WEST FAVERSHAM COMMUNITY ASSOCIATION

England & Wales · Charity number 1139228

Details

Other names	INVICTA COMMUNITY & LEISURE, WFCA
Status	Registered
Legal form	Charitable company
Company number	07296070
Registered	2010-11-30
Register	View on the Charity Commission register

Contact

Address	West Faversham Community Centre Bysing Wood Road Faversham ME13 7RH
Phone	01795537321
Email	info@westfavershamca.org
Website	westfavershamca.co.uk

Activities

Objects: “4 The charity’s objects (“Objects”) are specifically restricted to the following:4.1 To promote the benefit of the inhabitants of Faversham (Inhabitants) without distinction of sex, sexual orientation, age, disability, nationality, race or of political, religious or other opinions, by associating together the Inhabitants and the statutory authorities, voluntary and other organisations in a common effort to advance education and to provide facilities in the interests of social welfare for recreation and leisure-time occupation with the object of improving the conditions of life for the Inhabitants and in particular to establish, or secure the establishment of, a community centre and to maintain and manage the same (whether alone or in co-operation with any statutory authority or other person or body) in furtherance of this Object.4.2 To promote such other charitable purposes according to the law of England and Wales for the benefit of the Inhabitants and/or of people living in the County of Kent as the directors see fit from time to time. It is also proposed to include a new definition of 'Faversham' in the definitions in Article 2 in the following form:'"Faversham' means Faversham (in the County of Kent) and the neighbourhood as reasonably defined from time to time by the directors of the charity;"

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Activities: A Community Association providing facilities and services for the benefit people of Faversham, and the wider East Kent Area.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, Religious Activities, Amateur Sport, Recreation
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** UNDEFINED. IN PRACTICE WEST FAVERSHAM.
- Kent

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,070,268	£1,310,525	£1,123,092	30
2024-03-31	£1,171,993	£1,355,617	£1,365,553	45
2023-03-31	£1,210,181	£1,483,167	£1,549,178	46
2022-03-31	£1,263,457	£1,358,381	£1,828,143	52
2021-03-31	£289,692	£897,659	£1,923,067	54

Trustees

Name	Role	Appointed
TREVOR ABRAM	Chair	2011-10-17
Alison Reynolds		2019-06-12
Carole Jackson		2019-06-12
GAY KAY		
JOANNE WINTLE-SMITH		2011-10-17
MARAGRET MARY ABRAM		2012-03-06
Pamela Ann Hoile		2016-12-01
Robert Crayford		2023-06-14

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WEST FAVERSHAM COMMUNITY ASSOCIATION

England & Wales - Charity number 1139228

Accounts

WEST FAVERSHAM Community Association

Invicta Community & Leisure

ANNUAL REPORT 2024-2025

PROVIDING SUSTAINABLE COMMUNITY HUBS, ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

100,000
KG of food waste and packaging saved from landfill

120+
families supported wiht low cost or free holiday childcare

750+
Hours of youth clubs over the year

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PROVIDING SUSTAINABLE COMMUNITY HUBS,
ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

WELCOME

PROVIDING SUSTAINABLE COMMUNITY HUBS, ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

Over 2024 and into 2025 the charity has started to imbed its new strategy, developing new services inline with community needs and wishes, while also working tirelessly to reduced its costs of operating in light of the growing pressures on finances. The charity has made good progress in both its impact and services, as well as its

900+ DIRECT USERS OF SERVICES AT THE CENTRE THIS YEAR

PROVIDING SUSTAINABLE COMMUNITY HUBS,
ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

TRUSTEES REPORT

The members of the Board of Trustees during the year ended 31 March 2025

Trevor Abram - Chair
Gay Kay
Pamela Hoile -Treasurer
Margaret Abram
Joanne Wintle-Smith
Carole Jackson
Alison Reynolds
Robert Crayford

Registered Office

West Faversham Community Centre
Bysing Wood Road
Faversham
Kent
ME13 7RH

Auditors

Burgess Hodgson Audit Limited

Company number
07296070

Charity number
1139228

All The Extras Limited
Company Number
09062780

Kent Community Training CIC
Company Number
10349844

Community Asset Management CIC
Compnay Number
11200774

4000+

WEEKLY FOOTFALL FOR SERVCIES AND ACTIVITIES AT THE CENTRE

94%

Of service users say they feel less isolated since joining activities

102

Inactive people over 55 became regualry active via the centre

PROVIDING SUSTAINABLE COMMUNITY HUBS,
ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

48 COMMUNITY ACTIVITIES PROVIDED EACH WEEK

The Trustees (who are also Directors of the charitable company for the purposes of company law) present their annual report together with the financial statements of West Faversham Community Association (the charitable company) for the year ended 31 March 2025. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011, the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland: FRS 102, issued October 2009.

Constitution

The charitable company is registered as a company limited by guarantee and was set up by a Memorandum and Articles of Association on 25 June 2010 and became a registered charity on 30 November 2010.
The reference and administration information is set out on page 4.

Method of appointment or election of trustees

The management of the charitable company is the responsibility of the Trustees who are elected and co-opted under the terms of the Memorandum and Articles of Association, standing for annual election by the members, with the exception of 3 appointees, one from each of the statutory bodies operating in the area. All Trustees have been chosen with a view to the needs of the charitable company providing a range of skills beneficial to the development and management of the running of the West Faversham Community Association.

80% OF OUR TEAM LIVE IN THE COMMUNITIES WE SUPPORT

The board continue to review their skills through the skills audit and seek to grow the board in the areas needed.

Policies adopted for the induction and training of trustees

New Trustees, on appointment, are supplied with copies of all documents and relevant guidance necessary in order for them to understand their role. In addition the charitable company relies upon the guidance issued by the Charity Commission and Advising Communities in relation to decision making.

Organisation structure and decision making

The management of the charity is the responsibility of the Trustees who meet monthly, when the C.E.O updates the board on the charity's operations. The board reviews the charity's performance against the strategy, its financial performance and risk assessed activities. The board consider matters raised by board members or the C.E.O for approval when they are outside of the scope of C.E.O responsibilities for the day to day management of the Charity. Between meetings the C.E.O is delegated to run the charity within the budgets and scope set by the board. In an emergency, provisions allow for action to be taken by the Chair and C.E.O

Risk assessment

The Trustees have assessed the major risks to which the charitable company is exposed, in particular those related to the operations and finances of the charitable company, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

During the year the board continued to use its risk log for the charity, which identifies the risks to the charity. Each risk is reviewed by the board six times or more each year, and action plans are put in place to reduce or mitigate risks.

This new process has proven to be a valuable exercise for the board and has greatly improved the organisation's risk mitigation planning.

The objectives and activities

The objectives and activities of the charitable company are to establish or secure the establishment of a community centre and to maintain and manage the same (whether alone or in co-operation with any statutory authority or other person or body) in furtherance of the objectives.

Public Benefit

When considering the West Faversham Community Association's activities, the Trustees have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's General Guidance on Public Benefit.

Fundraising

The charity carries out limited public fundraising. When this is carried out it, it is done so through staff and volunteers of the charity at fundraising events such as bingos, quizzes and music nights, all of which take place in our centres and not offsite. Fundraising from the public accounted for £15,211 of income. No complaints have been received with regards to fundraising activities, and no external parties are used for fundraising.

Reserves and Financial Review

The charity continues to budget to grow the Charity's reserves by a small amount each year giving balance to supporting the community through challenging times. During the year the charity continued to faced a number of challenges due in securing funding with goverment and LA funded services being reduced. The Senior Leaders and Board, contnued to reduce costs of the operating the charity, allowing for the charity to increase its free reserves.

Remuneration Policy

The pay of all the employees, is determined by the Board of Trustees on recommendation of the Chief Executive Officer.

OUR STRATEGY

This year the charity has been able to fully imbeed the new straegic plan and develop servcies to work towards these outcomes

PROVIDING FUN, SAFE & NURTURING ENVIRONMENTS TO ALLOW YOUNG PEOPLE AND FAMILIES TO BECOME THE BEST VERSION OF THEMSELVES

- We want young people to have fun with us, make great memories, and grow through their experiences, while always feeling safe with us so they are able to come to us when they don't know what to do or how to get help.
- Supporting the whole family to ensure our young people get the best impact from our support
- Our environments and services should make young people feel able to push themselves to grow in to the best they can be.

IMPROVING WELLBEING THOUGH ACCESSIBLE LEISURE AND SOCIAL OPPORTUNITIES

- Our centre should be the heart of the community where everyone is able to access fitness and leisure activities even when on low incomes so everyone gets the welling benefits
- We want to make sure disabilities and mobility issues are not barriers to having great opportunities in our communities
- We want to make sure no one in our community is left to be lonely or feel isolated

EMPOWERING OUR COMMUNITIES TO BE SUPPORTIVE, ACCEPTING OF EACH OTHER AND WORK THROUGH CRISES

-Our community should be more accepting and tolerant of their differences creating a happier and safer environment for all. We want everyone to have the tools available to support each other.
-We want to be there for our communities when things get too much and they need that extra hand to guide and support them through a crisis.

GIVING SUPPORT TO OVERCOME BARRIERS TO LEARNING AND EMPLOYABILITY

- We want to give people supportive environments to develop and become work ready, and help those that need assistance gaining skills to find work to be able to access these in our centre
-We want to make sure those that are not accessing education are supported in doing so, by helping people overcome reasons they cant access learning and education

EMPLOYING, DEVELOPING AND RETAINING LOCAL PEOPLE TO DELIVER HIGH QUALITY AND SAFE SERVICE

- We want our teams to be invested in our community, and the impact we can deliver within them
-Our team should flourish and grow with us and in doing so allow the charity and its impact to grow too
-We want everything we do to be safe, and to ensure our resources are efficiently used, to have the best impact

INTRODUCING - INVICTA BUMBLE BEES CHILDREN THRIVE THROUGH NATURE

Invicta Bumble Bees is a new nature-based children's project by West Faversham Community Association, funded by the national lottery, created to support local families while helping children grow, learn and thrive through positive experiences outdoors.

The project offers school holiday clubs, after-school provision and community nature activities for children, with a strong focus on learning through play, exploration and hands-on experiences. Sessions are designed to help children build confidence, curiosity and resilience while developing a genuine connection with the natural world.

What Makes Invicta Bumble Bees Special
At the heart of the project is a belief that children learn best when they are active, engaged and having fun. Activities include:

- Gardening and growing vegetables
- Learning about insects, wildlife and the environment
- Small-animal care and responsibility
- Outdoor play, physical activity and teamwork
- Simple STEM learning through nature and exploration

All activities are age-appropriate, inclusive and designed to support children's social, emotional and physical development, particularly in the early years and primary age range.

Supporting Families Who Need It Most
Invicta Bumble Bees is targeted at families on low incomes and those who may otherwise struggle to access childcare or enrichment activities. Sessions are kept affordable, with pricing structured to reduce barriers and ensure children from all backgrounds can take part.

By offering reliable, nurturing provision during school holidays and after school, the project also supports working parents and carers, helping reduce stress while ensuring children are safe, active and engaged.





OUR COMMUNITY OFFER 2024-25

The charity has a team of well trained and specialist staff able to deliver a great range of services in the community.

Our services are funded by both grants and our trading income so we are able to adapt and develop services to suit the needs of our community.

74 HOURS

Per week of community services offered by our team each week in 2025

YOUTH ACTIVITIES PROVIDED FOR 280+ TEENS

1920

SOCIAL INTERACTION PROVIDED EACH MONTH TO ELDERLY PEOPLE USING THE CENTRE, HELPING TO REDUCE LONLINESS AND ISOLATION



93

older people use our services in an average week

1980

Attended our community celebration events including PRIDE

600+

Hours of work experience provided

8

Volunteer lead social activities a week

800+

Fitness sessions per week via gym use and classes

93%

of young people using our servcies say they would come to the centre for help in crisis

94% of young people using our services say there is an adult at the centre they would come to for help.

4 trips for children and young people provided free of charge to help build cultural capital and life experainces



CARBON NEGATIVE

Our centre uses a range of initatives to reducde our carbon footprint, these combined with the enviormnetal impact of service such as the community firdge, mean the community centre, has a negative carbon impact.

1800 kg OF FOOD WASTE & PACKAGING SAVED FROM LANDFILL ON AN AVERAGE WEEK



Our people working to deliver for our community

West Faversham Community Association has a team of 32 staff to deliver its strategic aims, with 80% of our team living within 3 miles of one of our centres, key to our aim of having a team that are invested in our community. We focus heavily on the development of our team, and provide a range of learning and development opportunities to our team with over 55% of staff offered additional training and 29% on our leadership development program.

In the year the gender pay gap was below 1% with less the £0.15 difference in average pay, whuch was higher for females. Our team was 62% female, ranging from 16-70 years old, many with lived experience for our areas of work. Our operations are led by the CEO and Senior Leadership Team.

Our wider Community

Our Invicta Community Leisure brand, which is a registered trademark of West Faversham Community Association, and registered with the charity commission as a trading name of the charity. Under the banner of Invicta the charity continued to operate childcare at Herne Infant School, and ceased operations at Aylesham Welfare Leisure Centre.

Trading

The charity continues to operate All The Extras Limited as a trading subsidiary of the charity, during the year the trading subsidiary made losses, and the board of the trading company restruted its operations, and have returned to profitable operations. The trading company has assisted the charity in the delivery of its aims, in particular around employability and providing social oportunities.

The Board of All The Extras will continue to explore ways to grow its revenue and profits and maximise profitability of its operations allowing it to generate greater income for the charity.

The charity's other trading subsidiary, Kent Community Trading CIC did not trade in the year.

CEO's Remarks

The past year has been one of consolidation, progress, and renewed focus for West Faversham Community Association. Following the adoption of our new organisational strategy, our staff team has worked exceptionally hard to deliver high-quality services that respond to the real needs of our community. Their commitment, creativity, and resilience have been central to ensuring that our activities continue to be welcoming, inclusive, and impactful for local residents.

We are particularly excited as we look ahead to the launch of the Invicta Bumble Bees project in the coming year. This initiative represents a significant step forward in our mission to support children and families, combining learning, play, and connection with the natural environment. The project reflects our strategic priority to invest in early intervention and preventative services, and we are confident it will make a meaningful difference to the lives of those who take part.

Like many charities, West Faversham Community Association continues to operate in a challenging financial

environment, with rising costs and ongoing pressures on funding. However, thanks to the careful planning and decisive actions taken over the last year, we are now in a stronger and more stable position than previously. While challenges remain, we face the future with cautious optimism, supported by a clear strategy, a dedicated staff team, and the continued support of our trustees, partners, and community.

I would like to thank everyone who has contributed to our work over the past year. Together, we are building a resilient organisation that is well placed to continue serving West Faversham and the surrounding community for years to come.

Chairman's Remarks

I am extremely satisfied to report that the measures designed by the senior Leadership team (SLT) and subsequently approved by the Board of Trustees, have had the desired effect in reducing expenditure and increasing revenue this yearn. I therefore wish to compliment the SLT and the way they have been supported in this by the entire staff during their implementation.

Due to the dedication and hard work by those involved in preparing grant applications, we have been able once again to implement several new activities which meet our core values in enhancing the lives of people of all ages. (For detail of these please refer to the relevant part of this document).

Once again I would like to thank the many organisations that have responded positively to our requests for financial support, without whom we would be extremely hard pushed to provide the many free/low cost events staged throughout the year from the small profits generated from our hirers, as we try to keep these prices as affordable as possible.

I would just like to include mention of some of the facilities we have enhanced or introduced during this year with special interest to the younger generation.

The Youth Clubs, held five night each week, now have a dedicated area with varied activities available and these are constantly being added to as funds permit. Each day, after school finishes, we run a 'cook and eat' programme whereby school age children come in, learn how to prepare and cook and eat nourishing, tasty meals. There is also a 'Gold Card' award scheme for outstanding behaviours with away day trips to theme parks, theatres and the like.

The introduction of the three level Soft Play area into what was previously a very under used performance stage, has been very well supported. As an addition we redesigned the area where there were underused changing rooms and this has now provided a drop in cafe.

With a perceived need for something to accommodate children with severe special needs, there is now a sensory room with many features to stimulate their senses.

There still a number of new innovations in the pipeline for which funding has been secured, so please follow us on social media to keep informed.

Going Concern

Following very challenging times 2023 & 2024 the plans put in place by the board and senior leadership team have made significant improvements to the charities operating profits and cash flows.

Operating costs of the charity are now inline with the revenue and funding generated, with services being scaled back to reflect the growing costs and reduced funding available across the charity sector. This means the charity is better able to manage its cash flow, which still experiences significant pressure at times of the year due to debt commitments from covid that the charity is still repaying and will be long into the future.

The board have worked very closely, over the last 12 months, with the senior leaders to robustly review finances and ensure the plan to improve the charities financial position continues to succeed.

On the basis of the improvements made in the previous year, and the impact of this seen in the current year, combined with the ongoing management of finances the trustees believe the charity to be a going a concern. The Trustees have taken account of the document "Going Concern and Liquidity Risk" Guidance for Directors of UK Companies 2009 issued by the Financial Reporting Council in assessing whether the charitable company is a going concern.

The COVID-19 pandemic and the ensuing economic shutdown continued to have a lasting impact on the charity's finances. The Trustees have performed a robust analysis of forecasted cash flows, and thoroughly tested the budgeting for the upcoming period. The trustees have made a number of significant changes to the operations and made use of available support to ensure the charity is able to remaining a going concern. This assessment is based upon the funding available, repayment terms of the Charity Bank loan, cash in hand and the level of free reserves and income expected to be received from the services provided, as well as the changes implemented to save costs, and the further measures available to them if needed. Based on this and the resources available to the charity, along with relying on continued support from HMRC in relation to outstanding tax liabilities, the Trustees have concluded there are no material uncertainties and they can continue to adopt the going concern basis in preparing the annual report and accounts.

Statement of Trustees' Responsibilities

The Trustees (who are also Directors of West Faversham Community Association for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP (FRS 102);

- make judgements and estimates that are reasonable and prudent;

- state whether applicable UK Accounting Standards (FRS102) have been followed, subject to any material departures disclosed and explained in the financial statements; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008, and in accordance with the Charity's governing document . They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.
This report was approved by the Board of Trustees on January 28th 2026 and signed on their behalf by:

Trevor Abram - Chair 28/1/26



FINANCIAL REPORTS 2024-2025

AUDIT REPORT

STATEMENT OF FINANCIAL ACTIVITY

BALANCE SHEET

NOTES TO ACCOUNTS

AUDITORS REPORT

Burgess Hodgson
Chartered accountants & statutory auditor
Camburgh House
27 New Dover Road
Canterbury
Kent
CT1 3DN

Opinion
We have audited the financial statements of West Faversham Community Association (the 'charity') for the year ended 31 March 2024 which comprise the statement of financial activities (including income and expenditure account), statement of financial position and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern
We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information
The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or

- adequate accounting records have not been kept; or

- the financial statements are not in agreement with the accounting records and returns; or

- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees
As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we have considered; the nature of the industry, control environment and financial performance.

We also consider the results of our enquiries of management, relating to their own identification and assessment

of the risks of irregularities and possible related fraud. This includes reviewing available documentation on their policies and procedures and performing tests of controls to evidence their effectiveness.

Throughout the audit testing we are considering the incentives that may exist within the organisation for fraud. Key areas include timing of recognising income around the year end, posting of unusual journals and manipulating the charity's performance measures to meet targets. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We ensure we have an understanding of the relevant laws and regulations and remain alert to possible non-compliance throughout the audit.

Despite proper planning and audit work in accordance with auditing standards there are inherent limitations and unavoidable risk that we may not detect some irregularities and material misstatements in the financial statements. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



Colin Reid (Senior Statutory Auditor)

For and on behalf of
Burgess Hodgson Audit Limited
Chartered accountants & statutory auditor

ANNUAL ACCOUNTS 2024-5

SOFA

BALANCE SHEET

NOTES TO ACCOUNTS

GROUP STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	General Fund Undesignated	General Fund Designated	Restricted Funds	Total	Total
		2025	2025	2025	2025	2024
			£	£	£	£
Income from:						
Donations and legacies:						
Fundraising		15,211	-	-	15,211	12,502
Grant income and donations	3	65,105	-	258,872	323,977	385,545
Charitable Activities:						
Hiring fees		169,557	-	-	169,557	222,287
Membership fees		215	-	-	215	221
Classes and Club fees		254,466	-	-	254,466	211,249
Other trading activities:						
Trading subsidiaries with third parties	4	299,679	-		299,679	331,624
Investment	5	187	-	-	187	-
Other:			-	-	-	-
Other income		6,976	-	-	6,976	13,895
Total income		811,395	-	258,872	1,070,267	1,177,323
Expenditure on:						
Raising funds		180	-	-	180	-
Charitable activities:			-		-	-
Cost of running the Centre	6	513,172		501,814	1,014,986	1,058,657
Trading subsidiaries with third parties	4	295,359	-	-	295,359	304,495
Total expenditure		808,711	-	501,814	1,310,525	1,363,152
Net income/expenditure		2,685	-	(242,942)	(240,257)	(185,828)
					-	-
Transfers between funds	17	-	-		-	-
Net movement in funds		2,685	-	(242,942)	(240,257)	(185,828)
Reconciliation of funds						
Total funds brought forward		24,503		1,338,847	1,363,350	1,549,178
Total funds carried forward		27,188	-	1,095,905	1,123,093	1,363,350

All of the Charity's activities are continuing.

There are no gains or losses other than those shown above.

BALANCE SHEET

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Group		Charity	
		2025	2024	2025	2024
		£	£	£	£
Fixed assets					
Tangible assets	12	1,963,633	2,126,710	1,847,716	1,993,908
Intangible assets	12a	-	-	-	
Investments				1	1
Total fixed assets		1,963,633	2,126,710	1,847,717	1,993,909
Current assets					
Stock		21,476	33,190	18,720	17,690
Debtors (amounts falling due within one year)	13	81,162	77,340	76,673	70,525
Cash at bank and in hand		29,701	-	19,111	-
Total current assets		132,340	110,530	114,505	88,215
Liabilities					
Amounts falling due within one year	14	147,927	266,340	168,448	214,222
Net Current assets		(15,588)	(155,810)	(53,943)	(126,007)
Total assets less current liabilities		1,948,046	1,970,900	1,793,774	1,867,902
Creditors: amounts falling due after more than one year	15	824,954	585,118	674,275	551,738
Deferred tax		-	22,432	-	-
Total net assets		1,123,092	1,363,350	1,119,499	1,316,164
The funds of the Charity					
Restricted funds	17	1,095,904	1,338,847	1,095,904	1,338,847
Unrestricted funds					
General fund - designated					
- undesignated		27,188	24,503	23,595	(22,683)
Total Charity Funds		1,123,092	1,363,350	1,119,499	1,316,164

The Trustees have prepared group accounts in accordance with section 399 of the Companies Act 2006 and section 138 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and for preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at 31 March 2025 and of its net incoming resources for the year in accordance with the requirements of sections 394 and 395 of the Act and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act. These constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company. The financial statements were approved by the Board of Trustees on 21/1/26. and signed on their behalf.



Trevor Abram - Chair
Company registration number - 07296070

NOTES

1 **Accounting policies**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) **General information and basis of Preparation**

West Faversham Community Association is a Charitable Company limited by guarantee in England and Wales. The address of the registered office is given in the charity information on page 4 of these financial statements. The nature of the charity's operations and principal activities are to establish and run a community centre.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 (as updated through Update Bulletin 1 published on 2 February 2016) , the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The charity has applied Update Bulletin 1 as published on 2 February 2016 and does not include a cash flow statement on the grounds that it is applying FRS 102 Section 1A.

The financial statements are prepared on a going concern basis. There are no material uncertanties related to events or conditions which would cast doubt on the Charity's ability to continue as a going concern. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements.

The financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

c) **Income**

All incoming resources are included in the statement of financial activities when the charitable company is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Donations are recognised as income when any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the Charity of the item is probable and the economic benefit can be measured reliably.

No amounts are included in the financial statements for services donated by volunteers.

Grants are recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Income tax recoverable in relation to donations received under gift aid or deeds of covenant is recognised at the time of the donation.

Hiring fees are recognised when the event takes place. Fees received in advance for events occuring after the year end are deferred and recognised in other creditors.

Income from trading acivities includes income earned from trading acivities to raise funds for the Charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entilement has occurred.

Fundraising income is recognised when the income is receivable.

Investment income, gains and losses are allocated to the appropriate fund. Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally on notification of the interest paid or payable by the Bank.

d) **Expenditure**

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Any irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Costs of generating funds include fundraising, publicity costs and non-charitable trading activities together with their related support costs.

Expenditure on charitable activities includes costs directly related to running the community centre. Costs include direct wages, repairs and maintenance, and overheads such as insurance and utility expenses.

Support costs are those costs incurred directly in support of expenditure on the objects of the charitable company and are allocated across charitable and non-charitable activities on a pro-rata basis guided by the value of attributable costs, unless they can be attributed directly, being a measurement considered representative of the specific input into each activity. Costs include office and goverenance costs.

Goverence costs include those costs associated with meeting the constitutional and Statutory requirements of the Charity and include Independent examination fees.

e) **Company Status**

The charitable company is a company limited by guarantee. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

f) **Tangible fixed assets and depreciation**
After the initial set up costs, all assets costing less than £1,250 are written off at time of purchase.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less the residual value, over their expected useful lives as follows:

Freehold buildings and improvements	2%/10% on cost
Furniture, fittings and equipment	15% reducing balance
Office equipment and computers	25% straight line
Motor vehicles	25% straight line

Depreciation is charged once the equipment purchased has been fully received and is operational.

g) **Intangible asset amortisation**
Intangible assets are amortised over their useful life as follows

Computer software	20% straight line

h) **Debtors and creditors receivable / payable within one year**
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from are recognised in expenditure.

i) **Cash at bank and in hand**
Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of a opening of the deposit or similar account.

j) **Fund Accounting**
Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charitable company and whi been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designate out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors which have been raised by the charitable particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund the notes to the financial statements.

j) **Stock**
Stock is valued at the lower of cost or net realisable value. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing stock to its present location and condition. Provision is made for damaged, obsolete and slow moving stock where appropriate.

k) **Pensions**
The Charity operates an Auto-enrolment Pension scheme. The charge shown in the accounts represents the employer's contributions to the money purchase scheme.

l) **Consolidation**
These financial statements consolidate the results of the charity and its wholly owned Subsidiaries All The Extras Ltd and Kent Community Training C.I.C. on a line by line basis. A separate statement of financial position or income and expenditure account, for the charity itself is not presented because the Charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

2 **Restricted and unrestricted Income**
All income for the current and prior year was attributable to unrestricted income, except for restricted grants and donations as disclosed in note 3.

3	**Grant Income and donations**		**General Fund 2025 £**	**Restricted Funds 2025 £**	**Total Funds 2025 £**	**Total Funds 2024 £**
	Grants		62,944	258,872	321,816	385,545
	Donations		2,161	-	2,161	1,874
			65,105	258,872	323,977	387,419
	Grants					
	Local authorities					
		Job Retention scheme			-	-
		Swale Borough Council		30,591	30,591	23,319
		Herne Council			-	-
		Kent County Council		5,786	5,786	3,170
		Faversham Town Counicl		4,000	4,000	7,887
		Dover DC			-	-
	Charities	National lottery		112,265	112,265	104,293
		Power to change			-	-
		HAF		49,165	49,165	59,168
		J&H Trust			-	-
		Reconnect			-	-
		Garfield Weston		20,000	20,000	10,000
		Co-op Youth		500	500	1,610
		Arnold Clarke		1,000	1,000	-
		Queensborough fisheries		1,800	1,800	-
		Kent Community Foundation			-	9,500
		Imago	62,944.00		62,944	55,944
		Headstart			-	-
		PhilipConnie			-	-
		Charities Trust			-	1,000
		Neighbourly sainsburys			-	5,500
		Pay it forward			-	-
		Mayor of Faversham			-	-
		John Swire			-	-
		SJP			-	-
		APR Fundays			-	-
		Apprentiship Grant			-	-
		KCF Grant		7,500	7,500	-
		CCES Sector recovery			-	-
		PCC for kent		500	500	-
		HubHun		17,400	17,400	15,000
		Street Games Uk			-	600
		GWUK Groundwork		1,800	1,800	-
		Cinema project			-	-
		Clothworkers		6,200	6,200	-
		Valencia			-	-
		Faversham Lottery		365	365	76,658
		Health Intellegence			-	390
	Others	Aylesham Welfare leisure Centre			-	-
		Means to Gains Meaningful Employment			-	-
		B&Q	-		-	-
		Asda	-		-	-
		Co-op Youth	-		-	-
		M&S	-		-	-
		National Rail	-		-	-
					-	
		Other	-		-	11,507
			62,944	258,872	321,816	385,546

4 **INCOME AND EXPENDITURE OF TRADING SUBSIDIARIES**

The Charity owns the whole of the issued share capital of All The Extras Ltd. The results of this Company for the year ended 31 March 2025 are summarised below:

The results include intercompany trading with the parent, these balances are eliminated in the Charitys consolidated SOFA and Balance Sheet.

