b>A2 Asset and investment sales, (see table).</b>					
CAF investment sale		-	-	-	15,000
ABRDN investment sale		-	-	-	20,000
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35,000</b>
<b>Total receipts</b>	<b>93,339</b>	<b>-</b>	<b>-</b>	<b>93,339</b>	<b>57,876</b>
<b>A3 Payments</b>					
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
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	<b>54,526</b>	<b>-</b>	<b>-</b>	<b>54,526</b>	<b>38,696</b>
<b>A4 Asset and investment purchases, (see table)</b>					
Investments	-	-	-	-	-
Equipment	5,778	-	-	5,778	3,413
<b>Sub total</b>	<b>5,778</b>	<b>-</b>	<b>-</b>	<b>5,778</b>	<b>3,413</b>
<b>Total payments</b>	<b>60,304</b>	<b>-</b>	<b>-</b>	<b>60,304</b>	<b>42,109</b>
<b>Net of receipts/(payments)</b>	<b>33,035</b>	<b>-</b>	<b>-</b>	<b>33,035</b>	<b>15,768</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>36,177</b>	<b>-</b>	<b>-</b>	<b>36,177</b>	<b>20,409</b>
<b>Cash funds this year end</b>	<b>69,212</b>	<b>-</b>	<b>-</b>	<b>69,212</b>	<b>36,177</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	21,223	-	-
	Deposit accounts	47,232	-	-
	Cash	757	-	-
	<b>Total cash funds</b>	<b>69,212</b>	<b>-</b>	<b>-</b>
	(agree balances with receipts and payments account(s))	OK	OK	OK
<b>B2 Other monetary assets</b>	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
<b>B3 Investment assets</b>	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
	CAF Investment Fund Services		-	278,089
	Schroders Unit Trusts Limited		-	205,201
			-	-
			-	-
<b>B4 Assets retained for the charity's own use</b>	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
	Equipment assets		-	25,551
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
<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
			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
<b>Total income (£)</b>		<b>93,339</b>

### 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
<b>Total expenditure (£)</b>		<b>54,526</b>



Cash Balance 2023/24 (£)		
<b>Cash balance from 2022/23</b>		<b>36,177</b>
Gross Income during year	93,339	
Expenditure during year	54,526	
Net income		38,813
Fixed asset purchases		5,778
<b>Year end cash balance</b>		<b>69,212</b>
<b>Bank reconciliation</b>		
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
<b>Total cash holdings</b>		<b>69,212</b>

**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
<b>Total</b>	<b>5,778</b>

Investments sold in 2023-24	
Item	Proceeds £
<b>Total</b>	<b>0.00</b>



Section A

Independent Examiner's Report

Report to the trustees/  
members of

Charity Name  
Friends of Upminster Windmill

On accounts for the year  
ended

31<sup>st</sup> 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:

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.