

**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 31<sup>st</sup> 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	<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: 19 January 2025



CHARITY COMMISSION  
FOR ENGLAND AND WALES

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

CC16a

## Receipts and payments accounts

For the period from	Period start date	To	Period end date
	01-Apr-24		31-Mar-25

### 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	2,497	-	-	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
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total (Gross income for AR)</b>	<b>52,488</b>	<b>-</b>	<b>-</b>	<b>52,488</b>	<b>93,339</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>52,488</b>	<b>-</b>	<b>-</b>	<b>52,488</b>	<b>93,339</b>
<b>A3 Payments</b>					
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
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	<b>33,714</b>	<b>-</b>	<b>-</b>	<b>33,714</b>	<b>54,526</b>
<b>A4 Asset and investment purchases, (see table)</b>					
	-	-	-	-	-
Equipment	6,766	-	-	6,766	5,778
<b>Sub total</b>	<b>6,766</b>	<b>-</b>	<b>-</b>	<b>6,766</b>	<b>5,778</b>
<b>Total payments</b>	<b>40,480</b>	<b>-</b>	<b>-</b>	<b>40,480</b>	<b>60,304</b>
<b>Net of receipts/(payments)</b>	<b>12,008</b>	<b>-</b>	<b>-</b>	<b>12,008</b>	<b>33,035</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>69,212</b>	<b>-</b>	<b>-</b>	<b>69,212</b>	<b>36,177</b>
<b>Cash funds this year end</b>	<b>81,220</b>	<b>-</b>	<b>-</b>	<b>81,220</b>	<b>69,212</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	1,590	-	-
	Deposit accounts	79,386	-	-
	Cash	244	-	-
	<b>Total cash funds</b>	<b>81,220</b>	<b>-</b>	<b>-</b>
	(agree balances with receipts and payments account(s))	OK	OK	OK


	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
<b>B2 Other monetary assets</b>		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

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

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

	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
<b>B5 Liabilities</b>			-	
			-	
			-	
			-	
			-	

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
<b>Total income (£)</b>		<b>52,488</b>

### 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
<b>Total expenditure (£)</b>		<b>33,714</b>

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
<b>Total</b>	<b>6,766</b>

Investments sold in 2024-25	
Item	Proceeds £
<b>Total</b>	<b>0.00</b>



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

**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

31<sup>st</sup> 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:

Date:

28.1.2026

Name:

Stephen Hardie

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

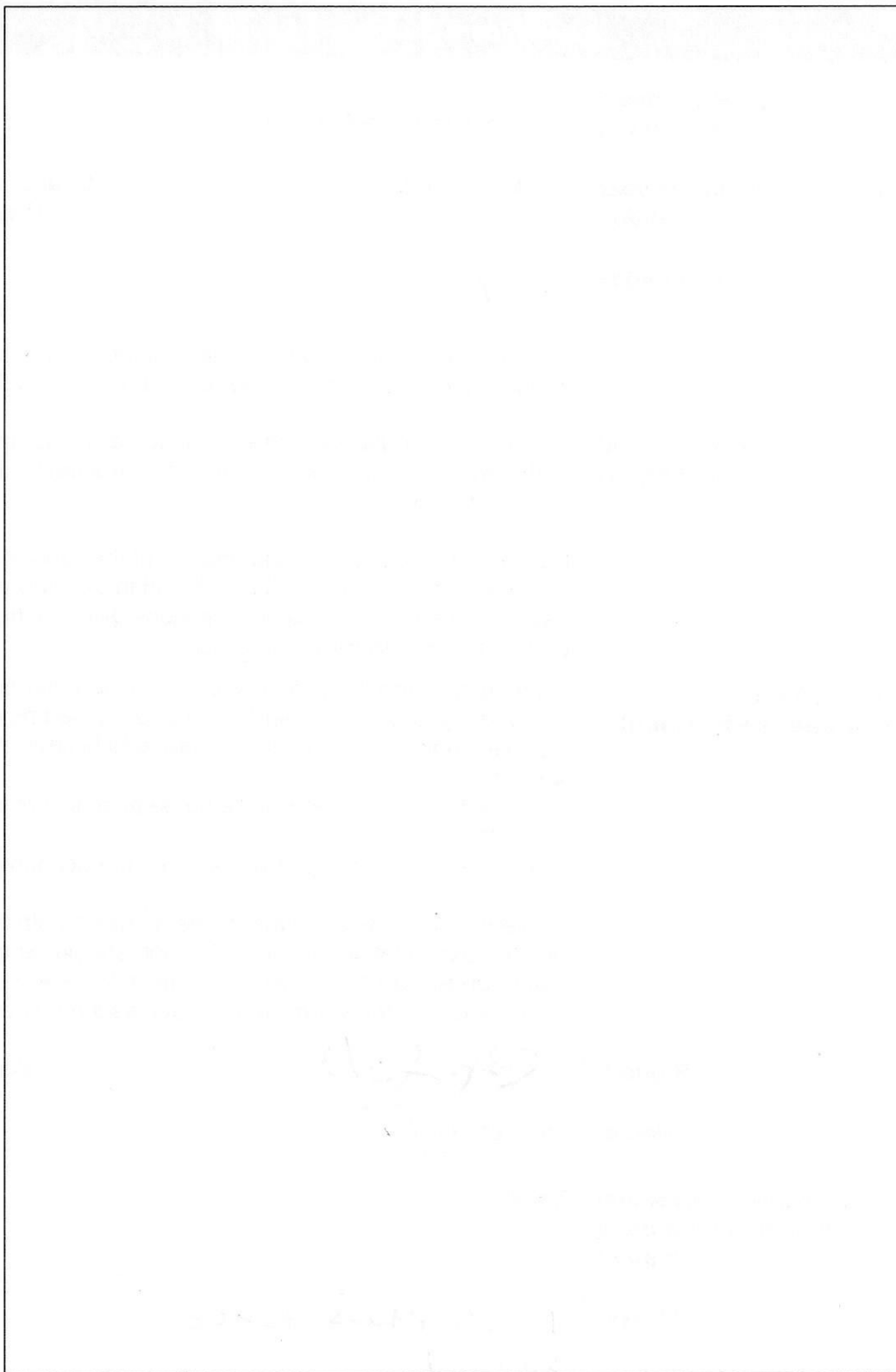
CIMA

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.

A large, empty rectangular box with a thin black border, intended for the examiner to provide details of any items they wish to disclose. The box is currently blank.