	2025	2024
	£	£
Turnover	298,647	331,624
Direct costs	(307,815)	(233,144)
	(9,168)	98,480
Management charges to/ from parent company	(48,000)	-
Administative expenses		(56,558)
	(57,168)	41,922
Gift Aided to the Charity		-
Other operating income	-	-
Operating Profit	(57,168)	41,922
Interest receivable		-
Interest payable		(2,145)
Tax		(12,649)
Retained profit/loss in subsidiary	(57,168)	27,128

The aggregate of assets, liabilities and funds was:

	2025	2024
	£	£
Assets	149,665	212,723
Liabilities	(158,833)	(165,536)
Net assets	(9,168)	47,187
Represented by:		
Ordinary shares of £1 each	1	1
Profit and Loss account	(9,169)	47,186
Total funds	(9,168)	47,187

The Charity is the sole member of Kent Community Training C.I.C. (formerly The Café at West Faversham Community Centre Limited), a company limited by guarantee. The Company is dormant for the year ended 30 March 2025 (dormant, in the year ended 31 March 2024). The Charity holds 100% of the share capital of Community Asset Management CIC. The Company is dormant for the year ended 31 March 2025 (dormant, in the year ended 31 March 2024).

5 **Investment income**

	General Fund 2025	Restricted Funds 2025	Total Funds 2025	Total Funds 2024

6 **Costs of running the Community Centre**

Analysis of resources expended	**General Fund 2025 £**	**Restricted Funds 2025 £**	**Total Funds 2025 £**	**Total Funds 2024 £**
Activities undertaken directly				
Gross wages	510,632	-	510,632	607,887
Direct cost of Gym, classes, holiday scheme and jobs hub	6,932	-	- 6,932	1,565
Purchase of decorations and hirings inc fundraising	23,019	-	23,019	23,596
Community Activity Equipment and Licenses	34,190	-	34,190	16,354
Youth trips	4,626	-	4,626	-
Purchase of food and Drink	41,831	-	41,831	22,820
	621,231	-	621,231	672,222
Repairs, maintenance and improvements:				
Sundry repairs	5,559	-	5,559	3,407
Equipment services maintenance	7,442	-	7,442	10,005
Purchase of small items of equipment and fixtures	677	-	677	0 2,860
Garden and Pitch Maintenance	10,702	-	10,702	9,689
Depreciation	-	178,546	178,546	164,635
	24,379	178,546	202,925	190,596
Support costs				
Overheads:				
Insurance	14,791	-	14,791	12,122
Water and sewage rates	19,347	-	19,347	5,337
Electricity and Gas	24,835	-	24,835	39,073
Waste disposal	-	-	-	12,514
TV licence and performing rights	400	-	400	3,274
Telephone	26,520	-	26,520	25,791
Cleaning materials	11,368	-	11,368	(3,663)
Staff and volunteer training and travel	6,263	-	6,263	10,435
Advertising	1,443	-	1,443	2,342
Stationery and postage	6,788	-	6,788	9,483
Employment HR and Consultancy	5,062	-	5,062	-
Sundry expenses	10,159	-	10,159	2,689
Interest	15,414	-	15,414	30,308
	142,390	-	142,390	149,705

Support costs	**General Fund 2025 £**	**Restricted Funds 2025 £**	**Total Funds 2025 £**	**Total Funds 2024 £**
Accountancy and independent examination	11,400	-	11,400	14,446
Photocopier charges	-	-	-	-
Subscriptions	(98)	-	(98)	-
Local authority licences	-	-	-	-
PC Support and onsite	15,774	-	15,774	24,521
Legal fees	15,209	-	15,209	1,930
Profit or Loss on disposal of asset	-	-	-	-
Bank and credit charges	6,154	-	6,154	5,238
	48,439	-	48,439	46,135
Total cost of running the Centre	836,440	178,546	1,014,986	1,058,657
Reallocation to restricted funds	(323,268)	323,268	-	-
	513,172	501,814	1,014,986	1,058,657

7 **Governance costs**

Governance costs comprised of auditors remuneration which amounted to an audit fee of £ 11,400 (2024 £11,400). During the year, the company's auditor changed from Burgess Hodgson LLP to Burgess Hodgson Audit Limited following a change in legal structure of the audit firm. The responsible individual remains the same

8 **Employee costs and Trustees' remuneration**

	2025 £	2024 £
Staff costs of the group were:-		
Wages and salaries	601,218	645,313
Social security costs	35,433	40,786
Employers pension contributions	7,545	9,413
	644,196	695,512

There were no employees whose annual emoluments were £60,000 or more.

The average monthly number of employees (full time equivalents (FTE)) during the year was:

2025 Number	2025 FTE	2024 Number	2024 FTE
40	40	42	42

9 **Pension Costs**

The Charity operates a contributory pension scheme. This is a defined contribution scheme and contributions are charged in the statement of financial activities as they accrue. The charge for the year was £6,064 (2024: £6,975). As at the balance sheet date the Charity owed the fund £37,212 (2024: £21,039).

10 **Trustees, and key management personnel Remuneration and expenses**

None of the Trustees (nor any persons connected with them) received any remuneration nor reimbursed expenses during the year (2024: Nil).
The total amount of employee benefits received by key management personnel was £131,637 (2024 £140,991). The Charity considers its key management personnel to comprise the Charity's Trustees and those charged with its management.

11 **Taxation**

The parent company is a charity and not subject to corporation tax.

The Subsidiaries: All The Extras Ltd and Kent Community Training C.I.C have no corporation tax liabilities.

12 **Tangible fixed assets - Charity**

	Freehold building	Motor vehicles	Furniture, fittings & equipment	Computer & Office Equipment	Total 2025
	£	£	£	£	£
Cost					
As at 1 April 2024	3,351,588	38,911	180,997	66,017	3,637,513
Additions	21,269	-	12,171	324	33,764
Disposals	- 1,409	-	-	-	(1,409)
As at 31 March 2025	3,371,448	38,911	- 193,168	66,341	3,669,868
Depreciation					
As at 1 April 2024	1,443,750	7,782	137,281	54,793	1,643,606
Disposal			-		-
Charge for the year	150,912.67	9,728	12,656	5,250	178,546
As at 31 March 2025	1,594,663	17,510	149,937	60,043	1,822,152
Net book value					
As at 31 March 2025	1,776,785	21,401	43,231	6,298	1,847,716
As at 31 March 2024	1,907,838	31,128	43,717	11,224	1,993,908

Tangible fixed assets - Group

	Freehold building	Motor vehicles	Furniture fittings & equipment	Computer & office equipment	Total 2025
	£	£	£	£	£
Cost					
As at 1 April 2024	3,351,588	66,188	287,885	97,308	3,802,969
Additions	21,269		20,481	1,032	42,782
Disposals	- 1,409	-	(7,577)	-	(1,409)
As at 31 March 2025	3,371,448	66,188	- 300,789	98,340	3,844,342
Depreciation					
As at 1 April 2024	1,443,750	10,510	157,864	64,135	1,676,259
Disposal			- 3,027		(3,027)
Charge for the year	150,913	16,547	23,990	8,450	199,900
As at 31 March 2025	1,594,663	27,057	178,827	72,585	1,873,132
Net book values					
As at 31 March 2025	1,776,785	39,131	121,962	25,755	1,963,633
As at 31 March 2024	1,907,838	55,678	130,021	33,173	2,126,710

At 31 March 2025 the net book value of freehold land and buildings contained £250,000 of Land at Cost which is not depreciated.

12a **Intangible fixed assets - Group**

	Computer Software	Total
	£	£
As at 1 April 2024	1,269	1,269
Additions	-	-
Disposals	-	-
As at 31 March 2025	1,269	1,269
Depreciation		
As at 1 April 2024	1,269	1,269
Disposal		-
Charge for the year	-	-
As at 31 March 2025	1,269	1,269
Net book Values		
As at 31 March 2025	-	-
As at 31 March 2024	-	-

13 **Debtors**

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Trade debtors	51,924	65,215	48,435	59,400
Amount owed by group undertakings	-	-	-	-
Sundry debtors	13,712	1,000	12,712	-
Prepayments	15,526	11,125	15,526	11,125
	81,162	77,340	76,673	70,525

14 **Creditors: amounts falling due within one year**

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Loans	20,116	19,090	17,316	15,905
Trade creditors	63,201	55,394	52,917	40,948
Other creditors	14,670	76,404	8,402	65,199
Taxation and social security	20,970	84,850	20,000	12,000
Amount owed by group undertakings	-	-	48,883	57,606
Hire Purchase <1 year	14,320	14,320	8,430	8,430
Accruals and deferred income	14,650	16,284	12,500	14,134
	147,927	266,342	168,448	214,222

14a **Deferred Income**

The deferrend income in accruals and deferred income relates to advanced booking sales for an event which has not yet taken place.

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Balance as at 1 April 2024	4,433	22,021	4,433	22,021
Amount released to income earned from charitable activities	- 4,433	- 22,021	- 4,433	- 22,021
Amount deferred in the year	6,189	4,433	6,189	4,433
Balance as at 31 March 2025	6,189	4,433	6,189	4,433

15 **Creditors:amounts falling due after more than one year**

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Creditors	824,954	585,118	674,275	551,738
	824,954	585,118	674,275	551,738
Included within the above are amounts falling due as follows:				
Between one and five years				
Loan due within 1 - 2 years	19,178	16,814	18,568	14,014
Loan due within 2 - 5 years	64,152	85,584	64,152	82,316
Hire Purchase >1 year	24,762	41,555.00	15,455	2,388.00
	108,092	143,953	98,175	96,330
Time to pay	290,093	153,251.00	245,098	140,809.00
VAT Creditor	95,767			
Repayable trustee assitance	54,000	20,000.00	54,000	20,000.00
Loan due over more than 5 years	277,002	- 284,725	- 277,002	284,728
Creditors includes amount not wholly repayable within 5 years as follows:				
Repayable by instalments	277,002	284,725	277,002	284,728

16 **Analysis of net assets between funds**

	General Funds Undesignated	Designated	Restricted funds	Total 2025
	£	£	£	£
Tangible fixed assets	186,848	-	1,776,785	1,963,633
Current assets	-	-	132,340	132,340
Current liabilities	0	-	(147,927)	(147,927)
Long term liabilities	- 159,660	-	(665,294)	(824,954)
Deferred taxation	0	-	0	0
Net assets as at 31 March 2025	27,188	-	1,095,904	1,123,092

Analysis of net assets between funds prior year

	General Funds Undesignated	Designated	Restricted funds	Total 2024
	£	£	£	£
Tangible fixed assets	294,186	-	1,832,525	2,126,711
Current assets	-	-	110,530	110,530
Current liabilities		-	(266,341)	- 266,341
Long term liabilities	(247,251)	-	(337,867)	- 585,118
Deferred taxation	(22,432)	-		- 22,432
Net assets as at 31 March 2024	24,503	-	1,338,847	1,363,350

17 **Statement of funds**

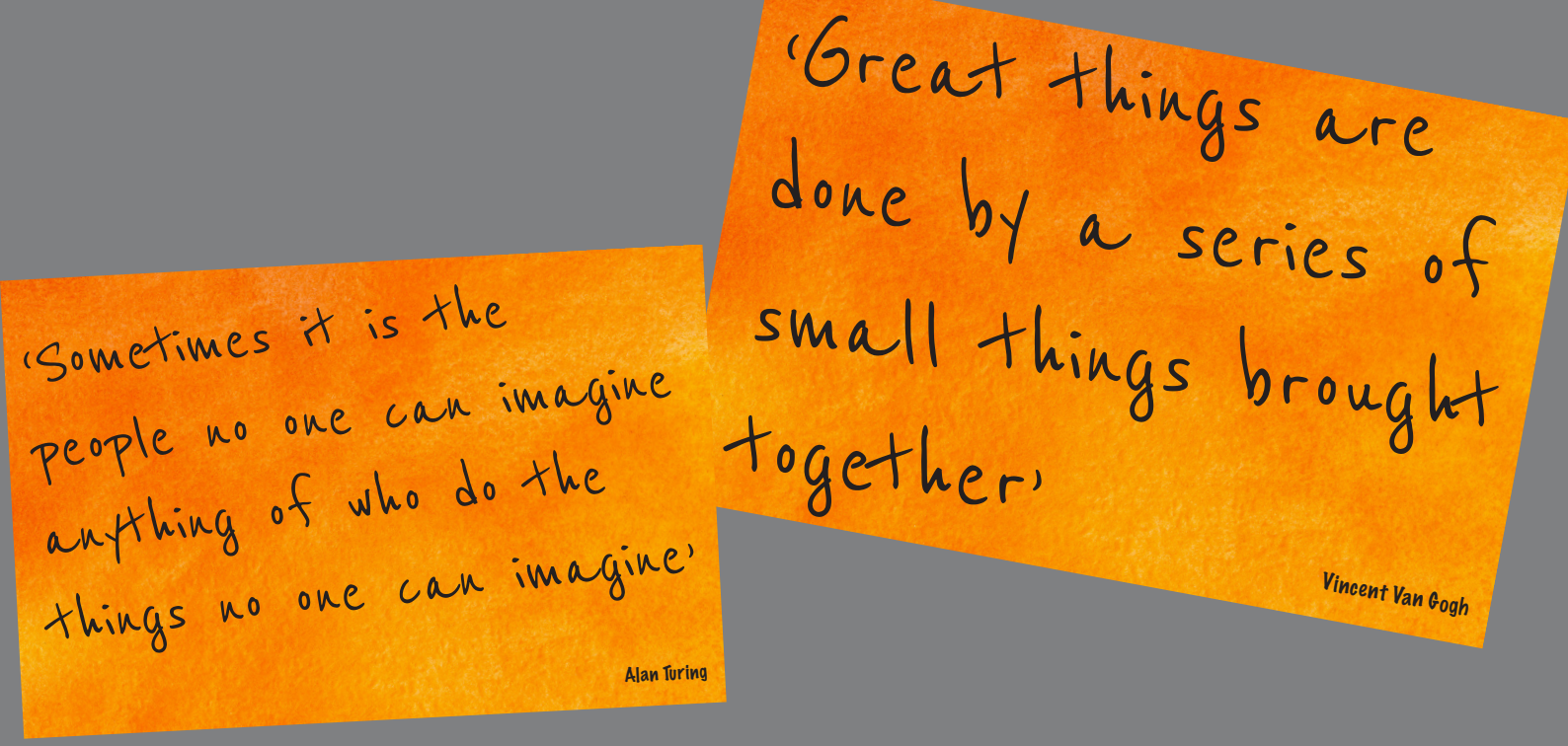
	Balance at 01 04 24	Incoming resources	Expenses	Transfers	Balance at 31 03 25
Unrestricted funds	£	£	£	£	£
					-
Undesignated general fund	24,503	811,395	808,710	-	27,188
m HAF SHC					-
h Imago					-
s Charities trust	-				-
v Cur Enfinium	-				-
ae Faversham Lottery	-				-
	24,503	811,395	808,710	-	27,188
Restricted funds					-
Building improvement and Association					-
development fund	1,319,208		178,546	44,758	1,095,904
Aylesham Grant					-
Other grants					-
a Swale Borough Council	-	30,591	30,591		-
b Faversham Town Council	-	4,000	4,000		-
c AWLC youth work	-				-
d Dep of Education	-				-
e KCC	-	5,786	5,786		-
f Children in need	7,000		7,000		-
g Co-op youth activites	-	500	500		-
Imago	- 4,663		- 4,663		-
i Hubub	-	17,400	17,400		-
j Clothworkers	-	6,200	6,200		-
k PCC for kent	-	500	500		-
l Lottery SHC	-	112,265	112,265		-
HAF SHC	11,325	49,165	60,490		-
n Kent Community Foundation	5,948	7,500	13,448		-
o Garfield Weston	-	20,000	20,000		-
p Arnold Clarke	-	1,000	1,000		-
q Queensborough fisheries	-	1,800	1,800		-
r Charities trust	-				-
Faversham Lottery	28	365	393		-
t Street Games UK	-		-		-
u GWUK	-	1,800	1,800	-	-
w KC Reconnect Leisure	-			-	-
x KCC Talents & Interest	-			-	-
y CCES Sector recovery	-			-	-
z KCF Digital fund	-			-	-
aa PTC	-				-
ab Grant for Solar panels	-			-	-
ac J&H	-			-	-
af Pay it forward	-			-	-
ag Other	-			-	-
ah Department of Education	-			-	-
ai Kickstarter Grants	-			-	-
aa OGA33393	-			-	-
ab N Rail	-			-	-
ac Cost of living grant	-			-	-
ae Headstart	-			-	-
af B&Q	-			-	-
ag National Rail	-			-	-
	1,338,846	1,070,267	1,265,766	44,758	1,095,904

17 continued

Unrestricted funds	Balance at 01 04 23 £	Incoming resources £	Expenses £	Transfers £	Balance at 31 03 24 £
					-
Undesignated general fund	57,497		32,994		24,503
m HAF SHC					-
h Imago					-
s Charities trust	-				-
v Cur Enfinium	-				-
ae Faversham Lottery	-				-
	57,497	-	32,994	-	24,503
Restricted funds					-
Building improvement and Association development fund	1483843		164634.89		1319208.11
Aylesham Grant					-
Other grants					-
a Swale Borough Council	-	23,319	23,319		-
b Faversham Town Council	-	7,887	7,887		-
c AWLC youth work	-				-
d Dep of Education	-				-
e KCC	-	3,170	3,170		-
f Children in need	2,000	10,000	5,000		7,000
g Co-op youth activites	-	1,610	1,610		0
Imago	- 4,663	55,944	55,944		- 4,663
i Hubub	-	15,000	15,000		-
j Neighbourly for sainsburys	-	5,500	5,500		-
k Mayor of faversham	-				-
l Lottery SHC	-	104,293	92,968		11,325
HAF SHC	1,500	59,168	54,721		5,948
n Kent Community Foundation	-	9,500	9,500		-
o Reconnect	-				-
p Phippil Connie foundation	500		500		-
q Valencia	-	76,658	76,658		-
r Charities trust	-	1,000	1,000		-
Faversham Lottery		390	362		28
t Street Games UK	-	600	600		-
u GWUK	-			-	-
w KC Reconnect Leisure	-			-	-
x KCC Talents & Interest	-			-	-
y CCES Sector recovery	-			-	-
z KCF Digital fund	-			-	-
aa PTC	8,500		8,500		-
ab Grant for Solar panels	-			-	-
ac J&H	-			-	-
af Pay it forward	-			-	-
ag Other	-	11,507	11,507	-	-
ah Department of Education	-			-	-
ai Kickstarter Grants	-			-	-
aa OGA33393	-			-	-
ab N Rail	-			-	-
ac Cost of living grant	-			-	-
ae Headstart	-			-	-
af B&Q	-			-	-
ag National Rail	-			-	-
	1,491,680	385,546	543,356		1,338,846

18 **Capital commitments**
The charity has no capital commitments at 31 March 2025 (2024: Nil).

19 **Related Party**
During the year an employee (the daughter and step-daughter of Trustees) received a salary of £34,541 (2024: £29,349)



"Children's happiness, well-being and safety are at the heart of the holiday club. Leaders are passionate to create an environment where children feel welcome and can relax, supported by an experienced team. Staff work hard to get to know each child and their families well. This helps them to meet individual needs and make sure that children feel valued. Relationships between staff and children are very positive."

Ofsted April 2025

WFCA, Bysingwood Road, Faversham,
ME137RH

Phone: 01795 537321
Email: info@westfavershamca.org

westfavershamca.org

Hernecentre.org

alyeshamWLC.org

WEST FAVERSHAM COMMUNITY ASSOCIATION

England & Wales - Charity number 1139228

Accounts

WEST FAVERSHAM Community Association

Invicta Community & Leisure

ANNUAL REPORT 2023-2024

PROVIDING SUSTAINABLE COMMUNITY HUBS, ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

100%
of service users say the centre has helped them make new freinds

93
people went from been fully inactive to regulary active in the year

8000+
Interactions per year in fitness oppertunities

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PROVIDING SUSTAINABLE COMMUNITY HUBS,
ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

WELCOME

PROVIDING SUSTAINABLE COMMUNITY HUBS, ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

2023 into 2024 has been a period of extreme challenge for the charity, in weathering ever tougher economic conditions. However the charity is proud to have worked hard to maintain its services and drive forward positive changes for its users and beneficiaries, delivering meaningful impact across all its areas of work.

93,000 KG OF SURPLUS FOOD REDISTRUBTED THROUGH THE COMMUNITY FRIDGE

PROVIDING SUSTAINABLE COMMUNITY HUBS,
ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

TRUSTEES REPORT

The members of the Board of Trustees during the year ended 31 March 2024

Trevor Abram - Chair
Gay Kay
Beverley Swan
Pamela Hoile -Treasurer
Margaret Abram
Joanne Wintle-Smith
Carole Jackson
Alison Reynolds
Robert Crayford - Appointed 14/6/23

Registered Office

West Faversham Community Centre
Bysing Wood Road
Faversham
Kent
ME13 7RH

Company number
07296070

Charity number
1139228

All The Extras Limited
Company Number
09062780

Kent Community Training CIC
Company Number
10349844

Auditors

Burgess Hodgson LLP

800+

FREE AFTER SCHOOL MEALS SERVED TO YOUNG POEPLE EACH MONTH

93%

Of service users say the centre helps them feel happier

472

People use our staff led services each week

PROVIDING SUSTAINABLE COMMUNITY HUBS,
ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

36+ COMMUNITY ACTIVITIES PROVIDED EACH WEEK

The Trustees (who are also Directors of the charitable company for the purposes of company law) present their annual report together with the financial statements of West Faversham Community Association (the charitable company) for the year ended 31 March 2024. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011, the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland: FRS 102, issued October 2009.

Constitution

The charitable company is registered as a company limited by guarantee and was set up by a Memorandum and Articles of Association on 25 June 2010 and became a registered charity on 30 November 2010.
The reference and administration information is set out on page 4.

Method of appointment or election of trustees

The management of the charitable company is the responsibility of the Trustees who are elected and co-opted under the terms of the Memorandum and Articles of Association, standing for annual election by the members, with the exception of 3 appointees, one from each of the statutory bodies operating in the area. All Trustees have been chosen with a view to the needs of the charitable company providing a range of skills beneficial to the development and management of the running of the West Faversham Community Association.

82% OF OUR TEAM LIVE IN THE COMMUNITIES WE SUPPORT

The board continue to review their skills through the skills audit and seek to grow the board in the areas needed.

Policies adopted for the induction and training of trustees

New Trustees, on appointment, are supplied with copies of all documents and relevant guidance necessary in order for them to understand their role. In addition the charitable company relies upon the guidance issued by the Charity Commission and Advising Communities in relation to decision making.

Organisation structure and decision making

The management of the charity is the responsibility of the Trustees who meet monthly, when the C.E.O updates the board on the charity's operations. The board reviews the charity's performance against the strategy, its financial performance and risk assessed activities. The board consider matters raised by board members or the C.E.O for approval when they are outside of the scope of C.E.O responsibilities for the day to day management of the Charity. Between meetings the C.E.O is delegated to run the charity within the budgets and scope set by the board. In an emergency, provisions allow for action to be taken by the Chair and C.E.O

Risk assessment

The Trustees have assessed the major risks to which the charitable company is exposed, in particular those related to the operations and finances of the charitable company, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

During the year the board continued to use its risk log for the charity, which identifies the risks to the charity. Each risk is reviewed by the board six times or more each year, and action plans are put in place to reduce or mitigate risks.

This new process has proven to be a valuable exercise for the board and has greatly improved the organisation's risk mitigation planning.

The objectives and activities

The objectives and activities of the charitable company are to establish or secure the establishment of a community centre and to maintain and manage the same (whether alone or in co-operation with any statutory authority or other person or body) in furtherance of the objectives.

Cooking for the family

COME ALONG AND LEARN
TO COOK HEALTHY FAMILY
MEALS FROM SCRATCH

& TAKE AWAY WHAT YOU MAKE
FOR YOUR DINNER



Wednesday 11.30- West Faversham Community Centre
Booking required - community@invicta-cl.org



We are not funded by taxes please donate to help support our services
Reg Charity No- 1139228 - Reg Company- 7296070 -
Reg office- WFCC, Bysingwood Rd, Faversham, ME13 7RH

Invicta Community & Leisure Venues

OUR STRATEGY

As 2023 drew to a close and 2024 begun, the charity engaged in wide spread consultation on its charitable work, and begun to develop its new strategic priorities for 2024-2029.

The consultation the chairty carried out engaged with over 100 stakeholders and community members, from this the charity learnt the our work to ensure young people have positive opportunities was seen as the most important area to continue to provide, with 86% of people saying it should continue to be a focus. Loneliness and isolation work came second with 63%, closely followed by increasing engagement in SPA at 56%

The charity sought to understand how stakeholders felt the balance of free, subsidised and charged services was seen by users, and if changes to this where needed. Providing free services was seen as an important part of our work and that our methods of charging for room hire and gym to maintain this is supported.

The chairty developed 4 new areas of charitable focus to deliver public benefit, and a further aim about around our people and culture.

PROVIDING FUN, SAFE & NURTURING ENVIRONMENTS TO ALLOW YOUNG PEOPLE AND FAMILIES TO BECOME THE BEST VERSION OF THEMSELVES

- We want young people to feel safe with us and able to come to us when they don't know what to do or how to get help

- We want young people to have fun with us, make great memories, and grow through their experiences
- Trauma isn't just the bad things that happen it's the good things that don't happen

- We want to support the whole family to ensure our young people get the best impact from our support

- We want to have environments and services that make young people feel able to push themselves to grow in to the best they can be

IMPROVING WELLBEING THOUGH ACCESSIBLE LEISURE AND SOCIAL OPPORTUNITIES

- We want make sure the community are able to access fitness and leisure activities even when on low incomes so everyone gets the welling benefits

- We want to make sure our centres can be used by everyone and are at the heart of the community

- We want to make sure disabilities and mobility issues are not barriers to having great opportunities in our communities

- We want to make sure no one in our community needs to be lonely or feel isolated

EMPOWERING OUR COMMUNITIES TO BE SUPPORTIVE, ACCEPTING OF EACH OTHER AND WORK THROUGH CRISES

- We want all communities we work in to have the tools available to them to support each other

-We want all the communities we work in to be more accepting and tolerant of their differences creating a happier and safer environment

-We want to be there for our communities when things get too much and they need that extra hand to guide and support them through a crisis.

GIVING SUPPORT TO OVERCOME BARRIERS TO LEARNING AND EMPLOYABILITY

- We want those that need assistance gaining skills to find work to be able to access these in our centres

- We want to give people supportive environments to develop and become work ready

-We want to make sure those that are not accessing education are supported in doing so

-We want to help people overcome reasons they cant access learning and education

EMPLOYING, DEVELOPING AND RETAINING LOCAL PEOPLE TO DELIVER HIGH QUALITY AND SAFE SERVICE

- We want our teams to be invested in our community, and the impact we can deliver within them

-We want our teams to flourish and grow with us and in doing so allow the charity and its impact to grow too

-We want everything we do to be safe, and to ensure our resources are efficiently used, to have the best impact

96%

of respondents feel our centres benefit the community

100%

of respondents agree we should have charged services to subsidie community activities

100%

of staff would recommend our services to family and friends

Over 100 members of the public, service users and stakeholders gave feedback on our strategic plan



OUR COMMUNITY OFFER 2023-24

The charity has a team of well trained and specialist staff able to deliver a great range of services in the community.

Our services are funded by both grants and our trading income so we are able to adapt and develop services to suit the needs of our community.

67 HOURS

Per week of community services offered by our team

SCHOOL HOLIDAY ACTIVITIES PROVIDED FOR 176+ CHILDREN

4

NEW SERVICES INTRODUCED TO RESPOND TO NEEDS IN COMMUNITY

WEST FAVERSHAM COMMUNITY CENTRE

YOUTH & COMMUNITY TIMETABLE

MON	TUES	WED	THURS	FRI	SAT
MESSY PLAY 10:00AM-11:30AM	GRANDPARENT WELLBEING SESSION 11:30AM-1:00PM	PARENT & TODDLER SOFT PLAY SESSION £2.50 9.30AM-11.30AM	MESSY PLAY 10:00AM-11:30AM	CHAIR BASED FITNESS £3 11:00AM-12:00PM	TEEN GYM £2 10:30AM-12:00AM
CHAIR BASED FITNESS £3 11:30AM-12:30PM	LUNCH CLUB £6.50 12:00PM-2:00PM	SUPPORTED GYM 1:30PM-2:30PM BOOKING REQUIRED	SOCIAL CLUB 12:00PM-1:30PM	ARTS AND CRAFTS GROUP 2:00PM-4:00PM	
COOKING FOR YOUR FAMILY (BOOKING REQUIRED) 1:00PM-2:15PM	SUPPORTED GYM 1:30PM-2:30PM BOOKING REQUIRED	TEA DANCE (1ST WEDNESDAY EVERY MONTH) £5 2:00PM-4:00PM	BOWLS £2.00 1:00PM-4:00PM	YOUNG YOUTH CLUB (8-12YRS) 4:00PM-6:00PM	
BOWLS £2.00 1:00PM-4:00PM	SOCIAL CLUB AND AFTERNOON BINGO £5 2:00PM-4:00PM	SEWING CLUB (FOR MORE INFO GET IN TOUCH) BY MOTHERS OF INVENTION	SUPPORTED GYM 1:30PM-2:30PM BOOKING REQUIRED	YOUTH CLUB 6:30PM-10:00PM	
SUPPORTED GYM 1:30PM-2:30PM BOOKING REQUIRED	TABLE TENNIS £2 3:00PM-5:00PM	TEEN GYM £2 3:30PM-5:00PM	UKULELE GROUP £2 2:00PM-4:00PM	TEEN GYM £2 3:30PM-5:00PM	
TEEN GYM £2 3:30PM-5:00PM	TEEN GYM £2 3:30PM-5:00PM	GIRLS ONLY TEEN GYM £2 5:00PM-6:00PM	TEEN GYM £2 3:30PM-5:00PM	TEEN GYM £2 (16-18 ONLY) 5:00PM-6:30PM	
LGBTQIA+ ACTION GROUP 5:30PM-7:00PM	YOUTH CLUB INC FOOD 5:00PM-7:00PM	YOUTH CLUB INC FOOD 5:00PM-7:00PM	YOUTH CLUB INC FOOD 5:00PM-7:00PM		
YOUTH CLUB FOOD INC. 5:00PM-7:00PM					

IF YOU ARE INTERESTED IN RUNNING ARTS AND CRAFTS, OR OTHER HOBBIE GROUPS, PLEASE GET IN TOUCH

BIG YOUTH PARTY NIGHT
*INFLATABLE
*DJ DECKS
*PIZZA OVEN
AND MUCH MORE
(2ND FRIDAY OF THE MONTH)
6:30PM-10:00PM

EMAIL
INFO@WESTFAVERSHAMCA.ORG
OR CALL
01795537321
FOR MORE INFORMATION

PROUDLY SUPPORTED BY;

Invicta Community & Leisure Venues

WEST FAVERSHAM COMMUNITY CENTRE, BYSING WOOD RD, FAVERSHAM, ME13 7RH

Company Number: 0726070
Charity Number: 1139228

217
young people use our youth services in an average week

2182
Attended our community celebration events including PRIDE

412
Hours of work experience provided

6
Volunteer lead social activities a week

CARBON NEGATIVE

West Faversham has introduced many net zero initiatives at its main site and remote sites, reducing carbon footprints such as; solar power, heating system efficiency, waste reduction and electric vehicles. Additionally, where carbon use cannot be removed it is offset with community activities that have a net zero impact, including 65,000KG offset co2 through tracking food waste in our community fridge. These initiatives make West Faversham a carbon negative organisation, going beyond net zero.



This year the charity has begun to introduce a new cardboard recycling scheme which will increase our ability to collect from the community fridge and reduce landfill waste from the centre and the wider community who will have access to the scheme.



1800 kg OF FOOD WASTE & PACKAGING SAVED FROM LANDFILL ON AN AVERAGE WEEK

Our people working to deliver for our community

West Faversham Community Association has a team of 42 staff to deliver its strategic aims, with 82% of our team living within 3 miles of one of our centres, key to our aim of having a team that are invested in our community. We focus heavily on the development of our team, and provide a range of learning and development opportunities to our team with over 50% of staff offered additional training and 23% on our leadership development program.

In the year the gender pay gap was below 1% with less the £0.14 difference in average pay. Our team was 34% male 66% female, ranging from 17-70 years old, many with lived experience for our areas of work. Our operations are led by the CEO and Senior Leadership Team.

Our wider Community

Our Invicta Community Leisure brand, which is a registered trademark of West Faversham Community Association, and registered with the charity commission as a trading name of the charity. Under the banner of Invicta the charity continued to operate childcare at Herne Infant School and operations at Aylesham Welfare Leisure Centre, during the year 2023-2024.

The charity is currently exploring options for reducing its involvement in the operations management at Aylsham Welfare Leisure Centre, and focusing on only community provisions and some limited levels of support to the charity that owns the site, due the economic pressures of running the site.

Trading

The charity continues to operate All The Extras Limited as a trading subsidiary of the charity, during the year the trading subsidiary generated gift aid for the charity. The trading company has assisted the charity in the delivery of its aims, in particular around employability and providing social oportunities.

The Board of All The Extras will continue to explore ways to grow its revenue and profits and maximise profitability of its operations allowing it to generate greater income for the charity.

The charity's other trading subsidiary, Kent Community Trading CIC did not trade in the year.

CEO's Remarks

2023-2024 continued to provide very challenging climate for the charity to operate in. The pressure on the charity continues to increasing in terms of costs and demand for services.

The charity team have worked exceptionally hard to reduce costs while continuing to provide excellent services, the senior leadership team and board are very grateful for their dedication during a challenging year. Despite the growing pressures on costs from outside, the charity has remained focused on its aims and mission, and delivered impact we can be truly proud of, during the year.

It is clear the pressures on the charity are not going to ease up and likely to become tougher, so we will be proactive in ensuring we take every step to manage the charity's limited resources for the benefit of the community during the next year.

Chairman's Remarks

You will note from our CEO's report that this year has seen some challenges, which I am pleased to report have been substantially overcome due to the dedication of our staff and trustees as well as the support shown by the people who have continued to appreciate all that the Community Centre has to offer to enhance their lives and wellbeing. As with many organisations we have been subjected to rising costs for utilities, maintenance, insurance and rising wages. However, by careful monitoring of outgoings, restructuring has enabled us to staff events more economically, such that we have managed to successfully balance income to expenses but the trustees continue to keep a watchful eye on the situation to ensure the future of the Association.

As in previous years we are extremely grateful to the many organisations that respond positively to our applications for grant funding which, as indicated in our accounts, contributes greatly to enable us to provide services and events at either low cost or for a very competitive rate to users. We have also laid on several free events during the year which have either been funded by grants or subsidised through profitable activities run by the trading arm of the charity.

We continue to be able to act as a conduit to distribute for free near 'use-by dated' perishable foods donated by several local supermarkets through our Community Fridge. These items are always promptly collected by residents during the day that they are taken into stock. This service complements the local food bank in that they are only able to distribute non-perishable donated goods.

Some of the food items are used to enable members of the youth club to be able to learn skills in our kitchen by preparing nourishing meals which ensures that they do have a substantial meal whilst with us.

We look future to building on our success as we go into the future and are then able to fulfil our charitable aims.

Reserves and Financial Review

The charity continues to budget to grow the Charity's reserves by a small amount each year giving balance to supporting the community through challenging times. During the year the charity faced a number of challenges due to the energy crisis and cost of living crisis which used its in year-built reserves, and a proportion of the charity's cash reserves, while additional cost saving measures were introduced by the board and leadership team.

Public Benefit

When considering the West Faversham Community Association's activities, the Trustees have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's General Guidance on Public Benefit.

Fundraising

The charity carries out limited public fundraising. When this is carried out it, it is done so through staff and volunteers of the charity at fundraising events such as bingos, quizzes and music nights, all of which take place in our centres and not offsite. Fundraising from the public accounted for £12,502 of income. No complaints have been received with regards to fundraising activities, and no external parties are used for fundraising.

Going Concern

2023 & 2024 wear very challenging years for the charity, in which at times the ability to continue its operations where in question, due to the financial pressures on the charity. The cost of living, energy price spikes, interest rates and increases in minimum wage, have all impacted the charities hard, both in terms of costs but also ability to generate income by trade.

During the year, the costs of operating the charity began to outstrip the revenue the charity could generate, and following the reduction of its reserves during covid, this left the charity with very limited cash available, putting its future at risk.

The board have worked very closely over the last 12 months, with the senior leaders to deliver a robust plan to improve the charities financial position without causing significant impact on the delivery of its aims. A careful balance, was needed.

The trustees and senior leaders, appreciate the considerable efforts and dedication of the charities team in delivering these changes to ensure the ongoing viability of the charity.

Looking forward the charity has managed to reduce its like for like overheads by 28%. The charity has entered arrangements with HMRC around tax payments, and also with other suppliers to ensure the charity's cashflow is managed with sufficient head room. HMRC have continued to support the charity by entering into the arrangements to reduce the charity's tax liabilities in manageable instalment payments.

The measures in place to reduce costs include; Installation of solar power, reducing energy bills by over a third for the year; a reduction in staffing levels of 28%; and reductions in contracts and overheads by 18%.

Alongside the reduction in costs, the team have developed new revenue streams and improved the profitability of other income areas.

These changes have addressed the challenges the charity faced, and brought the charity back to a position of making Net surpluses each quarter. This has allowed the charity to recover from the losses made earlier in the year. The charity has been able to significantly reduce its creditors from the position at the end of Q1. The charity must now continue to be focussed on managing all costs, and has plans available to it to use should income drop or costs increase to prevent deficits returning. This ability to remain in surplus will ensure the charity is back on an even footing with cashflow headroom, and will be able to bring all creditors including pensions in line by the end of the next fiscal year.

Although the heavy lifting of getting back on track is now down, the board and leadership team will remain fully focussed on managing costs and ensuring issues are rapidly responded to without any delay. There are also a number of additional plans still be implemented in 2025 that will further support the charty'srecovery.

On the basis of the improvements made during the year, and cost base review carried out to reduce on going overheads, the trustees believe the charity to be a going a concern. The Trustees have taken account of the document "Going Concern and Liquidity Risk" Guidance for Directors of UK Companies 2009 issued by the Financial Reporting Council in assessing whether the charitable company is a going concern. The COVID-19 pandemic and the ensuing economic shutdown continued to have a lasting impact on the charity's finances. The Trustees have performed a robust analysis of forecasted cash flows, and thoroughly tested the budgeting for the upcoming period. The trustees have made a number of significant changes to the operations and made use of available support to ensure the charity is able to remaining a going concern. This assessment is based upon the funding available, repayment terms of the Charity Bank loan, cash in hand and the level of free reserves and income expected to be received from the services provided, as well as the changes implemented to save costs, and the further measures available to them if needed. Based on this and the resources available to the charity, along with relying on continued support from HMRC in relation to outstanding tax liabilities, the Trustees have concluded there are no material uncertainties and they can continue to adopt the going concern basis in preparing the annual report and accounts.

Remuneration Policy

The pay of all the employees, is determined by the Board of Trustees on recommendation of the Chief Executive Officer.

Statement of Trustees' Responsibilities

The Trustees (who are also Directors of West Faversham Community Association for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP (FRS 102);

- make judgements and estimates that are reasonable and prudent;

- state whether applicable UK Accounting Standards (FRS102) have been followed, subject to any material departures disclosed and explained in the financial statements; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008, and in accordance with the Charity's governing document . They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.
This report was approved by the Board of Trustees on March 14th 2024 and signed on their behalf by:

Trevor Abram - Chair  28/2/25

FINANCIAL REPORTS 2023-2024

AUDIT REPORT

STATEMENT OF FINANCIAL ACTIVITY

BALANCE SHEET

NOTES TO ACCOUNTS

AUDITORS REPORT

Burgess Hodgson
Chartered accountants & statutory auditor
Camburgh House
27 New Dover Road
Canterbury
Kent
CT1 3DN

Opinion
We have audited the financial statements of West Faversham Community Association (the 'charity') for the year ended 31 March 2024 which comprise the statement of financial activities (including income and expenditure account), statement of financial position and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern
We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information
The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or

- adequate accounting records have not been kept; or

- the financial statements are not in agreement with the accounting records and returns; or

- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees
As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we have considered; the nature of the industry, control environment and financial performance.

We also consider the results of our enquiries of management, relating to their own identification and assessment

of the risks of irregularities and possible related fraud. This includes reviewing available documentation on their policies and procedures and performing tests of controls to evidence their effectiveness.

Throughout the audit testing we are considering the incentives that may exist within the organisation for fraud. Key areas include timing of recognising income around the year end, posting of unusual journals and manipulating the charity's performance measures to meet targets. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We ensure we have an understanding of the relevant laws and regulations and remain alert to possible non-compliance throughout the audit.

Despite proper planning and audit work in accordance with auditing standards there are inherent limitations and unavoidable risk that we may not detect some irregularities and material misstatements in the financial statements. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



Colin Reid (Senior Statutory Auditor)

For and on behalf of
Burgess Hodgson
Chartered accountants & statutory auditor

ANNUAL ACCOUNTS 2023-24

SOFA

BALANCE SHEET

NOTES TO ACCOUNTS

GROUP STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2024

		2024 £	2024 £	2024 £	2024 £	2023 £
Income from:						
Donations and legacies:						
Fundraising		12,502	-	-	12,502	33,954
Grant income and donations	3	-	-	385,545	385,545	326,137
Charitable Activities:						
Hiring fees		222,287	-	-	222,287	207,756
Membership fees		221	-	-	221	262
Classes and Club fees		211,249	-	-	211,249	272,659
Other trading activities:						
Trading subsidiaries with third parties	4	331,624	-	-	331,624	277,557
Investment	5	-	-	-	-	17
Other:						
Other income		13,895	-	-	13,895	91,839
Total income		791,778	-	385,545	1,177,324	1,210,181
Expenditure on:						
Raising funds		-	-	-	-	40,844
Charitable activities:						
Cost of running the Centre	6	520,277	-	538,380	1,058,657	1,177,959
Trading subsidiaries with third parties	4	304,495	-	-	304,495	264,364
Total expenditure		824,772	-	538,380	1,363,152	1,483,167
Net income/expenditure		(32,994)	-	(152,835)	(185,828)	(272,986)
Transfers between funds	17	-	-	-	-	-
Net movement in funds		(32,994)	-	(152,835)	(185,828)	(272,986)
Reconciliation of funds						
Total funds brought forward		57,497	-	1,491,681	1,549,178	1,822,164
Total funds carried forward		24,503	-	1,338,847	1,363,350	1,549,178

All of the Charity's activities are continuing.

There are no gains or losses other than those shown above.

BALANCE SHEET

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Group		Charity	
		2024	2023	2024	2023
		£	£	£	£
Fixed assets					
Tangible assets	12	2,126,710	2,089,672	1,993,908	1,979,987
Intangible assets	12a	-	253	-	-
Investments		-	-	1	1
Total fixed assets		2,126,710	2,089,925	1,993,909	1,979,988
Current assets					
Stock		33,190	35,662	17,690	17,850
Debtors (amounts falling due within one year)	13	77,340	58,755	70,525	82,003
Cash at bank and in hand		-	35,512	-	34,248
Total current assets		110,530	129,929	88,215	134,101
Liabilities					
Amounts falling due within one year	14	266,341	192,138	214,222	132,481
Net Current assets		(155,811)	(62,209)	(126,007)	1,620
Total assets less current liabilities		1,970,900	2,027,716	1,867,902	1,981,608
Creditors: amounts falling due after more than one year	15	585,118	478,538	551,738	452,486
Deferred tax		22,432	-	-	-
Total net assets		1,363,350	1,549,178	1,316,164	1,529,122
The funds of the Charity					
Restricted funds	17	1,338,847	1,491,681	1,338,847	1,491,681
Unrestricted funds					
General fund - designated					
- undesignated		24,503	57,497	(22,683)	37,441
Total Charity Funds		1,363,350	1,549,178	1,316,164	1,529,122

The Trustees have prepared group accounts in accordance with section 399 of the Companies Act 2006 and section 138 of the Charities Act 2011. The Trustees consider that the charitable company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act").

The Trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and for preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at 31 March 2024 and of its net incoming resources for the year in accordance with the requirements of sections 394 and 395 of the Act and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The entity was entitled to exemption from audit under section 477 of the companies Act 2006. The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006. However, an audit is required in accordance with section 144 of the Charities Act 2011.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act. These constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company. The financial statements were approved by the Board of Trustees on 28/2/25 and signed on their behalf.

Trevor Abram

NOTES

1 **Accounting policies**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) **General information and basis of Preparation**

West Faversham Community Association is a Charitable Company limited by guarantee in England and Wales. The address of the registered office is given in the charity information on page 4 of these financial statements. The nature of the charity's operations and principal activities are to establish and run a community centre.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 (as updated through Update Bulletin 1 published on 2 February 2016) , the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The charity has applied Update Bulletin 1 as published on 2 February 2016 and does not include a cash flow statement on the grounds that it is applying FRS 102 Section 1A.

The financial statements are prepared on a going concern basis. There are no material uncertanties related to events or conditions which would cast doubt on the Charity's ability to continue as a going concern. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements.

The financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

c) **Income**

All incoming resources are included in the statement of financial activities when the charitable company is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Donations are recognised as income when any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the Charity of the item is probable and the economic benefit can be measured reliably.

No amounts are included in the financial statements for services donated by volunteers.

Grants are recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Income tax recoverable in relation to donations received under gift aid or deeds of covenant is recognised at the time of the donation.

Hiring fees are recognised when the event takes place. Fees received in advance for events occuring after the year end are deferred and recognised in other creditors.

Income from trading acivities includes income earned from trading acivities to raise funds for the Charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entilement has occurred.

Fundraising income is recognised when the income is receivable.

Investment income, gains and losses are allocated to the appropriate fund. Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally on notification of the interest paid or payable by the Bank.

d) **Expenditure**

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Any irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Costs of generating funds include fundraising, publicity costs and non-charitable trading activities together with their related support costs.

Expenditure on charitable activities includes costs directly related to running the community centre. Costs include direct wages, repairs and maintenance, and overheads such as insurance and utility expenses.

Support costs are those costs incurred directly in support of expenditure on the objects of the charitable company and are allocated across charitable and non-charitable activities on a pro-rata basis guided by the value of attributable costs, unless they can be attributed directly, being a measurement considered representative of the specific input into each activity. Costs include office and goverenance costs.

Goverence costs include those costs associated with meeting the constitutional and Statutory requirements of the Charity and include Independent examination fees.

e) **Company Status**

The charitable company is a company limited by guarantee. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

f) **Tangible fixed assets and depreciation**
After the initial set up costs, all assets costing less than £1,250 are written off at time of purchase.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less the residual value, over their expected useful lives as follows:

Freehold buildings and improvements	2%/10% on cost
Furniture, fittings and equipment	15% reducing balance
Office equipment and computers	25% straight line
Motor vehicles	25% straight line

Depreciation is charged once the equipment purchased has been fully received and is operational.

g) **Intangible asset amortisation**
Intangible assets are amortised over their useful life as follows

Computer software	20% straight line

h) **Debtors and creditors receivable / payable within one year**
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from are recognised in expenditure.

i) **Cash at bank and in hand**
Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of a opening of the deposit or similar account.

j) **Fund Accounting**
Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charitable company and whi been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designate out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors which have been raised by the charitable particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund the notes to the financial statements.

j) **Stock**
Stock is valued at the lower of cost or net realisable value. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing stock to its present location and condition. Provision is made for damaged, obsolete and slow moving stock where appropriate.

k) **Pensions**
The Charity operates an Auto-enrolment Pension scheme. The charge shown in the accounts represents the employer's contributions to the money purchase scheme.

l) **Consolidation**
These financial statements consolidate the results of the charity and its wholly owned Subsidiaries All The Extras Ltd and Kent Community Training C.I.C. on a line by line basis. A separate statement of financial position or income and expenditure account, for the charity itself is not presented because the Charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

2 **Restricted and unrestricted Income**
All income for the current and prior year was attributable to unrestricted income, except for restricted grants and donations as disclosed in note 3.

3	**Grant Income and donations**		**General Fund 2024 £**	**Restricted Funds 2024 £**	**Total Funds 2024 £**	**Total Funds 2023 £**
	Grants		-	385,545	385,545	326,137
	Donations		1,874	-	1,874	-
			1,874	385,545	387,420	326,137
	Grants					
	Local authorities					
		Job Retention scheme	-	-	-	24,508
		Swale Borough Council	-	23,319	23,319	27,436
		Herne Council	-	-	-	-
		Kent County Council	-	3,170	3,170	11,170
		Faversham Town Counicl	-	7,887	7,887	1,069
		Dover DC	-	-	-	-
	Charities	National lottery	-	104,293	104,293	57,638
		Power to change	-	-	-	10,000
		HAF	-	59,168	59,168	60,239
		J&H Trust	-	-	-	10,000
		Reconnect	-	-	-	1,373
		Children in need	-	10,000	10,000	10,500
		Co-op Youth	-	1,610	1,610	-
		Department of Education	-	-	-	1,500
		OGA33393	-	-	-	3,300
		Kent Community Foundation	-	9,500	9,500	-
		Imago	-	55,944	55,944	46,625
		Headstart	-	-	-	3,325
		PhilipConnie	-	-	-	6,500
		Charities Trust	-	1,000	1,000	-
		Neighbourly sainsburys	-	5,500	5,500	-
		Pay it forward	-	-	-	-
		Mayor of Faversham	-	-	-	1,000
		John Swire	-	-	-	-
		SJP	-	-	-	10,000
		APR Fundays	-	-	-	-
		Apprentiship Grant	-	-	-	-
		KCF Grant	-	-	-	20,000
		CCES Sector recovery	-	-	-	-
		Sports England	-	-	-	-
		HubHun	-	15,000	15,000	10,150
		Street Games Uk	-	600	600	600
		GWUK Groundwork	-	-	-	-
		Cinema project	-	-	-	-
		Clothworkers	-	-	-	-
		Valencia	-	76,658	76,658	-
		Faversham Lottery	-	390	390	452
		Health Intellegence	-	-	-	-
	Others	Aylesham Welfare leisure Centre	-	-	-	-
		Means to Gains Meaningful Employment	-	-	-	-
		B&Q	-	-	-	5,000
		Asda	-	-	-	525
		Co-op Youth	-	-	-	200
		M&S	-	-	-	1,000
		National Rail	-	-	-	750
		Other	-	11,507	11,507	1,278
			-	385,545	385,545	326,138

4 **INCOME AND EXPENDITURE OF TRADING SUBSIDIARIES**

The Charity owns the whole of the issued share capital of All The Extras Ltd. The results of this Company for the year ended 31 March 2024 are summarised below:

The results include intercompany trading with the parent, these balances are eliminated in the Charitys consolidated SOFA

	2024	2023
	£	£
Turnover	331,624	276,055
Direct costs	(233,144)	(206,743)
	98,480	69,311
Management charges to/ from parent company	-	(900)
Administative expenses	(56,558)	(56,461)
	41,923	11,951
Gift Aided to the Charity	-	-
Other operating income	-	1,502
Operating Profit	41,923	13,453
Interest receivable		-
Interest payable	(2,145)	(260)
Tax	(12,649)	-
Retained profit/loss in subsidiary	27,129	13,193

The aggregate of assets, liabilities and funds was:

	2024	2023
	£	£
Assets	212,723	137,986
Liabilities	(165,536)	(117,927)
Net assets	47,187	20,058
Represented by:		
Ordinary shares of £1 each	1	1
Profit and Loss account	47,186	20,057
Total funds	47,187	20,058

The Charity is the sole member of Kent Community Training C.I.C. (formerly The Café at West Faversham Community Centre Limited), a company limited by guarantee. The Company is dormant for the year ended 31 March 2024 (dormant, in the year ended 31 March 2023)

5 **Investment income**

	General Fund 2024	Restricted Funds 2024	Total Funds 2024	Total Funds 2023
	£	£	£	£
Interest receivable	-	-	-	17

All interest receivable in 2023 was unrestricted.

6 **Costs of running the Community Centre**
Analysis of resources expended

	General Fund 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Total Funds 2023 £
Activities undertaken directly				
Gross wages	607,887	-	607,887	686,668
Direct cost of Gym, classes, holiday scheme and jobs hub	1,565	-	1,565	5,416
Purchase of decorations and hirings inc fundraising	23,596	-	23,596	40,329
Community Activity Equipment and Licenses	16,354	-	16,354	2,916
Youth trips	-	-	-	2,959
Purchase of food and Drink	22,820	-	22,820	22,124
	672,221	-	672,221	760,412
Repairs, maintenance and improvements:				
Sundry repairs	3,407	-	3,407	3,714
Equipment services maintenance	10,005	-	10,005	18,838
Purchase of small items of equipment and fixtures	2,860	-	2,860	11,213
Garden and Pitch Maintenance	9,689	-	9,689	10,578
Depreciation	-	164,635	164,635	159,788
	25,961	164,635	190,596	204,131
Support costs				
Overheads:				
Insurance	12,122	-	12,122	8,310
Water and sewage rates	5,337	-	5,337	6,488
Electricity and Gas	39,073	-	39,073	28,367
Waste disposal	12,514	-	12,514	17,252
TV licence and performing rights	3,274	-	3,274	2,699
Telephone	25,791	-	25,791	24,509
Cleaning materials	(3,663)	-	(3,663)	21,093
Staff and volunteer training and travel	10,435	-	10,435	17,591
Advertising	2,342	-	2,342	12,696
Stationery and postage	9,483	-	9,483	1,281
Employment HR and Consultancy	-	-	-	6,371
Sundry expenses	2,689	-	2,689	2,813
Interest	30,308	-	30,308	17,011
	149,705	-	149,705	166,481
Support costs				
Accountancy and independent examination	14,446	-	14,446	11,342
Photocopier charges	-	-	-	4,709
Subscriptions	-	-	-	4,494
Local authority licences	-	-	-	846
PC Support and onsite	24,521	-	24,521	18,311
Legal fees	1,930	-	1,930	305
Profit or Loss on disposal of asset	-	-	-	-
Bank and credit charges	5,238	-	5,238	6,925
	46,135	-	46,135	46,932
Total cost of running the Centre	894,022	164,635	1,058,657	1,177,959
Reallocation to restricted funds	(373,745)	373,745	-	-
	520,277	538,380	1,058,657	1,177,959

7 **Governance costs**

Governance costs comprised of auditors remuneration which amounted to an audit fee of £ 11,400 (2023: £9,600).

8 **Employee costs and Trustees' remuneration**

	2024 £	2023 £
Staff costs of the group were:-		
Wages and salaries	645,313	725,781
Social security costs	40,786	42,529
Employers pension contributions	9,413	9,452
	695,512	777,762

There were no employees whose annual emoluments were £60,000 or more.

The average monthly number of employees (full time equivalents (FTE)) during the year was:

2024 Number	2024 FTE	2023 Number	2023 FTE
56	42	56	42

9 **Pension Costs**

The Charity operates a contributory pension scheme. This is a defined contribution scheme and contributions are charged in the statement of financial activities as they accrue. The charge for the year was £6,975 (2023: £7,077). As at the balance sheet date the Charity owed the fund £21,039 (2023: £11,263).

10 **Trustees, and key management personnel Remuneration and expenses**

None of the Trustees (nor any persons connected with them) received any remuneration nor reimbursed expenses during the year (2023: Nil).

The total amount of employee benefits received by key management personnel was £140,991 (2023: £148,026). The Charity considers its key management personnel to comprise the Charity's Trustees and those charged with its management.

11 **Taxation**

The parent company is a charity and not subject to corporation tax.

The Subsidiaries: All The Extras Ltd and Kent Community Training C.I.C have no corporation tax liabilities.

12 **Tangible fixed assets - Charity**

	Freehold building £	Motor vehicles £	Furniture, fittings & equipment £	Computer & Office Equipment £	Total 2024 £
Cost					
As at 1 April 2023	3,217,578	-	176,836	64,544	3,458,958
Additions	134,010	38,911	4,553	1,473	178,947
Disposals	-	-	(392)	-	(392)
As at 31 March 2024	3,351,588	38,911	- 180,997	66,017	3,637,513
Depreciation					
As at 1 April 2023	1,305,736	-	129,566	43,669	1,478,971
Disposal		-	-		-
Charge for the year	138,014	7,782	7,715	11,124	164,635
As at 31 March 2023	1,443,750	7,782	- 137,281	54,793	1,643,606
Net book value					
As at 31 March 2024	1,907,838	31,128	- 43,717	11,224	1,993,908
As at 31 March 2023	1,911,842	-	47,270	20,875	1,979,987

Tangible fixed assets - Group	Freehold building	Motor vehicles	Furniture fittings & equipment	Computer & office equipment	Total 2024
	£	£	£	£	£
Cost					
As at 1 April 2023	3,217,578	-	275,887	95,835	3,589,300
Additions	134,010	66,188	12,390	1,473	214,061
Disposals	-	-	(392)	-	(392)
As at 31 March 2024	3,351,588	66,188	- 287,885	97,308	3,802,969
Depreciation					
As at 1 April 2023	1,305,736	-	142,055	51,836	1,499,627
Disposal	-		-		-
Charge for the year	138,014	10,510	15,809	12,299	176,632
As at 31 March 2024	1,443,750	10,510	157,864	64,135	1,676,259
Net book values					
As at 31 March 2024	1,907,838	55,678	130,021	33,173	2,126,710
As at 31 March 2023	1,911,842	-	133,832	43,999	2,089,672

At 31 March 2024 the net book value of freehold land and buildings contained £250,000 of Land at Cost which is not depreciated.

12a	Intangible fixed assets - Group	Computer Software	Total
		£	£
	As at 1 April 2023	1,269	1,269
	Additions	-	-
	Disposals	-	-
	As at 31 March 2024	1,269	1,269
	Depreciation		
	As at 1 April 2023	1,016	1,016
	Disposal		-
	Charge for the year	253	253
	As at 31 March 2024	1,269	1,269
	Net book Values		
	As at 31 March 2024	-	-
	As at 31 March 2023	253	253

13	Debtors	Group		Charity	
		2024	2023	2024	2023
		£	£	£	£
	Trade debtors	65,215	34,991	59,400	29,424
	Amount owed by group undertakings	-	-	-	32,218
	Sundry debtors	1,000	15,403	-	12,000
	Prepayments	11,125	8,362	11,125	8,362
		77,340	58,756	70,525	82,004

14	Creditors: amounts falling due within one year	Group		Charity	
		2024	2023	2024	2023
		£	£	£	£
	Bank loans and overdrafts	19,090	26,471	15,905	23,831
	Trade creditors	55,394	94,846	40,948	68,760
	Other creditors	76,404	3,547	65,199	2,692
	Taxation and social security	84,850	34,903	12,000	6,976
	Amount owed by group undertakings	-	-	57,606	-
	Hire Purchase <1 year	14,320	-	8,430	-
	Accruals and deferred income	16,284	32,372	14,134	30,222
		266,341	192,139	214,222	132,481

14a **Deferred Income**

The deferrend income in accruals and deferred income relates to advanced booking sales for an event which has not yet taken place.	Group 2024	Group 2023	Charity 2024	Charity 2023
	£	£	£	£
Balance as at 1 April 2023	22,021	20,141	22,021	20,141
Amount released to income earned from charitable activities	(22,021)	(20,141)	(22,021)	(20,141)
Amount deferred in the year	4,433	22,021	4,433	22,021
Balance as at 31 March 2024	4,433	22,021	4,433	22,021

15 **Creditors:amounts falling due after more than one year**

	Group 2024	Group 2023	Charity 2024	Charity 2023
	£	£	£	£
Loans	585,118	478,538	551,738	452,486
	585,118	478,538	551,738	452,486
Included within the above are amounts falling due as follows:				
Between one and five years				
Loan due within 1 - 2 years	16,814	26,471	14,014	23,831
Loan due within 2 - 5 years	85,584	86,432	82,316	74,506
Hire Purchase <1 year	14,320	-	8,430	-
Hire Purchase >1 year	41,555	-	23,885	-
	158,273	112,903	128,645	98,337
Time to pay	153,251	144,069	140,809	129,244
Repayable trustee assitance	20,000	-	20,000	-
Loan due over more than 5 years	284,728	248,037	284,728	248,736
Creditors includes amount not wholly repayable within 5 years as follows:				
Repayable by instalments	284,728	248,037	284,728	248,736

The loan represents amounts advanced from Charity Bank. The loan is repayable over 20 years, repayment of the loan commenced in April 2012. Interest is payable at a rate of 3% per annum. The loan is secured by way of a legal charge over the Association's land and buildings. An additional loan has been taken in the year from Kent Community Foundation in order to offer a softplay area. The loan is repayable over 4 years. The balance of this loan at 31 March 2024 is £57,429 The Subsidiary All the Extras is in receipt of a loan of £6,066 as at 31 March 2024 (2023: £8,867).

16 **Analysis of net assets between funds**

	General Funds Undesignated	General Funds Designated	Restricted funds	Total 2024
	£	£	£	£
Tangible fixed assets	294,186	-	1,832,525	2,126,710
Current assets	-	-	110,530	110,530
Current liabilities	-	-	(266,341)	(266,341)
Long term liabilities	(247,251)	-	(337,867)	(585,118)
Deferred taxation	(22,432)	-	-	(22,432)
Net assets as at 31 March 2024	24,503	-	1,338,847	1,363,350

Analysis of net assets between funds prior year

	General Funds Undesignated	General Funds Designated	Restricted funds	Total 2023
	£	£	£	£
Tangible fixed assets	223,146	-	1,866,779	2,089,925
Current assets	-	-	129,929	129,929
Current liabilities	-	-	(192,138)	(192,138)
Long term liabilities	(165,667)	-	(312,870)	(478,538)
Deferred taxation	-	-	-	-
Net assets as at 31 March 2023	57,479	-	1,491,700	1,549,178

17 **Statement of funds**

	Balance at 01 04 23	Incoming resources	Expenses	Transfers	Balance at 31 03 24
Unrestricted funds	£	£	£	£	£
					-
Undesignated general fund	57,497	-	32,994	-	24,503
m HAF SHC	-	-	-	-	-
h Imago	-	-	-	-	-
s Charities trust	-	-	-	-	-
v Cur Enfinium	-	-	-	-	-
ae Faversham Lottery	-	-	-	-	-
	57,497	-	32,994	-	24,503
Restricted funds					-
Building improvement and Association					-
development fund	1,483,863	-	164,655	-	1,319,208
Aylesham Grant	-	-	-	-	-
Other grants					-
a Swale Borough Council	-	23,319	23,319	-	-
b Faversham Town Council	-	7,887	7,887	-	0
c AWLC youth work	-	-	-	-	-
d Dep of Education	-	-	-	-	-
e KCC	-	3,170	3,170	-	-
f Children in need	2,000	10,000	5,000	-	7,000
g Co-op youth activites	-	1,610	1,610	-	0
Imago	(4,663)	55,944	55,944	-	(4,663)
i Hubub	-	15,000	15,000	-	-
j Neighbourly for sainsburys	-	5,500	5,500	-	-
k Mayor of faversham	-	-	-	-	-
l Lottery SHC	-	104,293	92,968	-	11,325
HAF SHC	1,500	59,168	54,721	-	5,948
n Kent Community Foundation	-	9,500	9,500	-	-
o Reconnect	-	-	-	-	-
p Phippil Connie foundation	500	-	500	-	-
q Valencia	-	76,658	76,658	-	-
r Charities trust	-	1,000	1,000	-	-
Faversham Lottery		390	362	-	28
t Street Games UK	-	600	600	-	-
u GWUK	-	-	-	-	-
w KC Reconnect Leisure	-	-	-	-	-
x KCC Talents & Interest	-	-	-	-	-
y CCES Sector recovery	-	-	-	-	-
z KCF Digital fund	-	-	-	-	-
aa PTC	8,500	-	8,500		-
ab Grant for Solar panels	-	-	-	-	-
ac J&H	-	-	-	-	-
af Pay it forward	-	-	-	-	-
ag Other	-	11,507	11,507	-	-
ah Department of Education	-	-	-	-	-
ai Kickstarter Grants	-	-	-	-	-
aa OGA33393	-	-	-	-	-
ab N Rail	-	-	-	-	-
ac Cost of living grant	-	-	-	-	-
ae Headstart	-	-	-	-	-
af B&Q	-	-	-	-	-
ag National Rail	-	-	-	-	-
	1,491,700	385,546	538,380	-	1,338,846

17 continued

Statement of funds prior year	**Balance at 01 04 22**	**Incoming resources**	Expenses	**Transfers**	**Balance at 31 03 23**
Unrestricted funds	£	£	£	£	£
Undesignated general fund	122,719	-	(65,222)	-	57,497
Restricted funds					
Building improvement and Association development fund	1,631,992	-	148,129	-	1,483,863
Aylesham Grant	22,000	-	22,000	-	-
Other grants					
a Swale Borough Council	-	27,436	27,436	-	-
b Faversham Town Council	-	1,069	1,069	-	-
c AWLC youth work	1,000	-	1,000	-	-
d Dep of Education	-	-	-	-	-
e KCC	-	11,170	11,170	-	-
f Children in need	-	10,500	8,500	-	2,000
g Co-op youth activites	1,741	200	1,941	-	-
h Imago	-	46,625	51,288	-	(4,663)
i OGA	-	-	-	-	-
j B&Q	-	1,000	1,000	-	-
k Mayor of faversham	-	-	-		-
l Lottery SHC	-	57,638	57,638	-	-
m HAF SHC	11,695	60,239	70,434	-	1,500
n Kent Community Foundation	5,000	20,000	25,000	-	-
o Reconnect	7,352	1,373	8,725	-	-
p Phippil Connie foundation	-	6,500	6,000	-	500
q SJP Co	-	10,000	10,000	-	-
r Children in need	9,000	-	9,000	-	-
s Asda	-	525	525	-	-
t Street Games UK	-	600	600	-	-
u GWUK	-	-	-	-	-
v M&S	-	1,000	1,000	-	-
w KC Reconnect Leisure	2,992	-	2,992	-	-
x KCC Talents & Interest	225	-	225	-	-
y CCES Sector recovery	1,190	-	1,190	-	-
z KCF Digital fund	3,250	-	3,250	-	-
aa PTC	-	10,000	1,500	-	8,500
ab Grant for fridge	-	10,150	10,150	-	-
ac J&H	-	10,000	10,000	-	-
ae Faversham Lottery	8	452	460	-	-
af Pay it forward	1,000	-	1,000	-	-
ag Other	-	1,278	1,278	-	-
ah Department of Education	-	1,500	1,500	-	-
ai Kickstarter Grants	1,000	24,508	25,508	-	-
aa **OGA33393**	-	3,300	3,300	-	-
ab N Rail	-	-	-	-	-
ac Cost of living grant	-	-	-	-	-
ae Headstart	-	3,325	3,325	-	-
af B&Q	-	5,000	5,000	-	-
ag National Rail	-	750	750	-	-
	1,699,444	326,138	533,882	-	1,491,701

18 **Capital commitments**

The charity has no capital commitments at 31 March 2024 (2023: Nil).

19 **Related Party**

During the year an employee (the daughter and step-daughter of Trustees) received a salary of £29,346 (2023: £27,888)

‘Great things are done by a series of small things brought together’

Vincent Van Gogh

‘Sometimes it is the people no one can imagine anything of who do the things no one can imagine’

Alan Turing











WFCA, Bysingwood Road, Faversham, ME137RH

Phone: 01795 537321
Email: info@westfavershamca.org

westfavershamca.org

Hernecentre.org

alyeshamWLC.org

WEST FAVERSHAM COMMUNITY ASSOCIATION

England & Wales - Charity number 1139228

Accounts

ANNUAL REPORT 2022-2023

WEST FAVERSHAM Community Association

Invicta Community & Leisure

PROVIDING SUSTAINABLE COMMUNITY HUBS, ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

93%
of service users say services have made them less isolated

1796
People attended pride

362
inactive people become active via our centres

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PROVIDING SUSTAINABLE COMMUNITY HUBS,
ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

WELCOME

PROVIDING SUSTAINABLE COMMUNITY HUBS, ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

Looking back at 2022 into 2023, the charity had an exciting year launching new services to help promote its sustainability. It also faced the challenges of the cost of living crisis both for its service users and charity itself. The chairty found new ways to support service users and save on costs.

93,000 KG OF SURPLUS FOOD REDISTRUBTED THROUGH THE COMMUNITY FRIDGE

PROVIDING SUSTAINABLE COMMUNITY HUBS,
ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

TRUSTEES REPORT

The members of the Board of Trustees during the year ended 31 March 2023

Trevor Abram - Chair
Gay Kay
Beverley Swan - Vice Chair
Pamela Hoile -Treasurer
Margaret Abram
Joanne Wintle-Smith
Carole Jackson
Alison Reynolds
Anita Walker

Registered Office

West Faversham Community Centre
Bysing Wood Road
Faversham
Kent
ME13 7RH

Company number
07296070

Charity number
1139228

All The Extras Limited Company Number
09062780

Kent Community Training CIC Company Number
10349844

Auditors

Burgess Hodgson LLP

4800

PEOPLE USE OUR CENTRES EACH WEEK TO ACCESS SERVICES

Our team of dedicated staff and volunteers provide services 7 days a week

81%

of Young People using our clubs feel more self confident since joining

236

People regularly used our staff lead social activites each week

47

older people only social contact is via our centres and services

PROVIDING SUSTAINABLE COMMUNITY HUBS,
ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

42 COMMUNITY ACTIVITIES PROVIDED EACH WEEK

The Trustees (who are also Directors of the charitable company for the purposes of company law) present their annual report together with the financial statements of West Faversham Community Association (the charitable company) for the year ended 31 March 2023. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011, the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland: FRS 102, issued October 2009.

Constitution

The charitable company is registered as a company limited by guarantee and was set up by a Memorandum and Articles of Association on 25 June 2010 and became a registered charity on 30 November 2010.
The reference and administration information is set out on page 4.

Method of appointment or election of trustees

The management of the charitable company is the responsibility of the Trustees who are elected and co-opted under the terms of the Memorandum and Articles of Association, standing for annual election by the members, with the exception of 3 appointees, one from each of the statutory bodies operating in the area. All Trustees have been chosen with a view to the needs of the charitable company providing a range of skills beneficial to the development and management of the running of the West Faversham Community Association.

85% OF OUR TEAM LIVE IN THE COMMUNITIES WE SUPPORT

The board continue to review their skills through the skills audit and seek to grow the board in the areas needed.

Policies adopted for the induction and training of trustees
New Trustees, on appointment, are supplied with copies of all documents and relevant guidance necessary in order for them to understand their role. In addition the charitable company relies upon the guidance issued by the Charity Commission and Advising Communities in relation to decision making.

Organisation structure and decision making
The management of the charity is the responsibility of the Trustees who meet monthly, when the C.E.O updates the board on the charity's operations. The board reviews the charity's performance against the strategy, its financial performance and risk assessed activities. The board consider matters raised by board members or the C.E.O for approval when they are outside of the scope of C.E.O responsibilities for the day to day management of the Charity. Between meetings the C.E.O is delegated to run the charity within the budgets and scope set by the board. In an emergency, provisions allow for action to be taken by the Chair and C.E.O

Risk assessment
The Trustees have assessed the major risks to which the charitable company is exposed, in particular those related to the operations and finances of the charitable company, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

During the year the board continued to use its risk log for the charity, which identifies the risks to the charity. Each risk is reviewed by the board six times or more each year, and action plans are put in place to reduce or mitigate risks.

This new process has proven to be a valuable exercise for the board and has greatly improved the organisation's risk mitigation planning.

The objectives and activities
The objectives and activities of the charitable company are to establish or secure the establishment of a community centre and to maintain and manage the same (whether alone or in co-operation with any statutory authority or other person or body) in furtherance of the objectives.

TEEN GYM

Our youth and fitness team join together for our teen gym sessions, in which the gym is opened up to 12-16 year olds to come use the equipment and train with the support of our personal trainers.

These sessions are hugely popular and help young people gain an interest in healthier lifestyles and build confidence.

100+

YOUNG PEOPLE USE OUR TEEN GYM

"I enjoy these sessions because it gives me a chance to come and see my friends, build muscle with them and get fitter."

"I enjoy lifting the weights in such an encouraging atmosphere where everyone is supportive"

93%

OF YOUNG PEOPLE USING TEEN GYM SAY IT MAKES THEM MORE ACTIVE THAN THEY WOULD BE WITHOUT IT

OUR STRATEGY

During the year the charity continued to deliver against its 5 year strategic plan, improving existing services and introducing new ones that work towards delivering our impact in these areas.

As the current 5 year plan draws to an end the charity also started reviewing its impact and consultation with stakeholders on the new plan to be introduced in 2024.



Providing Positive Opportunities for Young People

We believe that everyone in our community should be given the best opportunities to become the best versions of themselves. We look to provide a great range of opportunities for young people to express themselves, learn and just enjoy living in our community. Our services range from early years to teens and work with over 240 young people, in addition to this we run free fundays which can have up to 2000 people attend.



Reducing Loneliness and Isolation in the Elderly Population

Getting older shouldn't mean less fun, we put on a range of activities each week targeting older people to make sure life stays fun, active, and sociable.

Of our regular users, a high proportion tell us that they often have no other social engagement outside the centre this week.



Giving People the Means to Gain Meaningful Employment

Giving people the skills and knowledge to find work, and to retain the skills in finding work for life is key to helping improve the quality of life of local people. We aim to help anyone who needs it become more work ready and enter into a meaningful career.



Increasing Engagement in Sports and Physical Activity

Being physically active can have so many benefits, but too many people cannot get active due to barriers, we aim to break those barriers down and build a more active, healthy and positive community.



Building Community Cohesion & Faversham Pride

Helping to ensure that we have a community that is tolerant and accepting of each other, and ready to step in support each other through a crisis and enjoying happier lives together; this runs through all activities for all ages.



SOFTPLAY

AT THE START OF 2023, THE CHARITY AND ITS TRADING COMPANY INVESTED IN BUILDING A SOFTPLAY WITHIN WEST FAVERSHAM COMMUITY CENTRE

THE SOFT PLAY HAS PROVIDED A NEW SERVICE TO THE COMMUNITY, WHICH GIVES AFFORDABLE ACCESS TO FUN EXPERIENCE FOR YOUNG PEOPLE TO DEVELOP AND HAVE A GOOD TIME. IT ALSO PROVIDES OPPORTUNITIES FOR PARENTS TO MEET AND SOCIALISE.

THE SPACE IS USED BY THE COMMUNITY TEAM TO ADD IMPACT TO A NUMBER OF OUR COMMUNITY ACTIVITIES AND HAS ALLOWED NEW GROUPS TO BE STARTED.

THE SOFT PLAY AND THE NEW CAFÉ AREA AT THE FRONT OF THE BUILDING HAS HELPED IMPROVE THE SUSTAINABILITY OF THE CHARITY THOUGH ADDITIONAL REVENUE BEING BROUGHT IN.

OUR COMMUNITY OFFER 2022-23

The charity has a team of well trained and specialist staff able to deliver a great range of services in the community.

Our services are mainly funded by our trading income so we are able to adapt these to suit the needs of our community.

120 HOURS

Per week of community services offered by our team

SCHOOL HOLIDAY ACTIVITIES PROVIDED FOR 150+ CHILDREN

8328

DIFFERENT SOCIAL INTERACTIONS LEAD BY OUR TEAMS

WEST FAVERSHAM COMMUNITY CENTRE — YOUTH & COMMUNITY TIMETABLE

MON	TUES	WED	THURS	FRI	SAT	SUN
COOKING WITH THE FAMILY 10:00AM-12:00PM PLEASE BOOK	LUNCH CLUB £6 12:00PM-2:00PM	MUMS AND TODDLERS GROUP 10:00AM-12:00PM	SOCIAL CLUB 11:00AM-1:30PM LIGHT BITES AVAILABLE	MESSY PLAY 10:00AM-11:00AM PLEASE BOOK	OVER 60'S BOOTCAMP £5 10:00AM-11:00AM	TEEN GYM £2 10:00AM - 11.30AM
SOCIAL CLUB 11:00AM-1:30PM LIGHT BITES AVAILABLE	SOCIAL CLUB AND AFTERNOON BINGO 2:00PM-4:00PM	PHONICS GROUP 1:00PM-2:00PM PLEASE BOOK	TEEN GYM £2 3:30PM-5:00PM	CHAIR BASED FITNESS 11:00AM	BOOTCAMP £5 11:00AM-12:00PM	
CHAIR BASED FITNESS 11:00AM	YOUTH CLUB 4:00PM-7:00PM	YOUTH CLUB 4:00PM-7:00PM	1-2-1 SUPPORT PLEASE BOOK	LUNCH CLUB £6 12:00PM-2:00PM	TEEN BOOTCAMP £2 12:00PM-1:00PM	
UNDIAGNOSED ADHD SUPPORT GROUP 3:30PM-5:00PM	GOLDEN SURFERS 1-2-1 PLEASE BOOK	CINEMA CLUB (2ND AND 4TH WEDNESDAY EVERY MONTH)	HOMEWORK GROUP 5:00PM	ARTS AND CRAFTS GROUP 2:00PM-4:00PM		
8-12'S YOUTH CLUB 5:00PM-7:00PM		TEA DANCE (1ST WEDNESDAY EVERY MONTH 2:00PM-4:00PM) £5		YOUNG CARERS YOUTH CLUB 5:00PM-6:30PM		
1-2-1 SUPPORT PLEASE BOOK				YOUTH CLUB 7:00PM-10:00PM		

IF YOU ARE INTERESTED IN RUNNING ARTS AND CRAFTS, OR OTHER HOBBIE GROUPS, PLEASE GET IN TOUCH

Invicta

WEST FAVERSHAM COMMUNITY CENTRE, BYSING WOOD RD, FAVERSHAM, ME13 7QU

Company Number: 07266070
Charity Number: 1139278

200

young people use our youth services in an average week

89%

of those attending sessions, say they have made them feel happier

300

Hours of work experience provided

6

Trips ran for young people including Thorpe Park, and Shard in London

COMMUNITY FRIDGE



In March 2023 the charity was excited to launch its community fridge, building on partnerships with a number of charities and food businesses, to tackle food waste and help the community with the cost of living.

The community fridge distributes food from over 15 different contributors, with over 1,800KG of food shared each week.



Our people working to deliver for our community

West Faversham Community Association has a team of 46 staff to delivering its strategic aims, with 81% of our team living within 3 miles of one of our centres. A large number of our team undergo training as apprentices including higher level degrees courses and over 27% of our team are on our internal career pathway. During the year we continued to enjoy our partnership with HMP Stanford hill, supporting the rehabilitation of offenders.

In the year the gender pay gap was below 1% with less the £0.07 difference in average pay. Our team was 46% male 54% female, ranging from 16-68 years old, many with lived experience for our areas of work. Our operations are led by the CEO and Senior Leadership Team, who are below.



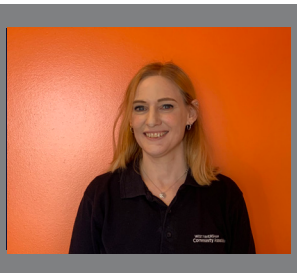
James Browning - CEO

James has worked for us for 7 years, and leads the delivery of the charity's strategy and ensures the team are all focused on improving the lives of local people



Amy Mildon - Accountant

Amy is our management accountant and works for the charity full time to ensure its accounts are in good order and funds are well spent on community activities



Louise Asekokhai

Louise plays a vital role, she leads all of our community support services, as our Director of Community Activities, including the youth, family and older people support teams



Josh Dolman

Josh is our assistant CEO, and forms an important part of our leadership team, looking after our people and their training and monitoring the impact of the charity

Our wider Community

Our Invicta Community Leisure brand, which is a registered trademark of West Faversham Community Association, and registered with the charity commission as a trading name of the charity. Under the banner of Invicta the charity continued to operate Herne Centre and Aylesham Welfare Leisure Centre, during the year 2022-2023.

The charity continues to explore venues in the local area, in which there is mutual benefit to both the venue's local community and the Faversham Community of management contracts, allowing for broader and more impactful community services to be delivered in our community.

Trading

The charity continues to operate All The Extras Limited as a trading subsidiary of the charity, during the year the trading subsidiary generated gift aid for the charity and invested in new facilities. The trading company has assisted the charity in the delivery of its aims, in particular around employability and providing social opertunities.

The Board of All The Extras will continue to explore ways to grow its revenue and profits and maximize profitability of its operations allowing it to generate greater income for the charity.

The charity's other trading subsidiary, Kent Community Trading CIC did not trade in the year.

LEISURE ACTIVITIES

The charity continues to run leisure facilities to promote health and wellbeing in the community. The charity operates two gyms within its centers in Faversham and Aylesham as well as number of sports pitches in Aylesham and indoor activity spaces in Faversham and Herne. These facilities alongside the climbing wall in Faversham help the charity to deliver its aim of increasing engagement in sports and physical activity.

These facilities have helped over 362 people who were not active before become active in the last year, having great benefits for themselves and society. Alongside this our facilities have allowed over 1000 to engage in physical activity over the year.

Over the coming year the charity will continue to seek ways it can use its facilities to improve access to leisure services in the community helping create healthier and happier communities.

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FITNESS AND SPORTING ACTIVITIES FACILITATED EACH WEEK

96%

of respondents feel our centres benefit the community

100%

of respondents agree we should have charged services to subsidie community activities

100%

of staff would recommend our services to family and friends

Over 100 members of the public, service users and stakeholders gave feedback on our strategic plan

CEO's Remarks

2022-2023 saw a challenging year for the charity, in which charged services saw a slow return to use post Covid, while community services saw higher than ever levels of need. This was then added to by the energy cost crisis and cost of living crisis, significantly increasing the charities operating costs. The leadership team and Board, worked hard on reviewing all expenditure and sources of potential income to manage the cash flow of the charity and implemented a number of changes that ensured it was able to continue to provide a range of high-quality services despite these challenges, which were implemented during the year.

While responding to our own increases in costs, we also put in place a number of new services to support the community to help them cope with the impact of the economic situation. This included the opening of our very popular community fridge, and also very popular soft play centre.

Chairman's Remarks

It with a great deal of pleasure that once again it falls to me to report on the magnificent achievements of West Faversham Community Association during the last financial year.

With the stage at West Faversham Centre being greatly underused it was decided to convert the area into a soft play area with three levels of safe access for young children to explore. To ensure that children could use the facility unsupervised, the offices along the north wall were demolished and replaced with a drop-in café with CCTV screens so that their parents/guardians could keep an eye on all areas.

The café area has proved to be well supported, not only by those using the soft play area but also by people just dropping in for ad hoc meetings or working space taking advantage of the reasonably priced food and drinks.

This would not have been possible without a generous grant from Kent Community Foundation for which we are extremely grateful.

Using a valued grant for the introduction of our Community Fridge and the generosity of the businesses that donate their excess foodstuffs to us it has enabled us to provide needy families with much appreciated basic fresh foods as well as us being able to pass some on to the Faversham Food-bank and other charities.

The gym membership has returned to pre-pandemic numbers and even exceeded them! We have been able to introduce free teen gym in the early evenings which it is hoped will encourage young people to get into a lifelong habit of keeping fit with the knock on effect of instilling a healthy lifestyle in line with one of our aims.

Our youth centre at Faversham has been completely refurbished, again thanks to a grant from Children in Need with many activities available. The centre is open on five evenings each week and attended by up to seventy young people at each session where they are encouraged to cook for themselves.

Aylesham has also been increasing in numbers attending various events and the sports pitches are booked to capacity and any vacancies are immediately refilled.

Of course none of this would have been accomplished without our tremendously dedicated and competent staff and I take this opportunity to heartily thank all of them.

Reserves and Financial Review

The charity continues to budget to grow the Charity's reserves by a small amount each year giving balance to supporting the community through challenging times. During the year the charity faced a number of challenges due to the energy crisis and cost of living crisis which used its in year-built reserves, and a proportion of the charities cash reserves, while additional cost saving measures were introduced by the board and leadership team.

Public Benefit

When considering the West Faversham Community Association's activities, the Trustees have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's General Guidance on Public Benefit.

Fundraising

The charity carries out limited public fundraising, when this is carried out it, it is done so through staff and volunteers of the charity at fundraising events such as bingos, quizzes and music nights, all of which take place in our centres and not offsite. Fundraising from the public accounted for £33,954 of income. No complaints have been received with regards to fundraising activities, and no external parties are used for fundraising.

Going Concern

The Trustees have taken account of the document "Going Concern and Liquidity Risk" Guidance for Directors of UK Companies 2009 issued by the Financial Reporting Council in assessing whether the charitable company is a going concern. The COVID-19 pandemic and the ensuing economic shutdown continued to have a lasting impact on the charity's finances. The Trustees have performed a robust analysis of forecasted cash flows, and thoroughly tested the budgeting for the upcoming period. The trustees have made a number of significant changes to the operations and made use of available support to ensure the charity is able to remaining a going concern. This assessment is based upon the funding available, repayment terms of the Charity Bank loan, cash in hand and the level of free reserves and income expected to be received from the services provided, as well as the changes implemented to save costs, and the further measures available to them if needed. Based on this and the resources available to the charity, the Trustees have concluded there are no material uncertainties and they can continue to adopt the going concern basis in preparing the annual report and accounts.

Remuneration Policy

The pay of all the employees, is determined by the Board of Trustees on recommendation of the Chief Executive Officer.

Statement of Trustees' Responsibilities

The Trustees (who are also Directors of West Faversham Community Association for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP (FRS 102);

- make judgements and estimates that are reasonable and prudent;

- state whether applicable UK Accounting Standards (FRS102) have been followed, subject to any material departures disclosed and explained in the financial statements; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008, and in accordance with the Charity's governing document . They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.
This report was approved by the Board of Trustees on March 14th 2024 and signed on their behalf by:

Trevor Abram - Chair 

AUDITORS REPORT

Burgess Hodgson
Chartered accountants & statutory auditor
Camburgh House
27 New Dover Road
Canterbury
Kent
CT1 3DN

Opinion
We have audited the financial statements of West Faversham Community Association (the 'charity') for the year ended 31 March 2023 which comprise the statement of financial activities (including income and expenditure account), statement of financial position and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;

- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern
We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information
The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our

knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees
As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we have considered; the nature of the industry, control environment and financial performance.

We also consider the results of our enquiries of management, relating to their own identification and assessment of the risks of irregularities and possible related fraud. This includes reviewing available documentation on their policies and procedures and performing tests of controls to evidence their effectiveness.

Throughout the audit testing we are considering the incentives that may exist within the organisation for fraud. Key areas include timing of recognising income around the year end, posting of unusual journals and manipulating the charity's performance measures to meet targets. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We ensure we have an understanding of the relevant laws and regulations and remain alert to possible non-compli-

ance throughout the audit.

Despite proper planning and audit work in accordance with auditing standards there are inherent limitations and unavoidable risk that we may not detect some irregularities and material misstatements in the financial statements. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

▪Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

▪Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.

▪Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

▪Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.

▪Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report
This report is made solely to the charity's members, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



Colin Reid (Senior Statutory Auditor)

For and on behalf of
Burgess Hodgson
Chartered accountants & statutory auditor
Camburgh House
27 New Dover Road
Canterbury
Kent
CT1 3DN

27th March 2024

ANNUAL ACCOUNTS 2022-23

SOFA

BALANCE SHEET

NOTES TO ACCOUNTS

GROUP STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	General Fund Undesignated	General Fund Designated	Restricted Funds	Total	Total
		2023 £	2023 £	2023 £	2023 £	2022 £
Income from:						
Donations and legacies:						
Fundraising		33,954	-	-	33,954	19,521
Grant income and donations	3	-	-	326,137	326,137	560,656
Charitable Activities:						
Hiring fees		207,756	-	-	207,756	187,011
Membership fees		262	-	-	262	561
Classes and Club fees		272,659	-	-	272,659	246,022
Other trading activities:						
Trading subsidiaries with third parties	4	277,557	-	-	277,557	247,694
Investment	5	17	-	-	17	5
Other:						
Other income		91,839	-	-	91,839	1,988
Total income		884,044	-	326,137	1,210,181	1,263,458
Expenditure on:						
Raising funds		40,844	-	-	40,844	1,353
Charitable activities:			-			
Cost of running the Centre	6	644,058		533,901	1,177,959	1,120,068
Trading subsidiaries with third parties	4	264,364	-	-	264,364	242,939
Total expenditure		949,266	-	533,901	1,483,167	1,364,360
Net income/expenditure		(65,222)	-	(207,764)	(272,986)	(100,902)
Transfers between funds	17	-	-	-	-	-
Net movement in funds		(65,222)	-	(207,764)	(272,986)	(100,902)
Reconciliation of funds						
Total funds brought forward		122,719	-	1,699,445	1,822,164	1,923,067
Total funds carried forward		57,497	-	1,491,681	1,549,178	1,822,165

All of the Charity's activities are continuing.

There are no gains or losses other than those shown above.

BALANCE SHEET

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Group		Charity	
		2023	2022	2023	2022
		£	£	£	£
Fixed assets					
Tangible assets	12	2,089,672	2,095,802	1,979,987	2,039,420
Intangible assets	12a	253	507	-	-
Investments		-	-	1	1
Total fixed assets		2,089,925	2,096,309	1,979,988	2,039,421
Current assets					
Stock		35,662	26,099	17,850	10,650
Debtors (amounts falling due within one year)	13	58,755	46,761	82,003	77,290
Cash at bank and in hand		35,512	83,895	34,248	79,059
Total current assets		129,929	156,755	134,101	166,999
Liabilities					
Amounts falling due within one year	14	192,138	146,727	132,481	131,270
Net Current assets		(62,209)	10,028	1,620	35,729
Total assets less current liabilities		2,027,716	2,106,337	1,981,608	2,075,150
Creditors: amounts falling due after more than one year	15	478,538	284,173	452,486	270,306
Total net assets		1,549,178	1,822,164	1,529,122	1,804,844
The funds of the Charity					
Restricted funds	17	1,491,681	1,699,445	1,491,681	1,699,445
Unrestricted funds					
General fund - designated		-	-	-	-
- undesignated		57,497	122,719	37,441	105,400
Total Charity Funds		1,549,178	1,822,164	1,529,122	1,804,845

The Trustees have prepared group accounts in accordance with section 399 of the Companies Act 2006 and section 138 of the Charities Act 2011. The Trustees consider that the charitable company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act").

The Trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and for preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at 31 March 2022 and of its net incoming resources for the year in accordance with the requirements of sections 394 and 395 of the Act and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The entity was entitled to exemption from audit under section 477 of the companies Act 2006. The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006. However, an audit is required in accordance with section 144 of the Charities Act 2011.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act. These constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company. The financial statements were approved by the Board of Trustees on March 14th 2024 and signed on their behalf.

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T Abram
Chairman

Company registration number - 07296070

NOTES

1 **Accounting policies**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) **General information and basis of Preparation**

West Faversham Community Association is a Charitable Company limited by guarantee in England and Wales. The address of the registered office is given in the charity information on page 4 of these financial statements. The nature of the charity's operations and principal activities are to establish and run a community centre.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 (as updated through Update Bulletin 1 published on 2 February 2016) , the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The charity has applied Update Bulletin 1 as published on 2 February 2016 and does not include a cash flow statement on the grounds that it is applying FRS 102 Section 1A.

The financial statements are prepared on a going concern basis. There are no material uncertanties related to events or conditions which would cast doubt on the Charity's ability to continue as a going concern. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements.

The financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

c) **Income**

All incoming resources are included in the statement of financial activities when the charitable company is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Donations are recognised as income when any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the Charity of the item is probable and the economic benefit can be measured reliably.

No amounts are included in the financial statements for services donated by volunteers.

Grants are recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Income tax recoverable in relation to donations received under gift aid or deeds of covenant is recognised at the time of the donation.

Hiring fees are recognised when the event takes place. Fees received in advance for events occuring after the year end are deferred and recognised in other creditors.

Income from trading acivities includes income earned from trading acivities to raise funds for the Charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entilement has occurred.

Fundraising income is recognised when the income is receivable.

Investment income, gains and losses are allocated to the appropriate fund. Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally on notification of the interest paid or payable by the Bank.

d) **Expenditure**

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Any irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Costs of generating funds include fundraising, publicity costs and non-charitable trading activities together with their related support costs.

Expenditure on charitable activities includes costs directly related to running the community centre. Costs include direct wages, repairs and maintenance, and overheads such as insurance and utility expenses.

Support costs are those costs incurred directly in support of expenditure on the objects of the charitable company and are allocated across charitable and non-charitable activities on a pro-rata basis guided by the value of attributable costs, unless they can be attributed directly, being a measurement considered representative of the specific input into each activity. Costs include office and goverenance costs.

Goverence costs include those costs associated with meeting the constitutional and Statutory requirements of the Charity and include Independent examination fees.

e) **Company Status**

The charitable company is a company limited by guarantee. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

f) **Tangible fixed assets and depreciation**
After the initial set up costs, all assets costing less than £1,250 are written off at time of purchase.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less the residual value, over their expected useful lives as follows:

Freehold buildings and improvements	2%/10% on cost
Furniture, fittings and equipment	15% reducing balance
Office equipment and computers	25% straight line
Motor vehicles	25% straight line

Depreciation is charged once the equipment purchased has been fully received and is operational.

g) **Intangible asset amortisation**
Intangible assets are amortised over their useful life as follows

Computer software	20% straight line

h) **Debtors and creditors receivable / payable within one year**
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from are recognised in expenditure.

i) **Cash at bank and in hand**
Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of a opening of the deposit or similar account.

j) **Fund Accounting**
Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charitable company and whi been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designate out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors which have been raised by the charitable particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund the notes to the financial statements.

j) **Stock**
Stock is valued at the lower of cost or net realisable value. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing stock to its present location and condition. Provision is made for damaged, obsolete and slow moving stock where appropriate.

k) **Pensions**
The Charity operates an Auto-enrolment Pension scheme. The charge shown in the accounts represents the employer's contributions to the money purchase scheme.

l) **Consolidation**
These financial statements consolidate the results of the charity and its wholly owned Subsidiaries All The Extras Ltd and Kent Community Training C.I.C. on a line by line basis. A separate statement of financial position or income and expenditure account, for the charity itself is not presented because the Charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

2 **Restricted and unrestricted Income**
All income for the current and prior year was attributable to unrestricted income, except for restricted grants and donations as disclosed in note 3.

3	**Grant Income and donations**		**General Fund 2023 £**	**Restricted Funds 2023 £**	**Total Funds 2023 £**	**Total Funds 2022 £**
	Grants		-	326,137	326,137	560,656
	Donations		-		-	-
			-	326,137	326,137	560,656
	Grants					
	Local authorities					
		Job Retention scheme	-	24,508	24,508	34,078
		Swale Borough Council	-	27,436	27,436	35,426
		Herne Council	-		-	13,271
		Kent County Council	-	11,170	11,170	1,225
		Faversham Town Counicl	-	1,069	1,069	-
		Dover DC	-		-	10,363
	Charities	National lottery	-	57,638	57,638	43,814
		Power to change	-	10,000	10,000	-
		HAF	-	60,239	60,239	27,450
		J&H Trust	-	10,000	10,000	18,500
		Reconnect	-	1,373	1,373	70,885
		Children in need	-	10,500	10,500	43,000
		Co-op Youth	-		-	1,741
		Department of Education	-	1,500	1,500	-
		OGA33393	-	3,300	3,300	4,900
		Kent Community Foundation	-		-	5,000
		Imago	-	46,625	46,625	-
		Headstart	-	3,325	3,325	1,000
		PhilipConnie	-	6,500	6,500	-
		Police Donation	-		-	500
		Arnold Clarke	-		-	1,000
		Pay it forward	-		-	3,000
		Mayor of Faversham	-	1,000	1,000	-
		John Swire	-		-	5,000
		SJP	-	10,000	10,000	-
		APR Fundays			-	1,000
		Apprentiship Grant	-		-	1,500
		KCF Grant	-	20,000	20,000	8,250
		CCES Sector recovery	-		-	3,790
		Sports England	-		-	32,625
		Fridge Grant	-	10,150	10,150	-
		Street Games Uk	-	600	600	1,800
		GWUK Groundwork	-		-	-
		Cinema project	-		-	-
		Clothworkers	-		-	-
		ADHD Parent support	-		-	-
		Faversham Lottery	-	452	452	1,172
		Health Intellegence	-		-	-
	Others	Aylesham Welfare leisure Centre	-		-	18,000
		Means to Gains Meaningful Employment	-		-	172,096
		B&Q	-	5,000	5,000	-
		Asda	-	525	525	-
		Co-op Youth	-	200	200	-
		M&S	-	1,000	1,000	-
		National Rail	-	750	750	-
					-	
		Other	-	1,278	1,278	270
			-	326,137	326,137	560,656

4 **INCOME AND EXPENDITURE OF TRADING SUBSIDIARIES**

The Charity owns the whole of the issued share capital of All The Extras Ltd. The results of this Company for the year ended 30 March 2023 are summarised below:

The results include intercompany trading with the parent, these balances are eliminated in the Charitys consolidated SOFA and Balance Sheet.

	2023	2022
	£	£
Turnover	276,055	207,134
Direct costs	(206,743)	(186,095)
	69,311	21,039
Management charges to/ from parent company	(900)	(1,200)
Administative expenses	(56,461)	(67,226)
	11,951	(47,387)
Gift Aided to the Charity		(2,944)
Other operating income	1,502	40,551
Operating Profit	13,453	(9,780)
Interest receivable		9
Interest payable	(260)	(331)
Tax		(109)
Retained profit/loss in subsidiary	13,193	(10,211)

The aggregate of assets, liabilities and funds was:

	2023	2022
	£	£
Assets	137,986	82,320
Liabilities	(117,927)	(75,712)
Net assets	20,058	6,608
Represented by:		
Ordinary shares of £1 each	1	1
Profit and Loss account	20,060	6,607
Total funds	20,061	6,608

The Charity is the sole member of Kent Community Training C.I.C. (formerly The Café at West Faversham Community Centre Limited), a company limited by guarantee. The Company is dormant for the year ended 30 March 2023 (dormant, in the year ended 31 March 2022)

5 **Investment income**

	General Fund 2023	Restricted Funds 2023	Total Funds 2023	Total Funds 2022
	£	£	£	£
Interest receivable	17	-	17	5

All interest receivable in 2022 was unrestricted.

6 **Costs of running the Community Centre**

Analysis of resources expended	**General Fund 2023 £**	**Restricted Funds 2023 £**	**Total Funds 2023 £**	**Total Funds 2022 £**
Activities undertaken directly				
Gross wages	686,668	-	686,668	645,110
Direct cost of Gym, classes, holiday scheme and jobs hub	5,416	-	5,416	17,985
Purchase of decorations and hirings inc fundraising	40,329	-	40,329	37,208
Community Activity Equipment and Licenses	2,916	-	2,916	23,009
Youth trips	2,959	-	2,959	556
Purchase of food and Drink	22,124	-	22,124	19,599
	760,413	-	760,413	743,467
Repairs, maintenance and improvements:				
Sundry repairs	3,714	-	3,714	3,205
Equipment services maintenance	18,838	-	18,838	15,369
Purchase of small items of equipment and fixtures	11,213	-	11,213	0 10,129
Garden and Pitch Maintenance	10,578	-	10,578	111
Depreciation	11,639	148,149	159,788	169,421
	55,983	148,149	204,132	198,235
Support costs				
Overheads:				
Insurance	8,310	-	8,310	12,506
Water and sewage rates	6,488	-	6,488	7,784
Electricity and Gas	28,367	-	28,367	24,417
Waste disposal	17,252	-	17,252	12,578
TV licence and performing rights	2,699	-	2,699	5,887
Telephone	24,509	-	24,509	22,539
Cleaning materials	21,093	-	21,093	5,283
Staff and volunteer training and travel	17,591	-	17,591	19,123
Advertising	12,696	-	12,696	7,209
Stationery and postage	1,281	-	1,281	2,852
Employment HR and Consultancy	6,371	-	6,371	9,838
Sundry expenses	2,813	-	2,813	6,322
Interest	17,011	-	17,011	9,334
	166,481	-	166,481	145,672
Accountancy and independent examination	11,342	-	11,342	9,450
Photocopier charges	4,709	-	4,709	1,727
Subscriptions	4,494	-	4,494	5,447
Local authority licences	846	-	846	1,011
PC Support and onsite	18,311	-	18,311	5,706
Legal fees	305	-	305	2,933
Profit or Loss on disposal of asset	-	-	-	-
Bank and credit charges	6,925	-	6,925	6,431
	46,933	-	46,933	32,705
Total cost of running the Centre	1,029,810	148,149	1,177,959	1,120,068
Reallocation to restricted funds	(385,752)	385,752	-	-
	644,058	533,901	1,177,959	1,120,068

7 **Governance costs**

Governance costs comprised of auditors remuneration which amounted to an audit fee of £ 9,600 (2022 £10,800).

8 **Employee costs and Trustees' remuneration**

	2023 £	**2022 £**
Staff costs of the group were:-		
Wages and salaries	725,781	619,025
Social security costs	42,529	29,872
Employers pension contributions	9,452	4,212
	777,762	653,109

There were no employees whose annual emoluments were £60,000 or more.

The average monthly number of employees (full time equivalents (FTE)) during the year was:

	2023 Number	**2023 FTE**	**2022 Number**	**2022 FTE**
	56	42	60	38

9 **Pension Costs**

The Charity operates a contributory pension scheme. This is a defined contribution scheme and contributions are charged in the statement of financial activities as they accrue. The charge for the year was £7,077 (2022: £7,636). As at the balance sheet date the Charity owed the fund £11,263 (2022: £8,722).

10 **Trustees, and key management personnel Remuneration and expenses**

None of the Trustees (nor any persons connected with them) received any remuneration nor reimbursed expenses during the year (2022: Nil).
The total amount of employee benefits received by key management personnel was £148,026 (2022 £159,729). The Charity considers its key management personnel to comprise the Charity's Trustees and those charged with its management.

11 **Taxation**

The parent company is a charity and not subject to corporation tax.

The Subsidiaries: All The Extras Ltd and Kent Community Training C.I.C have no corporation tax liabilities.

12 **Tangible fixed assets - Charity**

	Freehold building	Motor vehicles	Furniture, fittings & equipment	Computer & Office Equipment	Total 2023
	£	£	£	£	£
Cost					
As at 1 April 2022	3,145,109		158,567	51,154	3,354,830
Additions	72,469		18,269	13,390	104,128
Disposals	-		-	-	-
As at 31 March 2023	3,217,578	-	176,836	64,544	3,458,958
Depreciation					
As at 1 April 2022	1,166,706		117,015	31,688	1,315,409
Disposal					-
Charge for the year	139,030	-	12,551	11,981	163,562
As at 31 March 2023	1,305,736	-	129,566	43,669	1,478,971
Net book value					
As at 31 March 2023	1,911,842	-	47,270	20,875	1,979,987
As at 31 March 2022	1,978,403		41,552	19,466	2,039,420

Tangible fixed assets - Group

	Freehold building	Other Fixed Assets	Furniture fittings & equipment	Computer & office equipment	Total 2022
	£	£	£	£	£
Cost					
As at 1 April 2022	3,145,109	25,183	202,232	51,154	3,423,678
Additions	72,469	55,386	24,377	13,390	165,622
Disposals					-
As at 31 March 2023	3,217,578	80,569	226,609	64,544	3,589,300
Depreciation					
As at 1 April 2022	1,166,706	5,036	124,445	31,688	1,327,875
Disposal	-		-		-
Charge for the year	139,030	6,262	14,479	11,981	171,752
As at 31 March 2023	1,305,736	11,298	138,924	43,669	1,499,627
Net book values					
As at 31 March 2023	1,911,842	69,271	87,685	20,875	2,089,672
As at 31 March 2022	1,978,403	20,147	77,787	19,466	2,095,802

At 31 March 2023 the net book value of freehold land and buildings contained £250,000 of Land at Cost which is not depreciated.

12a **Intangible fixed assets - Group**

	Computer Software	Total
	£	£
As at 1 April 2022	1,269	1,269
Additions	-	-
Disposals	-	-
As at 31 March 2023	1,269	1,269
Depreciation		
As at 1 April 2022	762	762
Disposal		-
Charge for the year	254	254
As at 31 March 2023	1,016	1,016
Net book Values		
As at 31 March 2023	253	253
As at 31 March 2022	507	507

13 **Debtors**

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade debtors	34,991	30,028	29,424	27,285
Amount owed by group undertakings	-	-	32,218	35,675
Sundry debtors	15,403	8,108	12,000	5,705
Prepayments	8,362	8,625	8,362	8,625
	58,755	46,761	82,003	77,290

14 **Creditors: amounts falling due within one year**

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Loans	26,471	19,342	23,831	16,624
Trade creditors	94,846	31,189	68,760	30,144
Other creditors	3,547	5,424	2,692	1,974
Taxation and social security	34,903	61,700	6,976	55,406
Accruals and deferred income	32,372	29,072	30,222	27,122
	192,138	146,727	132,481	131,270

14a **Deferred Income**

The deferrend income in accruals and deferred income relates to advanced booking sales for an event which has not yet taken place.

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Balance as at 1 April 2022	20,141	23,283	20,141	21,801
Amount released to income earned from charitable activities	- 20,141	- 23,283	- 20,141	- 21,801
Amount deferred in the year	22,021	20,141	22,021	20,141
Balance as at 31 March 2023	22,021	20,141	22,021	20,141

15 **Creditors:amounts falling due after more than one year**

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Loans	478,538	284,173	452,486	270,306
	478,538	284,173	452,486	270,306
Included within the above are amounts falling due as follows:				
Between one and five years				
Loan due within 1 - 2 years	26,471	19,342	23,831	16,624
Loan due within 2 - 5 years	86,432	58,444	74,506	49,871
	112,903	77,786	98,337	66,495
Time to pay	144,069	-	129,244	-
Loan due over more than 5 years	221,566	206,387	224,905	203,811
Creditors includes amount not wholly repayable within 5 years as follows:				
Repayable by instalments	221,566	206,387	224,905	203,811

The loan represents amounts advanced from Charity Bank. The loan is repayable over 20 years, repayment of the loan commenced in April 2012. Interest is payable at a rate of 3% per annum. The loan is secured by way of a legal charge over the Association's land and buildings. An additional loan has been taken in the year from Kent Community Foundation in order to offer a softplay area. The loan is repayable over 4 years. The balance of this loan at 30 March 2023 is £71,102 The Subsidiary All the Extras is in receipt of a loan of £8,867 as at 30 March 2023 (2022: £11,667).

16 **Analysis of net assets between funds**

	General Funds Undesignated	Designated	Restricted funds	Total 2023
	£	£	£	£
Tangible fixed assets	223,146	-	1,866,779	2,089,925
Current assets	-	-	129,929	129,929
Current liabilities		-	(192,138)	(192,138)
Long term liabilities	- 165,667	-	(312,870)	(478,538)
Deferred taxation	-	-		
Net assets as at 31 March 2023	57,479	-	1,491,699	1,549,178

Analysis of net assets between funds - prior year

	General Funds Undesignated	Designated	Restricted funds	Total 2022
	£	£	£	£
Tangible fixed assets		-		
Current assets	269,987	-	1,826,323	2,096,310
Current liabilities		-	156,755	156,755
Long term liabilities	(127,385)	-	(19,342)	(146,727)
Deferred taxation	-	-	(284,173)	(284,173)
Net assets as at 31 March 2022	142,602	-	1,679,563	1,822,165

17 **Statement of funds**

	Balance at 01 04 22	Incoming resources	Expenses	Transfers	Balance at 31 03 23
Unrestricted funds	£	£	£	£	£
Undesignated general fund	122,719		-65,222		57,497
Restricted funds					
Building improvement and Association development fund	1,631,992		148,149	-	1,483,843
Aylesham Grant	22,000		22,000		
Other grants					
a Swale Borough Council	-	27,436	27,436	-	-
b Faversham Town Council	-	1,069	1,069	-	-
c AWLC youth work	1,000		1,000	-	-
d Dep of Education				-	-
e KCC	-	11,170	11,170	-	-
f Children in need	-	10,500	8,500	-	2,000
g Co-op youth activites	1,741	200	1,941	-	-
h Imago	-	46,625	51,288	-	- 4,663
i OGA	-			-	-
j B&Q	-	1,000	1,000	-	-
k Mayor of faversham	-				-
l Lottery SHC	-	57,638	57,638	-	-
m HAF SHC	11,695	60,239	70,434	-	1,500
n Kent Community Foundation	5,000	20,000	25,000	-	-
o Reconnect	7,352	1,373	8,725	-	-
p Phippil Connie foundation	-	6,500	6,000	-	500
q SJP Co	-	10,000	10,000	-	-
r Children in need	9,000		9,000	-	-
s Asda	-	525	525	-	-
t Street Games UK	-	600	600	-	-
u GWUK	-			-	-
v M&S	-	1,000	1,000	-	-
w KC Reconnect Leisure	2,992		2,992	-	-
x KCC Talents & Interest	225		225	-	-
y CCES Sector recovery	1,190		1,190	-	-
z KCF Digital fund	3,250		3,250	-	-
aa PTC	-	10,000	1,500	-	8,500
ab Grant for fridge	-	10,150	10,150	-	-
ac J&H	-	10,000	10,000	-	-
ae Faversham Lottery	8	452	460	-	-
af Pay it forward	1,000		1,000	-	-
ag Other	-	1,278	1,278	-	-
ah Department of Education	-	1,500	1,500	-	-
ai Kickstarter Grants	1,000	24,508	25,508	-	-
aa OGA33393	-	3,300	3,300	-	-
ab N Rail	-			-	-
ac Cost of living grant	-			-	-
ae Headstart	-	3,325	3,325	-	-
af B&Q	-	5,000	5,000	-	-
ag National Rail	-	750	750	-	-
	1,699,444	326,138	533,902	-	1,491,681

17 continued

Statement of funds for prior year	Balance at 01 04 21 £	Incoming resources £	Expenses £	Transfers £	Balance at 31 03 22 £
Unrestricted funds					
Undesignated general fund	102,485	702,801	682,567		122,719
Restricted funds					
Building improvement and Association development fund	1,785,288	18,000	149,296	-	1,653,992
Other grants					
a Swale Borough Council	- 7,259	10,760	3,501	-	-
b Lottery fun days	4,100		4,100	-	-
c AWLC youth work	2,000		1,000	-	1,000
d KCEF Family cooking	7,000		7,000	-	-
e Faversham Town council	3,236		3,236	-	-
f KCC youth club	1,199		1,199	-	-
g Co-op youth activites	140	1,741	140	-	1,741
h Aldi com - food for youth in schools	400		400	-	-
i OGA	4,768		4,768	-	-
j Tudor Trust	2,000		2,000	-	-
k Sports England	- 6,750	32,625	25,875		-
l Lottery SHC	-	26,364	26,364	-	-
m HAF SHC	-	27,450	15,756	-	11,695
n Kent Community Foundation	-	5,000	-	-	5,000
o Reconnect	-	65,393	58,041	-	7,352
p John Swire	1,200	5,000	6,200	-	-
q Colyer Ferguraon	-	-	-	-	-
r Children in need	-	43,000	34,000	-	9,000
s Kent Police	-	500	500	-	-
t Street Games UK	-	1,800	1,800	-	-
u Apprentiship Grant	-	1,500	1,500	-	-
v Community PTC	-			-	-
w KC Reconnect Leisure	-	5,492	2,500	-	2,992
x KCC Talents & Interest	-	1,225	1,000	-	225
y CCES Sector recovery	-	3,790	2,600	-	1,190
z KCF Digital fund	-	8,250	5,000	-	3,250
aa APR fundays	-	1,000	1,000	-	-
ab The Julia..... Trust	-	18,500	18,500	-	-
ac IJ.21003	-	4,900	4,900	-	-
ae Faversham Lottery	-	1,172	1,164	-	8
af Pay it forward	-	3,000	2,000	-	1,000
ag Anold Clark	-	1,000	1,000	-	-
ah Headstart	-	1,000	1,000	-	-
ai Kickstarter Grants	3,720	-	2,720	-	1,000
aa ADHD Parent support	14,401		14,401	-	-
ab **Dover DC Reopening Grants**	-	10,363	10,363	-	-
ac Swale BC Reopening Grants	-	24,666	24,666	-	-
ae Herne CC Reopening Grants	-	13,271	13,271	-	-
af National Lottery Covid	-	17,450	17,450	-	-
ag Other Grants (including JRS)	-	206,443	206,443	-	-
	1,815,443	560,656	676,654	-	1,699,445

18 **Capital commitments**

The charity has no capital commitments at 31 March 2023 (2022: Nil).

19 **Related Party**

During the year an employee (the daughter and step-daughter of Trustees) received a salary of £27,888 (2022: £26,000)

‘Great things are done by a series of small things brought together’

Vincent Van Gogh

‘Sometimes it is the people no one can imagine anything of who do the things no one can imagine’

Alan Turing











WFCA, Bysingwood Road, Faversham, ME137RH

Phone: 01795 537321
Email: info@westfavershamca.org

westfavershamca.org

Hernecentre.org

alyeshamWLC.org

WEST FAVERSHAM COMMUNITY ASSOCIATION

England & Wales - Charity number 1139228

Accounts

WEST FAVERSHAM Community Association

Invicta Community & Leisure

ANNUAL REPORT 2021-2022

PROVIDING SUSTAINABLE COMMUNITY HUBS, ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

24
Hours per month of 1-2-1 support given

100+
Older people using our social clubs

79%
Youth club teens have become more active

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PROVIDING SUSTAINABLE COMMUNITY HUBS,
ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

WELCOME

PROVIDING SUSTAINABLE COMMUNITY HUBS, ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

Looking back at 2021, the charity had a busy year supporting our community coming out of covid, with the pressures of lockdowns, restrictions and lasting legacy of covid. Our team worked hard to relaunch and expand our services, having an even greater impact on the lives of local people.

£18,400 IN SAVING FOR WORKING FAMILIES ON SCHOOL HOLIDAY CARE COSTS

PROVIDING SUSTAINABLE COMMUNITY HUBS,
ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

TRUSTEES REPORT

The members of the Board of Trustees during the year ended 31 March 2022

Trevor Abram - Chair
Gay Kay
Beverley Swan - Vice Chair
Pamela Hoile -Treasurer
Margaret Abram
Joanne Wintle-Smith
Julie Harrild - (Resigned 1/3/22)
Antony Hook (Resigned 19/1/22)
Mark Foster (Resigned 8/6/21)
Anita Walker (Appointed 10/3/22)
Carole Jackson
Alison Reynolds

Registered Office

West Faversham Community Centre
Bysing Wood Road
Faversham
Kent
ME13 7RH

Company number
07296070

Charity number
1139228

All The Extras Limited
Company Number
09062780

Kent Community Training CIC
Company Number
10349844

Auditors

MHA MacIntyre Hudson
Victoria Court,
17-21 Ashford Road
Maidstone
Kent
ME14 5DA

114

HOURS PER WEEK OF COMMUNITY ACTIVITIES AND SUPPORT SERVICES DELIVERED BY OUR TEAM

The charity has 16 staff within its community delivery team offering a wide range of services & activities in our centers.

362

Inactive people used our centres to become active

34

Kickstarts given an opportunity to gain work and skills to increase employ-ability

93

Children used our school holiday activities support-ing working families with low cost childcare

PROVIDING SUSTAINABLE COMMUNITY HUBS,
ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

40 COMMUNITY ACTIVITIES PROVIDED EACH WEEK

The Trustees (who are also Directors of the charitable company for the purposes of company law) present their annual report together with the financial statements of West Faversham Community Association (the charitable company) for the year ended 31 March 2022. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011, the company act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and republic of Ireland: FRS 102, issued Ocyober 2009.

Constitution

The charitable company is registered as a company limited by guarantee and was set up by a Memorandum and Articles of Association on 25 June 2010 and became a registered charity on 30 November 2010.
The reference and administration information is set out on page 4.

Method of appointment or election of trustees

The management of the charitable company is the responsibility of the Trustees who are elected and co-opted under the terms of the Memorandum and Articles of Association, standing for annual election by the members, with the exception of 3 appointees, one from each of the statutory bodies operating in the area. All Trustees have been chosen with a view to the needs of the charitable company providing a range of skills beneficial to the development and management of the running of the West Faversham Community Association.

85% OF OUR TEAM LIVE IN THE COMMUNITIES WE SUPPORT

The board continue to review their skills through the skills audit and seek to grow the board in the areas needed.

Policies adopted for the induction and training of trustees
New Trustees, on appointment, are supplied with copies of all documents and relevant guidance necessary in order for them to understand their role. In addition the charitable company relies upon the guidance issued by the Charity Commission and Advising Communities in relation to decision making.

Organisation structure and decision making
The management of the charity is the responsibility of the Trustees who meet monthly, when the C.E.O updates the board on the charity's operations. The board reviews the charity's performance against the strategy, its financial performance and risk assessed activities. The board consider matters raised by board members or the C.E.O for approval when they are outside of the scope of C.E.O responsibilities for the day to day management of the Charity. Between meetings the C.E.O is delegated to run the charity within the budgets and scope set by the board. In an emergency, provisions allow for action to be taken by the Chair and C.E.O

Risk assessment
The Trustees have assessed the major risks to which the charitable company is exposed, in particular those related to the operations and finances of the charitable company, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

During the year the board continued to use its risk log for the charity, which identifies the risks to the charity. Each risk is reviewed by the board six times or more each year, and action plans are put in place to reduce or mitigate risks.

This new process has proven to be a valuable exercise for the board and has greatly improved the organisation's risk mitigation planning.

The objectives and activities
The objectives and activities of the charitable company are to establish or secure the establishment of a community centre and to maintain and manage the same (whether alone or in co-operation with any statutory authority or other person or body) in furtherance of the objectives.

TEEN GYM

Our youth and fitness team join together for our teen gym sessions, in which the gym is opened up to 12-16 year olds to come use the equipment and train with the support of our personal trainers.

These sessions are hugely popular and help young people gain an interest in healthier lifestyles and build confidence.

70+

YOUNG PEOPLE USE OUR TEEN GYM

"I enjoy these sessions because it gives me a chance to come and see my friends, build muscle with them and get fitter."

"I enjoy lifting the weights in such an encouraging atmosphere where everyone is supportive"

87%

OF YOUNG PEOPLE USING TEEN GYM SAY IT MAKES THEM MORE ACTIVE THAN THEY WOULD BE WITHOUT IT

OUR STRATEGY

In 2021 as we moved back to delivering our core strategic aims, we did so from a place of strength having used the pause in normal operations to reflect on our services, develop our team and relaunch stronger. Our work continued to be across our 5 areas of work;



Providing Positive Opportunities for Young People

We believe that everyone in our community should be given the best opportunities to become the best versions of themselves. We look to provide a great range of opportunities for young people to express themselves, learn and just enjoy living in our community. Our services range from early years to teens and work with over 240 young people, in addition to this we run free fundays which can have up to 2000 people attend.



Reducing Loneliness and Isolation in the Elderly Population

Getting older shouldn't mean less fun, we put on a range of activities each week targeting older people to make sure life stays fun, active, and sociable.

Of our regular users, a high proportion tell us that they often have no other social engagement outside the centre this week.



Giving People the Means to Gain Meaningful Employment

Giving people the skills and knowledge to find work, and to retain the skills in finding work for life is key to helping improve the quality of life of local people. We aim to help anyone who needs it become more work ready and enter into a meaningful career.



Increasing Engagement in Sports and Physical Activity

Being physically active can have so many benefits, but too many people cannot get active due to barriers, we aim to break those barriers down and build a more active, healthy and positive community.



Building Community Cohesion & Faversham Pride

Helping to ensure that we have a community that is tolerant and accepting of each other, and ready to step in support each other through a crisis and enjoying happier lives together; this runs through all activities for all ages.

267

OLDER PEOPLE BENEFITED FROM OUR SERVICES TARGETED AT REDUCING SOCIAL ISOLATION

29 HOURS OF ACTIVITIES PER WEEK TO COMBATING LONELINESS

85% OF SERVICE USERS ATTEND ON A REGULAR BASIS

100% SAY THEY HAVE MADE NEW FRIENDS WHILE ATTENDING THE CENTRE

17 PEOPLE LEARNT TO USE TECHNOLOGY TO STAY BETTER CONNECTED

"I enjoy dancing and keep fit. This social event allows me to make friends and keep happy"

In 2022 we partnered with Imago to boost our services for older people to tackle isolation

"Even with my disability there are sessions I can attend to make sure I make friends and socialise"

OUR COMMUNITY OFFER 2022-23

The charity has a team of well trained and specialist staff able to deliver a great range of services in the community.

Our services are mainly funded by our trading income so we are able to adapt these to suit the needs of our community.

Check out some of what we have on offer, and get in touch to find out about other services and give us your ideas!

114 HOURS
Per week of community services offered by our team

136 ACTIVITIES
Available to the public each week

SCHOOL HOLIDAY ACTIVITIES PROVIDED FOR 150+ CHILDREN

TEAM OF 5 1-2-1 SUPPORT WORKERS HELPING WITH ISSUES FROM BENEFITS TO HOUSING

7 DAYS A WEEK OF ACTIVITIES PROVIDED

Youth

Youth ADHD Group: Support for parents/carers whilst young people with ADHD are given the opportunity to participate in activities such as the climbing wall, fitness classes, cooking, arts and crafts.

Youth Social Café: Drop-in support group, in the café that offer young people the chance to meet up, chat, play games, use our Wi-Fi and computers, seek support from youth workers and have a free meal.

Youth Cooking: Session with a youth worker and a chef, teaching young people how to prepare dishes and then young people can share what they have cooked with other young people

Youth Fitness and Gym : A fitness class with a Personal Trainer (PT) and Youth Worker and an opportunity for young people to train in the gym under the supervision of a PT

Youth Club : Games, activities, skateboard ramps, climbing wall, Wii, Xbox, Pizza, Music, Nerf Guns, pool, ping pong, socialising inside the main youth rooms.

140
young people use our youth services in an average week

82%
of young people say they can turn to our team when they are struggling

70
Families used messy play or family support services

60
Hours of 1-2-1 support given in the last year

Children and Families

Autism parents support group – Time for parents with children who have an ASD to talk and share experiences with other parents.

Messy Play - Parents and carers exploring real world learning with pre school children and learning about child development

Cooking for the family - learn about cooking heathy meals for the family on a budget

School Holiday Club - Support for working families on low incomes to avoid hardship due to the costs of childcare in the school holidays, and to ensure their children still have a great school holiday full of fun.

Older People

Over 50s Climbing Wall- A fitness opportunity for our over 55's to allow them to step out of their comfort zones and enjoy some new light physical challenges

Sports Bar- Open up our bar to older people who would like to watch sports on our screens in the bar with a drink, in a calmer atmosphere than other pubs and bars.

Golden Surfers- 1-2-1 FREE appointments to help support and teach the older generation how to use their tablet, phone or other devices for internet, emails and social media.

Lunch Club- 2 course home cooked meal, prepared by our chefs, in our café for just £5.50.

Seated fitness- A fitness exercise which is fun but at a gentler pace, helping build strength and balance.

Social Club- Social opportunities for over 55's to enjoy some classical board games, meet new people and enjoy some free cake.

Sunday Lunch- A monthly 2 course meal for the older members of the community to enjoy a tasty freshly cooked meal, working with AGE UK.

And more... such as wellbeing groups, parent & toddler sessions and our Job hub ....



Our People working to deliver for our community

"Staff are

"Everyone is v
trainers are a
that people ar

West Faversham Community Association has a team of 60 working staff to deliver its strategic aims, during the year we had higher then normal staffing levels due to being a kickstart provider, which had great benefit to individuals and the charity. These roles fit within our ethos of training and developing local teams invested in the charity and the community, with 80% of our team living within 3 miles of one of our centres. A large number of our team undergo training as apprentices including higher level degrees courses and over 20% of our team are on our internal career pathway. We continue to enjoy our partnership with HMP Stanford hill, supporting the rehabilitation of offenders.

In the year the gender pay gap was 0.5% with less the £0.10 difference in average pay. Our team was 43% male 57% female, ranging from 16-67 years old, many with lived experience for our areas of work.

Our operations are led by the CEO and Senior Leadership Team, who are below.



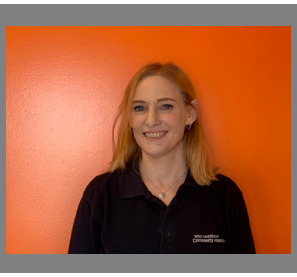
James Browning - CEO

James has worked for us for 7 years, and leads the delivery of the charity's strategy and ensures the team are all focused on improving the lives of local people



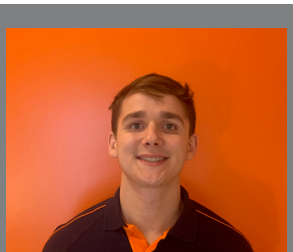
Amy Mildon - Accountant

Amy is our management accountant and works for the charity full time to ensure its accounts are in good order and funds are well spent on community activities



Louise Asekokhai

Louise plays a vital role, she leads all of our community support services, as our Head of Community Activities, including the youth, family and older people support teams



Josh Dolman

Josh is our assistant CEO, and forms an important part of our leadership team, looking after our people and their training and monitoring the impact of the charity

are very friendly and supportive"

"All abilities are made to feel welcome."

ery welcoming and polite. The personal
lways willing to help if there is anything
e unsure of when working out."

LEISURE ACTIVITIES

The charity continues to run leisure facilities to promote health and wellbeing in the community. The charity operates two gyms within its centers in Faversham and Aylesham as well as number of sports pitches in Aylesham and indoor activity spaces in Faversham and Herne. These facilities alongside the climbing wall in Faversham help the charity to deliver its aim of increasing engagement in sports and physical activity.

These facilities have helped over 350 people who were not active before become active in the last year, having great benefits for themselves and society. Alongside this our facilities have allowed over 1000 to engage in physical activity over the year.

Over the coming year the charity will continue to seek ways it can use its facilities to improve access to leisure services in the community helping create healthier and happier communities.

45+ **Fitness opportunities per week**

Trading

The charity continues to operate All The Extras Limited as a trading subsidiary of the charity, during the period the company had limited ability to generate income due to restrictions and lockdowns.

The Board of All The Extras will continue to explore ways to grow its revenue and profits and maximize profitability of its operations allowing it to generate greater income for the charity.

The trading company has assisted the charity in the delivery of its aims, in particular around employability and community wellbeing.

The charity's other trading subsidiary, Kent Community Trading CIC did not trade in the year.

Our wider Community

Our Invicta Community Leisure brand, which is a registered trademark of West Faversham Community Association, and registered with the charity commission as a trading name of the charity. Under the banner of Invicta the charity operates Herne Centre and Aylesham Welfare Leisure Centre, and has explored additional sites in the Swale area.

The charity continues to explore venues in the local area, in which there is mutual benefit to both the venue's local community and the Faversham Community of management contracts, allowing for broader and more impactful community services to be delivered in our community.

96%

of respondents feel our centres benefit the community

100%

of respondents agree we should have charged services to subsidies community activities

100%

of staff would recommend our services to family and friends

Over 100 members of the public, service users and stakeholders gave feedback on our strategic plan

CEO's Remarks

The last year saw the charity build on the development in made during covid, allowing stronger and more im pactful delivery of its aims. We saw our centres come out of the final lockdowns and restriction and with that the slow return our trading income, and normal activities starting at our Aylesham site which opened during the pandemic.

The year was packed full of exciting times for our communities and teams, with bigger and better community events been held than ever before, and our services having significantly expanded supporting more people than ever before. It has been humbling to see the team's passion to support our communities and not only deliver support to more people but also seeing this support go deeper and deliver stronger impacts on the lives of local people.

Since year end the team have been reflecting on our work, engaging with stakeholders and service users to review the charitable strategy. This has helped inform the work being done to develop the new strategic plan for 2023-2028, which we are looking forward to rolling out later this year.

Chairman's Remarks

Further to the comments above made by our CEO, I can confirm that at the commencement of the year 2021/22 we were still in the Covid Lockdown period, due to which we only recommenced operations four months into the financial year. The budget forecast set by the Board of Trustees took this into account.

During the lockdown period there were no room hires permitted and the gyms and sports facilities brought in no revenue. Board meetings were conducted through on-line platforms and the Trustees were kept informed of the up to date financial situation.

As I reported in last year's report we did manage to assist with the distribution of food and other essential items to those who were suffering difficulty due to loss of employment. To accomplish this we received several grants from Swale Borough Council, Faversham Town Council, Kent County Council, DEFRA and others as well as donated items from local traders and cash donations from several individuals. Through these efforts we were able to distribute the equivalent of more than 72,000 meals! As we came out of lockdown, the four venues that we manage were gradually able to reopen and slowly return to normal operation.

Due to the increasing complexity of the various activities that we offer, in order to take some of the load off our extremely competent CEO, we divided the management structure and appointed heads of service to each division. Each of these now has responsibility for ensuring that they meet targets for increasing revenue and working within agreed budgets. This has made for a more streamlined method of governance and is working well.

Although we were budgeting to just reach a breakeven income against expenditure for this year, you will note from the accounts that we have in fact been able to achieve an increase to our reserves even though only eight months of operation were possible due to Covid restrictions. This goes to show that West Faversham Community Association is still proving to be sustainable and popular by providing activities and services in line with our stated aims.

We are thankfully continuing to secure significant amounts of grant funding and once again have been able to run several fun days at all venues with no cost to the participants (other than for food and beverages). These have been attended by families from a wide area, with numbers running into the thousands, something of which we are extremely proud.

On behalf of the Trustees, I would like to congratulate and heartily thank all our excellent staff for their dedication and the efforts they have put in during the year to ensure the satisfaction of all our users. We hope that all our members and other users continue to use our facilities, which are there to improve their health and wellbeing.

Reserves and Financial Review

The charity continues to budget to grow the Charity's reserves by a small amount each year giving balance to supporting the commuity through challenging times. Income was substantially improved in the year at £1,263,457 (2021 - £824,667) as the charity emerged from covid constraints, the overall deficit in the year was £100,903 (2021 deficit of £72,991) after all costs including depreciation of the community centre.

Public Benefit

When considering the West Faversham Community Association's activities, the Trustees have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's General Guidance on Public Benefit.

Fundraising

The charity carries out limited public fundraising, when this is carried out it, it is done so through staff and volunteers of the charity at fundraising events such as bingos, quizzes and music nights, all of which take place in our centres and not offsite. Fundraising from the public accounted for £19,521 of income and £1,353 of expenditure in the year. No complaints have been received with regards to fundraising activities, and no external parties are used for fundraising.

Going Concern

The Trustees have taken account of the document "Going Concern and Liquidity Risk" Guidance for Directors of UK Companies 2009 issued by the Financial Reporting Council in assessing whether the charitable company is a going concern. The COVID-19 pandemic and the ensuing economic shutdown has had a significant impact on the charity's operations. In response to the COVID-19 pandemic the Trustees have performed a robust analysis of forecast future cash flows, also considering the effectiveness of available measures to assist in mitigating the impact. This assessment is based upon the funding available, repayment terms of the Charity Bank loan, cash in hand and the level of free reserves and income expected to be received from the services provided. Based on this and having regard to the resources available to the charity, the Trustees have concluded there are no material uncertainties and they can continue to adopt the going concern basis in preparing the annual report and accounts.

Remuneration Policy

The pay of all the employees, is determined by the Board of Trustees on recommendation of the Chief Executive Officer.

Statement of Trustees' Responsibilities

The Trustees (who are also Directors of West Faversham Community Association for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in ENgland and Wales requires Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP (FRS 102);

- make judgements and estimates that are reasonable and prudent;

- state whether applicable UK Accounting Standards (FRS102) have been followed, subject to any material departures disclosed and explained in the financial statements; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the charities act 2011, the charity accounts and reports regulations 2008, and in accordance with the Charity's governing document . They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.
This report was approved by the Board of Trustees on September 13th and signed on their behalf by:

Trevor Abram - Chair 

AUDITORS REPORT

MHA MacIntyre Hudson
Chartered Accountants
Victoria Court
17-21 Ashford Road
Maidstone
Kent
ME14 5DA

Independent Auditor's Report to the Trustees of West Faversham Community Association

Opinion

We have audited the financial statements of West Faversham Community Association (the 'charitable company') for the year ended 31 March 2022 which comprise the Group Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.
Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.
Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the trustees report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be

materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Reviewing minutes of meetings of those charged with governance;
- Enquiry of entity's management to identify any instances of non compliance with laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias; and
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

MHA MacIntyre Hudson
Statutory Auditor
Maidstone
United Kingdom

ANNUAL ACCOUNTS 2021-22

SOFA

BALANCE SHEET

NOTES TO ACCOUNTS

GROUP STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	General Fund	Restricted Funds	Total	Total
		2022 £	2022 £	2022 £	2021 £
Income from:					
Donations and legacies:					
Fundraising		19,521	-	19,521	-
Grant income and donations	3		560,656	560,656	530,080
Charitable Activities:					
Hiring fees		187,011	-	187,011	63,485
Membership fees		561	-	561	259
Classes and Club fees		246,022	-	246,022	96,785
Other trading activities:		247,694		247,694	129,098
Investments	5	5	-	5	16
Other:		0	-	-	-
Other income		1,988	-	1,988	4,945
Total income		702,801	560,656	1,263,457	824,668
Expenditure on:					
Raising funds		1,353	-	1,353	-
Charitable activities:			-	-	-
Cost of running the Centre	6	438,275	681,793	1,120,068	808,006
Other Trading Activities		242,939	-	242,939	89,653
Total expenditure		682,567	681,793	1,364,360	897,659
Net income/expenditure		20,234	(121,137)	(100,903)	(72,991)
				-	-
Transfers between funds	17	-	-	-	-
Net movement in funds		20,234	(121,137)	(100,903)	(72,991)
Reconciliation of funds					
Total funds brought forward		102,485	1,820,582	1,923,067	1,996,058
Total funds carried forward		122,719	1,699,445	1,822,164	1,923,067

All of the Charity's activities are continuing.

There are no gains or losses other than those shown above.

BALANCE SHEET

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Group		Charity	
		2022	2021	2022	2021
		£	£	£	£
Fixed assets					
Tangible assets	12	2,095,802	2,172,504	2,039,420	2,122,274
Intangible assets	12a	507	761	-	
Investments				1	1
Total fixed assets		2,096,309	2,173,265	2,039,421	2,122,275
Current assets					
Stock		26,099	19,440	10,650	8,650
Debtors (amounts falling due within one year)	13	46,761	58,010	77,290	84,701
Cash at bank and in hand		83,895	87,991	79,059	78,166
Total current assets		156,755	165,441	166,999	171,517
Liabilities					
Creditors: amounts falling due within one year	14	146,727	121,254	131,270	115,542
Net current assets		10,028	44,187	35,729	55,975
Total assets less current liabilities		2,106,337	2,217,452	2,075,150	2,178,250
Creditors: amounts falling due after more than one year	15	284,173	294,385	270,306	282,604
Total net assets		1,822,164	1,923,067	1,804,845	1,895,646
The funds of the Charity					
Restricted funds	17	1,699,445	1,820,582	1,699,445	1,820,582
Unrestricted funds					
General fund		122,719	102,485	105,400	75,063
Total Charity Funds		1,822,164	1,923,067	1,804,845	1,895,646

The Trustees consider that the charitable company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act"). The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006. However, an audit is required in accordance with section 144 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and preperation of financial statements.

These financial statements have been prepared in accordance with the provision applicable to charities. The financial statements were approved by the Board of Trustees on 28 MArch 2023 and signed on their behalf.

T Abram
Chairman



Company Number 7296070

NOTES

1) Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) General information and basis of Preparation
West Faversham Community Association is a Charitable Company limited by guarantee in England and Wales. The address of the registered office is given in the charity information on page 3 of these financial statements. The nature of the Charity's operations and principal activities are to establish and run community centres.

The Charity constitutes a public benefit entity as defined by FRS 102 Section 1A. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 Section 1A) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 Section 1A) and the Companies Act 2006.

The Charity has applied Update Bulletin 1 as published on 2 February 2016 and does not include a cash flow statement on the grounds that it is applying FRS 102 Section 1A.

The financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

b) Going Concern
The financial statements are prepared on a going concern basis. The Trustees have considered relevant information, including the annual budget, forecast future cashflows and the impact of subsequent events in making their assessment. In response to the COVID-19 pandemic, the Trustees have performed a robust analysis of forecast future cashflows, taking into account the potential impact on the business of possible scenarios arising from the impact of COVID-19. Based on these assessments and having regards to the resources available to the Charity, the Trustees have concluded that there are no material uncertainties related to events or conditions which would cast doubt on the Charity's ability to continue as a going concern.

c) Income
All incoming resources are included in the statement of financial activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Donations are recognised as income when any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the Charity of the item is probable and the economic benefit can be measured reliably.

No amounts are included in the financial statements for services donated by volunteers.

Grants are recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Income tax recoverable in relation to donations received under gift aid or deeds of covenant is recognised at the time of the donation.

Hiring fees are recognised when the event takes place. Fees received in advance for events occurring after the year end are deferred and recognised in other creditors.

Income from trading activities includes income earned from trading activities to raise funds for the Charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Fundraising income is recognised when the income is receivable. Investment income, gains and losses are allocated to the appropriate fund. Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally on notification of the interest paid or payable by the Bank.

d) Expenditure

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation

to activities. Any irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Costs of generating funds include fundraising, publicity costs and non-charitable trading activities together with their related support costs.

Expenditure on charitable activities includes costs directly related to running the community centre. Costs include direct wages, repairs and maintenance, and overheads such as insurance and utility expenses.

Support costs are those costs incurred directly in support of expenditure on the objects of the charitable company and are allocated across charitable and non-charitable activities on a pro-rata basis guided by the value of attributable costs, unless they can be attributed directly, being a measurement considered representative of the specific input into each activity. Costs include office and governance costs.

Governance costs include those costs associated with meeting the constitutional and Statutory requirements of the Charity and include Independent examination fees.

e) Company Status
The charitable company is a company limited by guarantee. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

f) Tangible fixed assets and depreciation
After the initial set up costs, all assets costing less than £1,250 are written off at time of purchase.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives as follows:

Freehold buildings	2%/10% on cost
Furniture, fittings and equipment	15% reducing balance
Office equipment and computers	25% straight line
Motor vehicles	25% straight line

Depreciation is charged once the equipment purchased has been fully received and is operational.

g) Intangible asset amortisation
Intangible assets are amortised over their useful life as follows

Computer software	20% straight line

h)Financial Instruments
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

I) Cash at bank and in hand
Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

J) Fund Accounting
Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charitable company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors which have been raised by the charitable company for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

K) Stock
Stock is valued at the lower of cost or net realisable value. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing stock to its present location and condition. Provision is made for damaged, obsolete and slow moving stock where appropriate.

L) Pensions
The Charity operates an Auto-enrolment Pension scheme. The charge shown in the accounts represents the employer's contributions to the money purchase scheme.

0) Consolidation
These financial statements consolidate the results of the charity and its wholly owned Subsidiaries All The Extras Ltd and Kent Community Training C.I.C. on a line by line basis. A separate statement of financial position or income and expenditure account, for the Charity itself is not presented having taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

2) Restricted and unrestricted Income

All income for the current and prior year was attributable to unrestricted income, except for restricted grants and donations as disclosed in note 3.

3	Grant Income and donations		General Fund 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	Total Funds 2021 £
	Grants		-	560,656	560,656	528,928
	Donations		-	-	-	1,152
			-	560,656	560,656	530,080
	Grants					
	Local authorities					
		Job Retention scheme	-	34,078	34,078	180,703
		Swale Borough Council	-	35,426	35,426	44,287
		Herne Council	-	13,271	13,271	
		Kent County Council	-	1,225	1,225	3,232
		Faversham Town Counicl	-	-	-	800
		Dover DC	-	10,363	10,363	10,565
	Charities	National lottery	-	43,814	43,814	63,690
		Power to change	-	-	-	30,125
		HAF	-	27,450	27,450	
		J&H Trust	-	18,500	18,500	
		Reconnect	-	70,885	70,885	
		Children in need	-	43,000	43,000	
		Co-op Youth	-	1,741	1,741	
		Colyer Ferguson	-	-	-	6,250
		IJ.21.003	-	4,900	4,900	
		Kent Community Foundation	-	5,000	5,000	10,000
		Key Fund Covid	-	-	-	47,971
		Headstart	-	1,000	1,000	
		Paypal - just giving	-	-	-	379
		Police Donation	-	500	500	
		Arnold Clarke	-	1,000	1,000	
		Pay it forward	-	3,000	3,000	
		Defra	-	-	-	23,000
		John Swire	-	5,000	5,000	4,800
		Tudor Trust	-	-	-	7,800
		APR Fundays		1,000	1,000	
		Apprentiship Grant	-	1,500	1,500	
		KCF Digital fund	-	8,250	8,250	3,500
		CCES Sector recovery	-	3,790	3,790	
		Sports England	-	32,625	32,625	10,000
		CAF Grant	-	-	-	10,000
		Street Games Uk	-	1,800	1,800	
		GWUK Groundwork	-	-	-	500
		Cinema project	-	-	-	2,000
		Clothworkers	-	-	-	1,250
		ADHD Parent support	-	-	-	14,401
		Faversham Lottery	-	1,172	1,172	
		Health Intellegence	-	-	-	70
	Others	Aylesham Welfare leisure Centre	-	18,000	18,000	8,000
		Means to Gains Meaningful Emplc	-	172,096	172,096	4,768
		Daniel Katz	-	-	-	3,000
		Re-opening grant	-	-	-	500
		Barrat Homes	-	-	-	1,000
		Positive oppertunities for young pe	-	-	-	6,224
		Building fund	-	-	-	25,000
		Other	-	270	270	5,113
			-	560,656	560,656	528,928

4 INCOME AND EXPENDITURE OF TRADING SUBSIDIARIES

The Charity owns the whole of the issued share capital of All The Extras Ltd. The results of this Company for the year ended 31 March 2022 are summarised below:

The results include intercompany trading with the parent, these balances are eliminated in the Charitys consolidated

	2022 £	2021 £
Turnover	207,134	45,699
Direct costs	(186,095)	(55,912)
	21,039	(10,213)
Management charges to/ from parent company	(1,200)	(4,800)
Administative expenses	(67,226)	(33,428)
	(47,387)	(48,441)
Gift Aided to the Charity	(2,944)	(6,608)
Other operating income	40,551	83,058
Operating Profit	(9,780)	28,009
Interest receivable	9	341
Interest payable	(331)	(313)
Tax	(109)	(10,604)
Retained profit/loss in subsidiary	(10,211)	17,433

The aggregate of assets, liabilities and funds was:

	2022 £	2021 £
Assets	82,320	86,810
Liabilities	(75,712)	(69,991)
Net assets	6,608	16,819
Represented by:		
Ordinary shares of £1 each	1	1
Profit and Loss account	6,607	16,818
Total funds	6,608	16,819

The Charity is the sole member of Kent Community Training C.I.C. (formerly The Café at West Faversham Community Centre Limited), a company limited by guarantee. The Company is dormant for the year ended 31 March 2022 (dormant, in the year ended 31 March 2021)

5 Investment income

	General Fund 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	Total Funds 2021 £
Interest receivable	5	-	5	16

All interest receivable in 2021 was unrestricted.

6 **Costs of running the Community Centre**

Analysis of resources expended	**General Fund 2022 £**	**Restricted Funds 2022 £**	**Total Funds 2022 £**	**Total Funds 2021 £**
Activities undertaken directly				
Gross wages	645,110	-	645,110	442,808
Direct cost of Gym, classes, holiday scheme and jobs hub	17,985	-	17,985	3,341
Purchase of decorations and hirings inc fundraisi	37,208	-	37,208	12,998
Community Activity Equipment and Licenses	23,009	-	23,009	929
Covid-19 related expenses	556	-	556	17,162
Purchase of food and Drink	19,599	-	19,599	29,628
	743,466	-	743,466	506,866
Repairs, maintenance and improvements:				
Sundry repairs	3,205	-	3,205	10,249
Equipment services maintenance	15,369	-	15,369	6,641
Purchase of small items of equipment and fixtures	10,129	-	10,129	0 4,172
Garden Maintenance	111	-	111	5,136
Depreciation		169,412	169,412	134,706
	28,813	169,412	198,225	160,904
Support costs				
Overheads:				
Insurance	12,506	-	12,506	9,959
Water and sewage rates	7,784	-	7,784	7,925
Electricity and Gas	24,417	-	24,417	24,078
Waste disposal	12,578	-	12,578	8,310
TV licence and performing rights	5,887	-	5,887	6,008
Telephone	22,539	-	22,539	15,238
Cleaning materials	5,283	-	5,283	3,193
Staff and volunteer training and travel	19,123	-	19,123	15,745
Advertising	7,209	-	7,209	5,916
Stationery and postage	2,852	-	2,852	2,327
Employment HR and Consultancy	9,838	-	9,838	4,293
Sundry expenses	6,322	-	6,322	2,633
Interest	9,334	-	9,334	9,211
	145,672	-	145,672	114,836
Accountancy and independent examination	9,450	-	9,450	4,432
Photocopier charges	1,727	-	1,727	1,067
Subscriptions	5,447	-	5,447	3,699
Local authority licences	1,011	-	1,011	1,500
PC Support and onsite	5,706	-	5,706	13,200
Legal fees	2,933	-	2,933	418
Profit or Loss on disposal of asset	-	-	-	(856)
Bank and credit charges	6,431	-	6,431	1,940
	32,705	-	32,705	25,400
Total cost of running the Centre	950,656	169,412	1,120,068	808,006
Reallocation to restricted funds	(512,381)	512,381	-	-
	438,275	681,793	1,120,068	808,006

In 2022, total costs of £673,300 were from Unrestricted Funds and £134,706 from Restricted Funds.

7 **Governance costs**

Governance costs comprised of auditors remuneration which amounted to an audit fee of £5,500 (2021: independent examination £4,432).

8 **Employee costs and Trustees' remuneration**

	2022 £	2021 £
Staff costs of the group were:-		
Wages and salaries	619,025	415,181
Social security costs	29,872	21,690
Employers pension contributions	4,212	5,937
	653,109	442,808

There were no employees whose annual emoluments were £60,000 or more.

The average monthly number of employees (full time equivalents (FTE)) during the year was:

2022 Number	2022 FTE	2021 Number	2021 FTE
60	38	41	28

9 **Pension Costs**

The Charity operates a contributory pension scheme. This is a defined contribution scheme and contributions are charged in the statement of financial activities as they accrue. The charge for the year was £7,636 (2021: £7,393). As at the balance sheet date the Charity owed the fund

10 **Trustees, and key management personnel Remuneration and expenses**

None of the Trustees (nor any persons connected with them) received any remuneration nor reimbursed expenses during the year (2021: Nil).
The total amount of employee benefits received by key management personnel was £159,729 (2021 £96,954). The Charity considers its key management personnel to comprise the Charity's Trustees and those charged with its management.

11 **Taxation**

The parent company is a charity and not subject to corporation tax.

The Subsidiaries: All The Extras Ltd and Kent Community Training C.I.C have no corporation tax liabilities.

12 **Tangible fixed assets - Charity**

	Freehold building £	Motor vehicles £	Furniture, fittings & equipment £	Computer & Office Equipment £	Total 2022 £
Cost					
As at 1 April 2021	3,098,985		149,194	40,056	3,288,235
Additions	46,124		9,373	11,098	66,594
Disposals	-		-	-	-
As at 31 March 2021	3,145,109	-	158,567	51,154	3,354,829
Depreciation					
As at 1 April 2021	1,038,530		104,656	22,748	1,165,934
Disposals	-				-
Charge for the year	128,176	-	12,359	8,940	149,475
As at 31 March 2022	1,166,706	-	117,015	31,688	1,315,409
Net book value					
As at 31 March 2022	1,978,403	-	41,552	19,466	2,039,420
As at 31 March 2021	2,060,455		44,511	17,308	2,122,274

Tangible fixed assets - Group	Freehold building	Other Fixed Assets	Furniture fittings & equipment	Computer & office equipment	Total 2022
	£	£	£	£	£
Cost					
As at 1 April 2021	3,098,985	25,183	179,823	40,056	3,344,047
Additions	46,124		22,409	11,098	79,630
Disposals	-		-	-	-
As at 31 March 2022	3,145,109	25,183	202,232	51,154	3,423,677
Depreciation					
As at 1 April 2021	1,038,530	2,518	107,719	22,748	1,171,515
Disposal	-		-		-
Charge for the year	128,176	2,518	16,726	8,940	156,360
As at 31 March 2022	1,166,706	5,036	124,445	31,688	1,327,875
Net book values					
As at 31 March 2022	1,978,403	20,147	77,787	19,466	2,095,802
As at 31 March 2021	2,060,455	22,665	72,076	17,308	2,172,504

At 31 March 2022 the net book value of freehold land and buildings contained £250,000 of Land at Cost which is not depreciated.

12a

Intangible fixed assets - Group	Computer Software	Total
	£	£
As at 1 April 2021	1,269	1,269
Additions	-	-
Disposals	-	-
As at 31 March 2022	1,269	1,269
Depreciation		
As at 1 April 2021	508	508
Disposal		-
Charge for the year	254	254
As at 31 March 2022	762	762
Net book Values		
As at 31 March 2022	507	507
As at 31 March 2021	761	761

13 **Debtors**

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade debtors	30,028	30,840	27,285	25,777
Amount owed by group undertakings	-	-	35,675	36,894
Sundry debtors	8,108	10,140	5,705	5,000
Prepayments	8,625	17,030	8,625	17,030
	46,761	58,010	77,290	84,701

14 Creditors: amounts falling due within one year

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Loans	19,342	18,829	16,624	16,624
Trade creditors	31,189	29,394	30,144	27,930
Other creditors	5,424	1,107	1,974	546
Taxation and social security	61,700	48,641	55,406	48,641
Accruals and deferred income	29,072	23,283	27,122	21,801
	146,727	121,254	131,270	115,542

14a Deferred Income

The deferrend income in accruals and deferred income relates to advanced booking sales for an event which has not yet taken place.

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Balance as at 1 April 2021	23,283	17,562	21,801	17,562
Amount released to income earned from charitable activities	- 23,283	- 17,562	- 21,801	- 17,562
Amount deferred in the year	20,141	23,283	20,141	21,801
Balance as at 31 March 2022	20,141	23,283	20,141	21,801

15 Creditors:amounts falling due after more than one year

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Loans	284,173	294,385	270,306	282,604
	284,173	294,385	270,306	282,604
Included within the above are amounts falling due as follows:				
Between one and five years				
Loan due within 1 - 2 years	19,342	19,342	16,624	16,624
Loan due within 2 - 5 years	58,444	58,444	49,871	49,871
	77,786	77,786	66,495	66,495
Loan due over more than 5 years	206,387	216,599	203,811	216,109
Creditors includes amount not wholly repayable within 5 years as follows:				
Repayable by instalments	206,387	216,599	203,811	216,109

The loan represents amounts advanced from Charity Bank. The loan is repayable over 20 years, repayment of the loan commenced in April 2012. Interest is payable at a rate of 3% per annum. The loan is secured by way of a legal charge over the Association's land and buildings. The Subsidiary All the Extras is in receipt of a loan of £11,667 as at 31 March 2022 (2021: £14,000).

16 Analysis of net assets between funds

	General Funds Undesignated	Designated	Restricted funds	Total 2022
	£	£	£	£
Tangible fixed assets	269,986	-	1,826,323	2,096,309
Current assets	-	-	156,755	156,755
Current liabilities	(127,385)	-	(19,342)	(146,727)
Long term liabilities	-	-	(284,173)	(284,173)
Deferred taxation	-	-		
Net assets as at 31 March 2022	142,602	-	1,679,563	1,822,164

Analysis of net assets between funds - prior year

	General Funds Undesignated	Designated	Restricted funds	Total 2021
	£	£	£	£
Tangible fixed assets		-		
Current assets	193,702	-	1,979,563	2,173,265
Current liabilities		-	165,441	165,441
Long term liabilities	(102,425)	-	(18,829)	(121,254)
Deferred taxation	-	-	(294,385)	(294,385)
Net assets as at 31 March 2021	91,277	-	1,831,790	1,923,067

17 **Statement of funds**

	Balance at 01 04 21	Incoming resources	Expenses	Transfers	Balance at 31 03 22
Unrestricted funds	£	£	£	£	£
Undesignated general fund	102,485	702,801	682,567		122,719
Restricted funds					
Building improvement and Association development fund	1,785,288	18,000	149,296	-	1,653,992
Other grants					
a Swale Borough Council -	7,259	10,760	3,501	-	-
b Lottery fun days	4,100		4,100	-	-
c AWLC youth work	2,000		1,000	-	1,000
d KCEF Family cooking	7,000		7,000	-	-
e Faversham Town council	3,236		3,236	-	-
f KCC youth club	1,199		1,199	-	-
g Co-op youth activites	140	1,741	140	-	1,741
h Aldi com - food for youth in schools	400		400	-	-
i OGA	4,768		4,768	-	-
j Tudor Trust	2,000		2,000	-	-
k Sports England -	6,750	32,625	25,875		-
l Lottery SHC	-	26,364	26,364	-	-
m HAF SHC	-	27,450	15,756	-	11,694.50
n Kent Community Foundation	-	5,000	-	-	5,000.00
o Reconnect	-	65,393	58,041	-	7,352.30
p John Swire	1,200	5,000	6,200	-	-
q Colyer Ferguraon	-	-	-	-	-
r Children in need	-	43,000	34,000	-	9,000.00
s Kent Police	-	500	500	-	-
t Street Games UK	-	1,800	1,800	-	-
u Apprentiship Grant	-	1,500	1,500	-	-
v Community PTC	-			-	-
w KC Reconnect Leisure	-	5,492	2,500	-	2,991.52
x KCC Talents & Interest	-	1,225	1,000	-	225.00
y CCES Sector recovery	-	3,790	2,600	-	1,190.00
z KCF Digital fund	-	8,250	5,000	-	3,250.00
aa APR fundays	-	1,000	1,000	-	-
ab The Julia..... Trust	-	18,500	18,500	-	-
ac IJ.21003	-	4,900	4,900	-	-
ae Faversham Lottery	-	1,172	1,164	-	8.00
af Pay it forward	-	3,000	2,000	-	1,000.00
ag Anold Clark	-	1,000	1,000	-	-
ah Headstart	-	1,000	1,000	-	-
ai Kickstarter Grants	3,720	-	2,720	-	1,000.00
aa ADHD Parent support	14,401		14,401	-	-
ab Dover DC Reopening Grants	-	10,363	10,363	-	-
ac Swale BC Reopening Grants	-	24,666	24,666	-	-
ae Herne CC Reopening Grants	-	13,271	13,271	-	-
af National Lottery Covid	-	17,450	17,450	-	-
ag Other Grants (including JRS)	-	206,443	206,443	-	-
	1,815,443	560,656	676,654	-	1,699,445
Subsidiary					-
Savoy Grant	5,139		5,139	-	-
	1,820,582	560,656	681,793	-	1,699,445

18 **Capital comm**

The charity has no capital commitments at 31 March 2022 (2021: Nil).

19 **Related Party**

During the year an employee (the daughter and step-daughter of Trustees) received a salary of £26,000 (2021: £18,150)

‘Great things are done by a series of small things brought together’

Vincent Van Gogh

‘Sometimes it is the people no one can imagine anything of who do the things no one can imagine’

Alan Turing











WFCA, Bysingwood Road, Faversham, ME137RH

Phone: 01795 537321
Email: info@westfavershamca.org

westfavershamca.org

Hernecentre.org

alyeshamWLC.org

WEST FAVERSHAM COMMUNITY ASSOCIATION

England & Wales - Charity number 1139228

Accounts

WEST FAVERSHAM Community Association

Invicta Community & Leisure

ANNUAL REPORT 2020-2021

PROVIDING SUSTAINABLE COMMUNITY HUBS, ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

200+
Families supported coming out of Covid

70,000
Meals of food sent out in one year

170
Young people using our youth clubs regularly

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PROVIDING SUSTAINABLE COMMUNITY HUBS,
ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

WELCOME

PROVIDING SUSTAINABLE COMMUNITY HUBS, ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

2020 was a year unlike any other, we faced the uncertainty of COVID head on, as well as growing the group with a new site in Aylesham, which we were excited to open in September, even if only open for a short time. Through the year we have had time to reflect on our services, understand the changing needs within the community and rebuild our community support offer. Coming out of Covid being able to deliver new services by an exceptional team of community support staff, working to address the issues faced by out communities.

£17,000 IN SAVINGS FOR WORKING FAMILIES IN HOLIDAY CHILDCARE

PROVIDING SUSTAINABLE COMMUNITY HUBS,
ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

TRUSTEES REPORT

The members of the Board of Trustees during the year ended 31 March 2021

Trevor Abram - Chair
Gay Kay
Beverley Swan - Vice Chair
Pamela Hoile -Treasurer
Margaret Abram
Joanne Wintle-Smith
Julie Harrild - Secretary
Mark Foster (Resigned 8 June 2021)
Antony Hook
Carole Jackson
Alison Reynolds

Registered Office

West Faversham Community Centre
Bysing Wood Road
Faversham
Kent
ME13 7RH

Company number

07296070

Charity number

1139228

All The Extras Limited Company Number

09062780

Kent Community Training CIC Company Number

10349844

Independent Examiner

M H A MacIntyre Hudson
71 New Dover Road
Canterbury
Kent
CT1 3DZ

+88%

MORE COMMUNITY SUPPORT STAFF DELIVERING SERVICES IN OUR COMMUNITY

Our community support team now includes;

A Qualified Social Worker

An Apprentice Social Worker

Qualified Youth Workers

Early Years Specialists

Benefits & Entitlement Specialists

Exercise Referral Specialist

80%

Of gym users say the gym has allowed them to get more active than before

24

Kickstarts given an opportunity to gain work and skills to increase employability

68

Children used our school holiday activities supporting working families with low cost childcare

PROVIDING SUSTAINABLE COMMUNITY HUBS,
ACTIVELY IMPROVING THE LIVES OF LOCAL PEOPLE

122
hours per week

COMMUNITY SERVICES PROVIDED

The Trustees (who are also directors of the charitable company for the purposes of company law) present their annual report together with the financial statements of West Faversham Community Association (the charitable company) for the year ended 31 March 2021. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities applicable in the UK and Republic of Ireland published on 16 July 2014 (as amended by Update Bulletin 1 published on 2 February 2016).

Constitution

The charitable company is registered as a company limited by guarantee and was set up by a Memorandum and Articles of Association on 25 June 2010 and became a registered charity on 30 November 2010.
The reference and administration information is set out on page 4.

Method of appointment or election of trustees

The management of the charitable company is the responsibility of the Trustees who are elected and co-opted under the terms of the Memorandum and Articles of Association, standing for annual election by the members, with the exception of 3 appointees, one from each of the statutory bodies operating in the area. All necessary Trustees have been chosen with a view to their providing the charitable company with a range of skills beneficial to the development and management of the running of the West Faversham Community Association.

26 HOURS OF ACTIVITIES TARGETING OLDER PEOPLE EACH WEEK

The board continue to review its skills through the skills audit and seek to grow the board in the areas needed.

Policies adopted for the induction and training of trustees

New Trustees, on appointment, are supplied with copies of all documents and relevant guidance necessary in order for them to understand their role. In addition the charitable company relies upon the guidance issued by the Charity Commission and Advising Communities in relation to decision making.

Organization structure and decision making

The management of the charity is the responsibility of the trustees who meet monthly, when the C.E.O updates the board on the charity's operations. The board reviews the charity's performance against the strategy, its financial performance and risk assessed activities. The board consider matters raised by board members or the C.E.O for approval when they are outside of the scope of C.E.O responsibilities for the day to day management of the Charity. Between meetings the C.E.O is delegated to run the charity within the budgets and scope set by the board. In an emergency, provisions allow for action to be taken by the Chair and C.E.O

Risk assessment

The Trustees have assessed the major risks to which the charitable company is exposed, in particular those related to the operations and finances of the charitable company, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

During the year the board continued to use its risk log for the charity, which identifies the risks to the charity. Each risk is reviewed by the board six times or more each year, and action plans are put in place to reduce or mitigate risks.

This new process has proven to be a valuable exercise for the board and has greatly improved the organisation's risk mitigation planning.

The objectives and activities

The objectives and activities of the charitable company are to establish or secure the establishment of a community centre and to maintain and manage the same (whether alone or in co-operation with any statutory authority or other person or body) in furtherance of the objectives.







48

FAMILIES USING MESSY PLAY

Messy play gives parents the opportunity to spend time playing with children in a way which uses resources designed by our specialist's teams to build on children's sensory and social development. The sessions also provide support for parents, particularly in coming out of covid.

These free sessions have run since coming out of lockdown and been a huge success, having to run 3 days a week and still being fully booked.

144

HOURS OF MESSY PLAY APRIL - JULY 2021

"Really enjoyed them and given louie the chance to explore new textures and materials."

"Its been nice to socialise with other mums who have gone through the pandemic as well."

"Enabled him to explore a range of different experiences set out in a variety of exciting ways. It has also enabled him to use his imagination."

93%

OF PARENTS FELT THE SESSIONS WERE BENEFICIAL TO THEIR CHILD

OUR STRATEGY

Although during 2020 and into 2021, the charity paused its normal operations to lead a strong response to covid, it still kept to its 5 strategic areas of work at the heart of its responses. During the year the charity also used its time to strengthen its ability to deliver across all of these areas.



Providing Positive Opportunities for Young People

We believe that everyone in our community should be given the best opportunities to become the best versions of themselves. We look to provide a great range of opportunities for young people to express themselves, learn and just enjoy living in our community. Our services range from early years to teens and work with over 240 young people, in addition to this we run free fundays which can have up to 2000 people attend.



Reducing Loneliness and Isolation in the Elderly Population

Getting older shouldn't mean less fun, we put on a range of activities each week targeting older people to make sure life stays fun, active, and sociable.

Of our regular uses, a high proportion tell us that they often have no other social engagement outside the centre this week.



Giving People the Means to Gain Meaningful Employment

Giving people the skills and knowledge to fund work, and to retain the skills in finding work for life is key to helping improve the quality of life of local people. We aim to help anyone who needs it become more work ready and enter into a meaningful career.



Increasing Engagement in Sports and Physical Activity

Being physically active can have so many benefits, but too many people cannot get active due to barriers, we aim to break those barriers down and build a more active, healthy and positive community.



Building Community Cohesion & Faversham Pride

Helping to ensure that we have a community that is tolerant and accepting of each other, and ready to step in support each other through a crisis and enjoying happier lives together; this runs through all activities for all ages.

32

HOURS A WEEK OF ACTIVITIES FOR TEENS

"Given me the push I needed to exercise in a nice environment"

28% of the young people we work with told us at the time they signed up they often feel lonely

57% of young people say they have become more active since attending Youth Club

85% of young people now feel better equipped to deal with any issues that may arise since attending youth club

54 Young people turn up to an average night at youth club

71% of young people say that youth club has increased their opportunity to socialise and experience new activities

"Very fair costing for the facilities. and friendly bunch of people at reception and the gym itself."

Find out more and stay up to date via our youth social media channels

"Gym with a nice vibe and nice people. More encouraging. Reasonable monthly price. Freedom with payment."

OUR COMMUNITY OFFER 2021-22

For 2021-22 the charity has a team of well trained and specialist staff able to deliver a great range of services in the community.

Our services are mainly funded by our trading income so we are able to adapt these to suit the needs of our community.

Check out some of what we have on offer, and get in touch to find out about other services and give us your ideas!

122 HOURS

Per week of community services offered by our team

119 ACTIVITIES

Available to the public each week

4 YEARS OF FUNDING FOR SCHOOL HOLIDAY CLUB

TEAM OF 5 1-2-1 SUPPORT WORKERS HELPING WITH ISSUES FROM BENEFITS TO HOUSING

5 NIGHTS A WEEK OF YOUTH ACTIVITIES IN FAVERSHAM

Youth

Youth ADHD Group: Support for parents/carers whilst young people with ADHD are given the opportunity to participate in activities such as the climbing wall, fitness classes, cooking, arts and crafts.

Youth Social Café: Drop-in support group, in the café that offer young people the chance to meet up, chat, play games, use our Wi-Fi and computers, seek support from youth workers and have a free meal.

Youth Cooking: Session with a youth worker and a chef, teaching young people how to prepare dishes and then young people can share what they have cooked with other young people

Youth Fitness and Gym : A fitness class with a Personal Trainer (PT) and Youth Worker and an opportunity for young people to train in the gym under the supervision of a PT

Youth Club : Games, activities, skateboard ramps, climbing wall, Wii, Xbox, Pizza, Music, Nerf Guns, pool, ping pong, socialising inside the main youth rooms.

52%
of parents using School Holiday Club say it prevented hardship

29
Had 1-2-1 support sessions all with positive outcomes

21
Hours of use of the climbing wall on average week

67
Hours of 1-2-1 support given in the last year

Children and Families

Autism parents support group – Time for parents with children who have an ASD to talk, and share experiences with other parents.

Messy Play - Parents and carers exploring real world learning with pre school children and learning about child development

Cooking for the family - learn about cooking heathy meals for the family on a budget

School Holiday Club - Support for working families on low incomes to avoid hardship due to the costs of childcare in the school holidays, and to ensure their children still have a great school holiday full of fun.

Older People

Over 50s Climbing Wall- A fitness opportunity for our over 55's to allow them to step out of their comfort zones and enjoy some new light physical challenges

Sports Bar- Open up our bar to older people who would like to watch sports on our screens in the bar with a drink, in a calmer atmosphere than other pubs and bars.

Golden Surfers- 1-2-1 FREE appointments to help support and teach the older generation how to use their tablet, phone or other devices for internet, emails and social media.

Lunch Club- 2 course home cooked meal, prepared by our chefs, in our café for just £5.50.

Seated fitness- A fitness exercise which is fun but at a gentler pace, helping build strength and balance.

Social Club- Social opportunities for over 55's to enjoy some classical board games, meet new people and enjoy some free cake.

Sunday Lunch- A monthly 2 course meal for the older members of the community to enjoy a tasty freshly cooked meal, working with AGE UK.

And more... such as wellbeing groups, parent & toddler sessions and our Job hub ....

HELPING THE COMMUNITY THROUGH COVID



+ FOOD HUB

From the day the lockdown was announced we knew there would be a need to support the community, and got to work getting the centre ready for a whole new purpose, ready to feed the most vulnerable in our community. We worked with amazing partners such as Swale BC, DEFRA, Lottery, Kent Community Foundation, Cook and Morrison, to be able to deliver over 70,000 meals over 19 weeks. Our team worked day in day out to stock our hub, make up parcels, and deliver these to those in need.

+ A SAFE PLACE

As well as reduced access to food being an issue for many, we were also aware that for part of our community domestic abuse would be an issue, with many of the normal escapes and places of safety now closed. We kept our centre open and ensured there was always staff on hand to help anyone in distress fleeing Domestic Abuse.

+ WORKING WITH YOUNG PEOPLE

Schools being closed meant that some of the most at risk young people did not have a place to go to spend time with adults that could support them. We offered some of our young people 1-2-1 support in a covid secure way to ensure they stayed safe during the lock down.

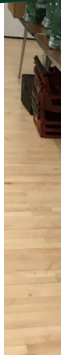


+ A FRIENDLY VOICE

Covid didn't just affect people's income and ability to access food, it left people alone, and alone for long periods of time, we worked hard to ensure those we knew may be in this position didn't feel left alone and forgotten. Our team put in hundreds of hours on the phones having chats and catch-ups for those that needed someone to talk to.

+ CHILDCARE FOR KEY WORKERS

For key workers childcare was a real issue, a nurse or police officer on a 12 hour shift no longer able to rely on a grandparent for after school care was stuck, so we kept our before and after school club running to support these workers, as well as our school holiday provision.





SOMETHING TO SMILE ABOUT WHEN IT WAS REALLY NEEDED

May 8th Marked VE DAY, a day for which many celebrations had been planned, all of which had fallen by the wayside in the wake of covid. The lockdown was in its 7th week and the elderly members of our community had been in isolation all of this time. It was clear something needed to be done to bring a bit of joy to the older residents of the town, so our team got to work for 4 days solid of baking and sandwich making so we could deliver 800 afternoon teas to elderly residents of the town. This was a huge task, but the team all got stuck in and the response we had from the hundreds of people's days we brightened up was overwhelming.



It is VE Day and we might not be able to have the street parties and events we had hoped for to mark this special anniversary but we wanted to help lift your spirts in this tough time and help mark the day.

Our team at West Faversham Community Centre have been hard at work baking to send you and over 700 others an afternoon tea to enjoy while you watch some of the tv events such as the Queen's or Churchill's speech.

Your bag has; a homemade fruit scone with jam and clotted cream; a homemade cheese scone and butter; ham, salmon and egg mayo sandwich fingers (with the crust cut off of course!) a piece of fruit cake; tea, cream and sugar.

We really hope you enjoy this!

Thank you for staying home, from all of us at West Faversham Community Centre and we hope to see you soon!

Kind regards

JBrowning

James Browning
Chief Executive
WFCA

WEST FAVERSHAM Community Association

Reg Charity No- 1139228 - Reg Company- 7296070 - Reg office- WFCC, Byeingwood Rd, Faversham, ME13 7RH

75 VE DAY 75TH ANNIVERSARY A SHARED MOMENT OF CELEBRATION 8-10 MAY 2020











CONTINUING SUPPORT POST LOCK DOWN

Although the first major lockdown is over, our community is still not in the place it was before Covid.

People are struggling more than ever, and we are keen to support them the best ways we can. We have taken on a new team dedicated to wellbeing, mental health, and family support to ensure we are offering services in these three vital areas.

We have also expanded our youth support team to be able to offer additional youth service activities throughout the week, to help young people become more resilient and cope better with the consequences of Covid.



Our People working to deliver for our community

"Very fair
friendly bu
the gym its

"Gym with a ni
More encourag
price. Freedom

West Faversham Community Association has a team of 57 dedicated staff that help provide our service and create a welcoming and supporting atmosphere in all of our centres. We employ full time and part time, as well as casual staff for events, the FTE of our staff is 40 people, up 8 on the previous year. We are an equal opportunities employer and our paid staff is made up of 45% male and 55% female ranging in ages from 16 to 66 years old and includes staff with disabilities. We also have 19 Kickstarter and apprentices in the team, and also offer employment to serving offenders as part of their rehabilitation through a close relationship with HMP Standford Hill. In the year our gender pay gap was -5%, compared to 6% in the previous year, with the mean pay for females £0.49 higher.

Our operations are led by the CEO and Senior Leadership Team, who are below.



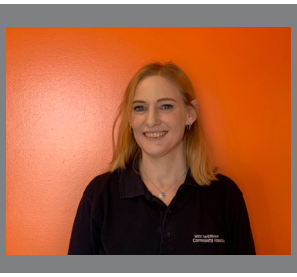
James Browning - CEO

James has worked for us for 7 years, and leads the delivery of the charity's strategy and ensures the team are all focused on improving the lives of local people



Amy Mildon - Accountant

Amy is our managment accountant and works for the charity full time to ensure its accounts are in good order and funds are well spent on community activities



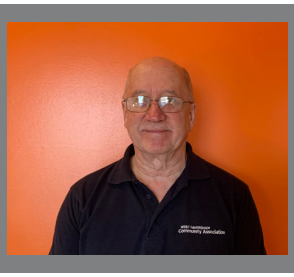
Louise Asekokhai

Louise plays a vital role, she leads all of our community support services, as our Head of Community Activities, including the youth, family and older people support teams



Josh Dolman

Josh is our assistant CEO, and forms an important part of our leadership team, looking after our people and their training and monitoring the impact of the charity



David White

David has been with the chairty for 11 years, and is charged with ensuring our buildings are safe, and well maintained so they last long into the future.



Nick Dearberg

Nick leads the areas in which the charity generates its income to provide its community activities. This includes events, hirings, bar sales and our leisure department.

costing for the facilities. and
unch of people at reception and
self."

"Given me the push I needed to exercise in a nice environment"

ice vibe and nice people.
ging. Reasonable monthly
with payment."

"Everything is there and just round the corner from where I live, so very useful for me."

LEISURE ACTIVITIES

Our gyms, fitness class time tables and sports pitches give us an excellent asset to help more members of the community create sporting habits and live healthier life styles.

Our fitness team are excellent at making users feel comfortable and push their own limits to become a healthier version of themselves.

These facilities have had a huge impact on their communities with high levels of use, and great feedback. The gyms and pitches also generate income needed to provide a low cost class time table and other health related community activities.

130

Tried a new fitness class since April

60%

Of members say the gym has allowed them to have regular excerise

500+

People have used the gym since re-opening after covid

22

People developed a sporting habit through the centre

Trading

The charity continues to operate All The Extras Limited as a trading subsidiary of the charity, which in the period had very limited ability to trade, however the asset value of the company has increased through the year with the limited trade being made.

The Board of All The Extras will continue to explore ways to grow its revenue and profits over the next 2 years, allowing it to generate greater income for the charity. The Board will look to create a synergy in its operations with WFCA aim of 'Giving people the means to gain meaningful emloyment'

The charity's other trading subsidiary, Kent Community Trading CIC did not trade in the year.

Our wider Community

Our Invicta Community Leisure brand, which is a registered trademark of West Faversham Community Association, and registered with the charity commission as a trading name of the charity, continues to operate The Herne Centre and in the year 2020, signed a contract for the management of Aylesham Welfare Leisure Centre.

The charity continues to explore venues in the local area, in which there is mutual benefit to both the venue's local community and the Faversham Community of management contracts, allowing for broader and more impactful community services to be delivered in our community.

66%

of older people using our social groups made new friends

85%

of older people using our IT services left having learnt new skills

54

Older people use the services put on by the centre on a regular basis

'This group is the only time I get to socialise since the passing of my husband, I've met new people and enjoy coming to talk to them every week'

CEO's Remarks

2020 into 2021 was certainly a challenging year for the charity. The year started in April with huge uncertainty looming over the charity and our community. However, as the weeks went by the charity found its place in providing a response to the challenges COVID-19 brought to the community. The efforts of our team through all the months of lockdown and the in between months to support the community, were enormous, and we are deeply proud of this.

In a year in which our projected trading income was down by over £700,000 the financial challenges for the charity were significant, grant income of £500,000 from trusts, lottery and government schemes such as furlough, made a significant difference to the charity over the year, allowing us to sustain ourselves and provide community impact. The financial year resulted in a loss, with the trustees taking the decision that the COVID-19 pandemic gave justifiable reason for the charity resources to be used to sustain the charity through the lockdowns.

Chairman's Remarks

With regard to the comments above made by our CEO, I can confirm that at the commencement of the year 2020/21 we were in a substantially better place financially than in any previous year with a budget set so as to increase the activities and services provided by West Faversham Community Association. At the beginning of the year the revenue from the opening of the Gym was well above prediction and with increasing number of members also went a long way to meet one of our main areas of work, 'Increasing Engagement in Sports and Physical Activity'. Our involvement with Aylesham Welfare Leisure Centre was also showing an increasing revenue which brought an income into helping us to provide additional valuable services to the residents of Faversham.

As everyone is unfortunately aware, just around the corner loomed an unprecedented event in the form of COVID-19 which meant that all our events, hirings and most of the other activities came to an abrupt end with lockdown.

However, as with most disastrous occurrences, there was some ray of hope. Under the guidance of the Board of Trustees power was delegated to the CEO to enable us to provide a valuable service in conjunction with Swale Borough Council, whereby we were appointed as their welfare hub for collection and distribution of foodstuff and domestic groceries to those people who were suffering hardship through losing income from their employment. In fact most of the staff of West Faversham Community Association were also furloughed, leaving just a core staff to manage the collection and distribution from the Centre. This proved to be an extremely well run service which came on line within a very short timespan. I must also thank the many businesses who also supported us with substantial donations through this period. This service continues well into the next year.

You will have read earlier that the number of employees of West Faversham Community Association has risen to well above anyone's expectations, bringing sustainable jobs to so many local people. Some of these are funded through grants whilst others are funded from revenue created through our cross-site activities and fund raising events.

All staff have been entered into a training programme which offers a strong means of career progression. Through this initiative we have been able to create a management structure, whereby no one person has the unenviable task of being responsible for everything. In fact we now have several departments, each running with its own budget responsibilities.

As the Association goes from strength to strength, we trust that you will continue to support it, and as and when we are permitted to reopen our doors that you will return to take advantage of all that we are able to offer you.

Reserves

During 2020-21 the board took the decision that covering the charity's core costs during the covid-19 crisis was a justifiable use of the charity's reserves. The year saw the general reserves increase through use of a cashflow loan of £85,000 , and the year ending with increased free reserves, this decision was taken by the board to ensure the charity was able to support the community through Covid in the absence of normal income. The board are cautious of the need to support the community through the next year, as well as to rebuild reserves. The board have set a budget to create a small surplus for 2021-22, allowing the charity to focus on rebuilding the community. Following this the board will aim to return reserves to 3 months core running costs within 3 years.

Public benefit

When considering the West Faversham Community Association's activities, the Trustees have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's General Guidance on Public Benefit.

Going Concern

The Trustees have taken account of the document "Going Concern and Liquidity Risk" Guidance for Directors of UK Companies 2009 issued by the Financial Reporting Council in assessing whether the charitable company is a going concern. The COVID-19 pandemic and the ensuing economic shutdown has had a significant impact on the charity's operations. In response to the COVID-19 pandemic the Trustees have performed a robust analysis of forecast future cash flows, also considering the effectiveness of available measures to assist in mitigating the impact. This assessment is based upon the funding available, repayment terms of the Charity Bank loan, cash in hand and the level of free reserves and income expected to be received from the services provided. Based on this and having regard to the resources available to the charity, the Trustees have concluded there are no material uncertainties and they can continue to adopt the going concern basis in preparing the annual report and accounts.

Remuneration Policy

The pay of all the employees, is determined by the Board of Trustees on recommendation of the Chief Executive Officer.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of West Faversham Community Association for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP 2015 (FRS 102);

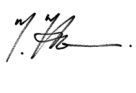
- make judgements and estimates that are reasonable and prudent;

- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.
This report was approved by the Board of Trustees on September 13th and signed on their behalf by:

Trevor Abram - Chair 

INDEPENDENT EXAMINERS REPORT

Duncan Cochrane-Dyet BSc BFP FCA
Chartered Accountants
MHA MacIntyre Hudson
71 New Dover Road
Canterbury
Kent
CT1 3DZ

WEST FAVERSHAM COMMUNITY ASSOCIATION

INDEPENDENT EXAMINER'S REPORT TO THE BOARD OF DIRECTORS ON THE UNAUDITED ACCOUNTS OF WEST FAVERSHAM COMMUNITY ASSOCIATION
FOR THE YEAR ENDED 31 MARCH 2021

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2021 which are set out on pages 21 to 31.

Responsibilities and basis of report
As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement
Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the ICAEW, which is one of the

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1 accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2 the accounts do not accord with those records; or
3 the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4 the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Duncan Cochrane-Dyet BSc BFP FCA
MHA MacIntyre Hudson
Chartered Accountants
Canterbury
Kent
CT1 3DZ

Date: 13th September 2021

ANNUAL ACCOUNTS 2020-21

SOFA

BALANCE SHEET

NOTES TO ACCOUNTS

WEST FAVERSHAM COMMUNITY ASSOCIATION

GROUP STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	General Fund Undesignated	General Fund Designated	Restricted Funds	Total	Total
		2021 £	2021 £	2021 £	2021 £	2020 £
Income from:						
Donations and legacies:						
Fundraising		-	-	-	-	15,693
Grant income and donations	3	1,152	-	528,928	530,080	115,616
Charitable Activities:					-	
Hiring fees		63,485	-	-	63,485	231,145
Membership fees		259	-	-	259	1,949
Classes and Club fees		96,785	-	-	96,785	109,931
Other trading activities:						
Trading subsidiaries with third parties	4	123,959	-	5,139	129,098	75,868
Investment	5	16	-	-	16	-
Other:						
Other income		4,945	-	-	4,945	4,365
Total income		290,601	-	534,067	824,668	554,567
Expenditure on:						
Raising funds		-	-	-	-	1,494
Charitable activities:		-	-	-	-	
Cost of running the Centre	6	185,477	-	622,529	808,006	681,909
Trading subsidiaries with third parties	4	89,653	-	-	89,653	64,442
Total expenditure		275,130	-	622,529	897,659	747,845
Net income/expenditure		15,471	-	(88,462)	(72,991)	(193,279)
Transfers between funds	17	-	-	-	-	-
Net movement in funds		15,471	-	(88,462)	(72,991)	(193,279)
Reconciliation of funds						
Total funds brought forward		87,014		1,909,044	1,996,058	2,189,337
Total funds carried forward		102,485	-	1,820,582	1,923,067	1,996,058

All of the Charity's activities are continuing.

There are no gains or losses other than those shown above.

WEST FAVERSHAM COMMUNITY ASSOCIATION

BALANCE SHEET
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Group		Charity	
		2021	2020	2021	2020
		£	£	£	£
Fixed assets					
Tangible assets	12	2,172,504	2,221,936	2,122,274	2,221,937
Intangible assets	12a	761	1,015	-	-
Investments		-	1	1	1
Total fixed assets		2,173,265	2,222,952	2,122,275	2,221,938
Current assets					
Stock		19,440	22,190	8,650	7,400
Debtors (amounts falling due within one year)	13	58,010	67,493	84,701	83,063
Cash at bank and in hand		87,991	6,569	78,166	3,246
Total current assets		165,441	96,252	171,517	93,709
Liabilities					
Amounts falling due within one year	14	121,254	116,518	115,542	112,347
Net Current assets		44,187	(20,266)	55,975	(18,638)
Total assets less current liabilities		2,217,452	2,202,686	2,178,250	2,203,300
Creditors: amounts falling due after more than one year	15	294,385	206,628	282,604	206,628
	Total net assets	1,923,067	1,996,058	1,895,646	1,996,672
The funds of the Charity					
Restricted funds	17	1,820,582	1,909,044	1,820,582	1,909,044
Unrestricted funds					
General fund - undesignated		102,485	87,014	75,063	87,628
	Total Charity Funds	1,923,067	1,996,058	1,895,646	1,996,672

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime. For the year ending 31 March 2019 the charitable company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies, and the members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Act.

The directors acknowledge their responsibility for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The financial statements were approved by the Board of Trustees on 13th September 2021 and signed on their behalf.

T Abram
Chairman

Company registration number - 07296070

NOTES

1) Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) General information and basis of Preparation
West Faversham Community Association is a Charitable Company limited by guarantee in England and Wales. The address of the registered office is given in the charity information on page 3 of these financial statements. The nature of the charity's operations and principal activities are to establish and run a community centre.

The charity constitutes a public benefit entity as defined by FRS 102 Section 1A. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 Section 1A) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 Section 1A) and the Companies Act 2006.

The charity has applied Update Bulletin 1 as published on 2 February 2016 and does not include a cash flow statement on the grounds that it is applying FRS 102 Section 1A.

The financial statements are prepared on a going concern basis. The Trustees have considered relevant information and the impact of subsequent events in making their assessment. The COVID-19 pandemic and the ensuing economic shutdown has had a significant impact on the charity's operations. In response to the COVID-19 pandemic the Trustees have performed a robust analysis of forecast future cash flows, also considering the effectiveness of available measures to assist in mitigating the impact. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. Based on these assessments and having regard to the resources available to the charity, the Trustees have concluded there are no material uncertainties and they can continue to adopt the going concern basis in preparing the annual report and accounts.

The financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

b) Going Concern
The financial statements are prepared on a going concern basis. The Trustees have considered relevant information, including the annual budget, forecast future cashflows and the impact of subsequent events in making their assessment. In response to the COVID-19 pandemic, the Trustees have performed a robust analysis of forecast future cashflows, taking into account the potential impact on the business of possible scenarios arising from the impact of COVID-19. Based on these assessments and having regards to the resources available to the Charity, the Trustees have concluded that there are no material uncertainties related to events or conditions which would cast doubt on the Charity's ability to continue as a going concern.

c) Income
All incoming resources are included in the statement of financial activities when the charitable company is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Donations are recognised as income when any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the Charity of the item is probable and the economic benefit can be measured reliably.

No amounts are included in the financial statements for services donated by volunteers.

Grants are recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Income tax recoverable in relation to donations received under gift aid or deeds of covenant is recognised at the time of the donation.

Hiring fees are recognised when the event takes place. Fees received in advance for events occurring after the year end are deferred and recognised in other creditors.

Income from trading activities includes income earned from trading activities to raise funds for the Charity. Income is received in exchange

for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Fundraising income is recognised when the income is receivable. Investment income, gains and losses are allocated to the appropriate fund. Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally on notification of the interest paid or payable by the Bank.

d) Expenditure

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Any irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Costs of generating funds include fundraising, publicity costs and non-charitable trading activities together with their related support costs.

Expenditure on charitable activities includes costs directly related to running the community centre. Costs include direct wages, repairs and maintenance, and overheads such as insurance and utility expenses.

Support costs are those costs incurred directly in support of expenditure on the objects of the charitable company and are allocated across charitable and non-charitable activities on a pro-rata basis guided by the value of attributable costs, unless they can be attributed directly, being a measurement considered representative of the specific input into each activity. Costs include office and governance costs.

Governance costs include those costs associated with meeting the constitutional and Statutory requirements of the Charity and include Independent examination fees.

e) Company Status
The charitble company is a company limited by guarantee. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

f) Tangible fixed assets and depreciation
After the initial set up costs, all assets costing less than £1,250 are written off at time of purchase.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives as follows:

Leasehold buildings	2%/10% on cost
Furniture, fittings and equipment	15% reducing balance
Office equipment and computers	25% straight line
Motor vehicles	25% straight line
Other fixed assets	10% straight line

Depreciation is charged once the equipment purchased has been fully received and is operational.

g) Debtors and creditors receivable / payable within one year
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

h) Cash at bank and in hand
Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

i) Fund Accounting
Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charitable company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors which have been raised by the charitable company for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

j) Stock
Stock is valued at the lower of cost or net realisable value. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing stock to its present location and condition. Provision is made for damaged, obsolete and slow moving stock where appropriate.

k) Pensions

The Charity operates an Auto-enrolment Pension scheme. The charge shown in the accounts represents the employer's contributions to the money purchase scheme.

l) Consolidation

These financial statements consolidate the results of the charity and its wholly owned Subsidiaries All The Extras Ltd and Kent Community Training C.I.C. on a line by line basis. A separate statement of financial position or income and expenditure account, for the charity itself is not presented because the Charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

m) Key judgements and key sources of estimated uncertainties

The Trustees consider that the only significant judgements made in the preparation of the financial statements are the attribution of £250,000 to land in the cost of land and buildings, and the rates of depreciation used as set out in note 1f.

2) Restricted and unrestricted Income

All income for the current and prior year was attributable to unrestricted income, except for restricted grants and donations as disclosed in note 3.

3	**Grant Income and donations**	**General Fund**		**Restricted**	**Total**	**Total**
		Undesignated	**Designated**	**Funds**	**Funds**	**Funds**
		2021	**2021**	**2021**	**2021**	**2020**
		£	**£**	**£**	**£**	**£**
	Grants	-	-	528,928	528,928	111,773
	Donations	1,152	-	-	1,152	3,843
		1,152	-	528,928	530,080	115,616
	Grants					
	Local authorities					
	Job Retention scheme	-	-	180,703	180,703	-
	Swale Borough Council (Training)	-	-	44,287	44,287	2,820
	East Kent Group	-	-	-	-	1,000
	Kent County Council	-	-	3,232	3,232	1,863
	Faversham Town Council	-	-	800	800	(64)
	Dover DC - Covid lockdown	-	-	10,565	10,565	-
	Charities National lottery	-	-	63,690	63,690	-
	PP2w	-	-	-	-	600
	Power to change - Gym Revenue	-	-	10,125	10,125	14,117
	Power to change - Covid	-	-	20,000	20,000	-
	Kent Community Foundation - Covid	-	-	10,000	10,000	5,700
	National Lottery (Job Hub)	-	-	-	-	(769)
	Be Commercial	-	-	-	-	4,075
	RG Hills Trust	-	-	-	-	2,250
	National Lottery (Climbing Wall)	-	-	-	-	17,702
	Key Fund Covid	-	-	47,971	47,971	-
	Sports England - Covid	-	-	10,000	10,000	-
	CAF Grant - Covid	-	-	10,000	10,000	-
	National Lottery (RE&I)	-	-	-	-	9,500
	Defra - Covid	-	-	23,000	23,000	-
	One Stop Shop (Community Funday)	-	-	-	-	150
	Tudor Trust	-	-	7,800	7,800	23,800
	TEG UK	-	-	-	-	2,000
	John Swire	-	-	4,800	4,800	6,000
	Colyer Ferguson	-	-	6,250	6,250	10,250
	Clothworkers - Covid	-	-	1,250	1,250	-
	Swale sports and physical activity	-	-	-	-	350
	Paypal Just giving	-	-	379	379	-
	KCEF - Food support	-	-	3,500	3,500	-
	GWUK Groundwork	-	-	500	500	-
	Cinema Project	-	-	2,000	2,000	-
	ADHD Parent support	-	-	14,401	14,401	-
	Health Intelligence	-	-	70	70	-
	Baby massage	-	-	-	-	350
	Others Bailey Thomas	-	-	-	-	5,000
	Fencing	-	-	-	-	500
	Daniel Katz	-	-	3,000	3,000	-
	Reopening Grant	-	-	500	500	-
	Barrat Homes - Covid	-	-	1,000	1,000	-
	Aylesham & Snowdown Community Founda	-	-	8,000	8,000	-
	Fighting Fund	-	-	-	-	4,579
	Positive Opportunities for Young People	-	-	6,224	6,224	-
	Building Fund	-	-	25,000	25,000	-
	Means to Gains Meaningful Employment	-	-	4,768	4,768	-
	Other	-	-	5,113	5,113	-
		-	-	-	-	-
		-	-	528,928	528,928	111,773

Grant income and Donations amounted to £530,080 (2020: 115,616) of which £528,928 (2020: £111,773) was attributable to restricted funds.

4 **INCOME AND EXPENDITURE OF TRADING SUBSIDIARIES**

The Charity owns the whole of the issued share capital of All The Extras Ltd. The results of this Company for the year ended 31 March 2021 are summarised below:

The results include intercompany trading with the parent, these balances are elimiated on the SOFA and Balance Sheet.

	2021	2020
	£	£
Turnover	45,699	75,868
Direct costs	(55,912)	(47,353)
	(10,213)	28,515
Management charges to/ from parent company	(4,800)	(2,400)
Administative expenses	(33,428)	(17,089)
	(48,441)	9,026
Gift Aided to the Charity	(6,608)	(9,831)
Other operating income	83,058	-
Operating Profit	28,009	(805)
Interest receivable	341	-
Interest payable	(313)	-
Tax	(10,604)	-
Retained profit/loss in subsidiary	17,433	(805)

The aggregate of assets, liabilities and funds was:

	2021	2020
	£	£
Assets	86,810	19,628
Liabilities	(69,991)	(20,242)
Net assets	16,819	(614)
Represented by:		
Ordinary shares of £1 each	1	1
Profit and Loss account	16,818	(615)
Total funds	16,819	(614)

The Charity is the sole member of Kent Community Training C.I.C. (formerly The Café at West Faversham Community Centre Limited), a company limited by guarantee. The Company is Dormant for the year ended 31 March 2021 (Dormant 31 March 2020).

5 **Investment income**

	General Fund		Restricted Funds	Total Funds	Total Funds
	Undesignated 2021	Designated 2021	2021	2021	2020
	£	£	£	£	£
Interest receivable	16	-	-	16	-

6 **Costs of running the Community Centre**

Analysis of resources expended	**General Fund Undesignated 2021 £**	**Designated 2021 £**	**Restricted Funds 2021 £**	**Total Funds 2021 £**	**Total Funds 2020 £**
Gross wages	442,808	-	-	442,808	307,927
Direct cost of Gym, classes, holiday scheme and jobs hub	3,341	-	-	3,341	-
Purchase of decorations and hirings	12,998	-	-	12,998	27,817
Community Activity Equipment and Licenses	929	-	-	929	
Covid-19 related expenses	17,162	-	-	17,162	
Purchase of food and Drink	29,628	-	-	29,628	38,679
	506,866	-	-	506,866	374,423
Repairs, maintenance and improvements:					
Sundry repairs	10,249	-	-	10,249	9,682
Equipment services maintenance	6,641	-	-	6,641	21,546
Purchase of small items of equipment and fixtures	4,172	-	-	4,172	3,393
Garden Maintenance	5,136	-	-	5,136	-
Building Improvements	-	-	-	-	2,831
Depreciation	-	-	134,706	134,706	138,730
	26,198	-	134,706	160,904	176,182
Overheads:					
Insurance	9,959	-	-	9,959	7,340
Water and sewage rates	7,925	-	-	7,925	2,646
Electricity and Gas	24,078	-	-	24,078	17,386
Waste disposal	8,310	-	-	8,310	5,400
TV licence and performing rights	6,008	-	-	6,008	10,552
Telephone	15,238	-	-	15,238	6,733
Cleaning materials	3,193	-	-	3,193	2,716
Staff and volunteer training and travel	15,745	-	-	15,745	18,216
Advertising	5,916	-	-	5,916	6,253
Stationery and postage	2,327	-	-	2,327	3,614
Employment HR and Consultancy	4,293	-	-	4,293	3,008
Sundry expenses	2,633	-	-	2,633	3,706
Interest	9,211	-	-	9,211	9,493
	114,836	-	-	114,836	97,063
Accountancy and independent examination	4,432	-	-	4,432	10,358
Bookkeeping and payroll fees	-	-	-	-	85
Photocopier charges	1,067	-	-	1,067	5,325
Subscriptions	3,699	-	-	3,699	2,186
Local authority licences	1,500	-	-	1,500	556
PC Support and onsite	13,200	-	-	13,200	8,844
Legal fees	418	-	-	418	2,474
Profit or Loss on disposal of asset	(856)	-	-	(856)	
Bank and credit charges	1,940	-	-	1,940	4,413
	25,400	-	-	25,400	34,241
Total cost of running the Centre	673,300	-	134,706	808,006	681,909
Reallocation to restricted funds	(487,823)	-	487,823	-	-
	185,477	-	622,529	808,006	681,909

7 **Independent examiner's remuneration**

The independent examiner's remuneration amounts to an independent examination fee of £4,432 (2020: 10,358).

8 **Employee costs and Trustees' remuneration**

	2021 £	**2020 £**
Staff costs of the group were:-		
Wages and salaries	415,181	290,475
Social security costs	21,690	13,652
Employers pension contributions	5,937	3,800
	442,808	307,927

There were no employees whose annual emoluments were £60,000 or more.

The average monthly number of employees and full time equivalents (FTE) during the year was:

2021 Number	**2021 FTE**	**2020 Number**	**2020 FTE**
41	28	37	31

9 **Pension Costs**

The Charity operates a contributory pension scheme. This is a defined contribution scheme and contributions are charged in the statement of financia accrue. The charge for the year was £5,937 (2020: £3,800). As at the balance sheet date the Charity owed the fund £7,393 (2020: £3,494).

10 **Trustees, and key management personnel Remuneration and expenses**

During the year an employee (the daughter and step-daughter of Trustees) received a salary of £18,150 (2020: £14,527) None of the Trustees rece during the year and no expenses were reimbursed (2020: nil)

The total amount of employee benefits received by key management personnel was £96,954 (2020 £54,960). The Charity considers its key manage comprise of the Charity's Trustees and those charged with its management.

11 **Taxation**

The parent company is a charity and not subject to corporation tax.

The Subsidiaries: All The Extras Ltd and Kent Community Training C.I.C have no corporation tax liabilities.

12 **Tangible fixed assets - Charity**

	Leasehold building	Motor vehicles	Furniture, fittings & equipment	Computer & Office Equipment	Total 2021
	£	£	£	£	£
Cost					
As at 1 April 2020	3,069,154	11,050	147,006	32,890	3,260,100
Additions	29,831		2,188	7,166	39,185
Disposals	-	(11,050)	-	-	(11,050)
As at 31 March 2021	3,098,985	-	149,194	40,056	3,288,235
Depreciation					
As at 1 April 2020	913,614	6,907	97,214	20,428	1,038,163
Disposals	-	(6,907)	-	-	(6,907)
Charge for the year	124,916	-	7,469	2,320	134,705
As at 31 March 2020	1,038,530	-	104,683	22,748	1,165,961
Net book value					
As at 31 March 2021	2,060,455	-	44,511	17,308	2,122,274
As at 31 March 2020	2,155,540	4,143	49,792	12,462	2,221,937

Tangible fixed assets - Group

	Leasehold building	Other Fixed Assets	Motor vehicles	Furniture fittings & equipment	Computer & office equipment	Total 2020
	£	£	£	£	£	£
Cost						
As at 1 April 2020	3,069,154	-	11,050	147,006	32,890	3,260,100
Additions	29,831	25,183	-	32,817	7,166	94,997
Disposals	-		(11,050)	-	-	(11,050)
As at 31 March 2021	3,098,985	25,183	-	179,823	40,056	3,344,047
Depreciation						
As at 1 April 2020	913,614	-	6,907	97,215	20,428	1,038,164
Disposal	-	-	(6,907)	-	-	(6,907)
Charge for the year	124,916	2,518	-	10,532	2,320	140,286
As at 31 March 2021	1,038,530	2,518	-	107,747	22,748	1,171,543
Net book values						
As at 31 March 2021	2,060,455	22,665	-	72,076	17,308	2,172,504
As at 31 March 2020	2,155,540	-	4,143	49,791	12,462	2,221,936

At 31 March 2021 the net book value of land and buildings contained £250,000 of Land at Cost which is not depreciated.

12a **Fixed assets (Intangible)- Group**

	Computer Software	Total
	£	£
As at 1 April 2020	1,269	1,269
Additions	-	-
Disposals	-	-
As at 31 March 2021	1,269	1,269
Depreciation		
As at 1 April 2020	254	254
Disposal		
Charge for the year	254	254
As at 31 March 2021	508	508
Net book Values		
As at 31 March 2021	761	761
As at 31 March 2020	1,015	1,015

13 **Debtors**

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Trade debtors	30,840	43,011	25,777	43,011
Amount owed by group undertakings	-	-	36,894	16,071
Sundry debtors	10,140	2,356	5,000	1,855
Prepayments	17,030	22,126	17,030	22,126
	58,010	67,493	84,701	83,063

14 **Creditors: amounts falling due within one year**

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Loans	18,829	7,600	16,624	7,600
Trade creditors	29,394	38,141	27,930	37,211
Other creditors	1,107	2,987	546	1,180
Finance leases	-	-	-	-
Taxation and social security	48,641	31,677	48,641	31,677
Accruals and deferred income	23,283	36,113	21,801	34,679
	121,254	116,518	115,542	112,347

15 **Creditors:amounts falling due after more than one year**

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Finance leases	-	-	-	-
Loans	294,385	206,628	282,604	206,628
	294,385	206,628	282,604	206,628
Included within the above are amounts falling due as follows:				
Between one and five years				
Loan due within 1 - 2 years	19,342	7,600	16,624	7,600
Loan due within 2 - 5 years	58,444	20,300	49,871	20,300
	77,786	27,900	66,495	27,900
Loan due over more than 5 years	216,599	178,728	216,109	178,728
Creditors includes amount not wholly repayable within 5 years as follows:				
Repayable by instalments	216,599	178,728	216,109	178,728

The loan represents amounts advanced from Charity Bank Limited. The loan is secured by way of a legal charge over the Association's land and buildings. The Subsidiary All the Extras is in receipt of a loan of £14,000 as at 31 March 2021 (2020: £nil).

16 **Analysis of net assets between funds**

	General Funds Undesignated	Designated	Restricted funds	Total 2021
	£	£	£	£
Tangible fixed assets	193,702	-	1,979,563	2,173,265
Current assets	-	-	165,441	165,441
Current liabilities	(102,425)	-	(18,829)	(121,254)
Long term liabilities	-	-	(294,385)	(294,385)
Net assets as at 31 March 2021	91,277	-	1,831,790	1,923,067

Analysis of net assets between funds - prior year

	General Funds Undesignated	Designated	Restricted funds	Total 2020
	£	£	£	£
Tangible fixed assets	175,130	-	2,047,822	2,222,952
Current assets	-	-	96,252	96,252
Current liabilities	(108,918)	-	(7,600)	(116,518)
Long term liabilities	-	-	(206,626)	(206,626)
		-		
Net assets as at 31 March 2020	66,212	-	1,929,848	1,996,058

17 **Restricted funds**

	Balance at 01 04 20	Incoming resources	Expenses	Transfers	Balance at 31 03 21
	£	£	£	£	£
Building improvement and Association development fund	1,894,994	25,000	134,706	-	1,785,288
Other grants				-	-
a Swale Borough Council	-	31,028	38,287	-	(7,259)
b Lottery fun days	-	4,100	-	-	4,100
c AWLC youth work	-	7,000	5,000	-	2,000
d KCEF Family cooking	-	7,000	-	-	7,000
e Faversham Town council	-	3,236	-	-	3,236
f KCC youth club	-	1,199	-	-	1,199
g Co-op youth activites	-	140	-	-	140
h Aldi com - food for youth in schools	-	400	-	-	400
i Employability Skills	-	4,768	-	-	4,768
j Tudor Trust	7,800	2,000	7,800	-	2,000
k Power to change	-	3,375	10,125	-	(6,750)
l Power to change	-	20,000	20,000	-	-
m Sports England	-	2,650	2,650	-	-
n Kent Community Foundation	-	12,000	12,000	-	-
o Daniel Katz	-	3,000	3,000	-	-
p John Swire	-	6,000	4,800	-	1,200
q Colyer Ferguraon	6,250		6,250	-	-
r Clothworkers	-	1,250	1,250	-	-
s Sports England	-	10,000	10,000	-	-
t National Lottery	-	51,040	51,040	-	-
u CAF Grant	-	10,000	10,000	-	-
v Defra	-	23,000	23,000	-	-
w Paypal Giving fund	-	379	379	-	-
x Faversham Town council	-	800	800	-	-
y GWUK Groundwork	-	500	500	-	-
z KCC - PPE for training	-	282	282	-	-
aa Kent Community Foundation	-	10,000	10,000	-	-
ab Key Fund Covid	-	47,971	47,971	-	-
ac KCC	-	2,950	2,950	-	-
ae Reopening Grant/ Donation paid in	-	500	500	-	-
af Barrat Homes	-	1,000	1,000	-	-
ag KCEF	-	3,500	3,500	-	-
ah Dover DC	-	10,565	10,565	-	-
ai Kickstarter Grants	-	3,720	-	-	3,720
aj ADHD Parent support	-	14,401		-	14,401
ak Other Grants (including JRS)	-	154,506	154,506	-	-
	1,909,044	479,260	572,861	-	1,815,443
Subsidiary					
Swale BC	-	17,768	17,768	-	-
Power to change	-	20,000	20,000	-	-
Dover DC	-	8,469	8,469	-	-
Aylesham & Snowdown Social Welfare Scheme	-	3,000	3,000	-	-
Savoy Grant	-	5,570	431	-	5,139
	1,909,044	534,067	622,529	-	1,820,582

Building improvement and Association development fund
This relates to monies raised to demolish the old centre and build a modern purpose built community centre

Other grants

a Swale Borough Council
b Lottery fun days
c AWLC youth work
d KCEF Family cooking
e Faversham Town council
f KCC youth club - equipment
g Co-op youth activites
h Aldi com - food for youth in schools
i Employability Skills
j Tudor Trust
k Pwer to change - Gym
l Power to change - Covid related
m National Lottery (SPA)
n Kent Community Foundation - Covid Food Hub
o Daniel Katz - Covid Food Hub
p John Swire - Youth
q Colyer Ferguraon
r Clothworkers - Covid related
s Sports England - Covid related
t National Lottery - Covid
u CAF Grant - Covid
v Defra - Covid Food
w Paypal Giving fund
x Faversham Town council
y GWUK Groundwork
z KCC - PPE for training
aa Kent Community Foundation - Covid Food Hub
ab Key Fund Covid
ac KCC
ae Reopening Grant/ Donation paid in
af Barrat Homes - providing meals covid related
ag KCEF
ah Dover DC - Covid related
ai Kickstarter Grants
aj ADHD Parent support
ak Other Grants (including JRS)

18 **Capital commitments**

The charity has no capital commitments at 31 March 2021 (2020: Nil).

19 **Related Party**

During the year an employee (the daughter and step-daughter of Trustees) received a salary of £18,150 (2020: £14,527).

‘Great things are done by a series of small things brought together’

Vincent Van Gogh

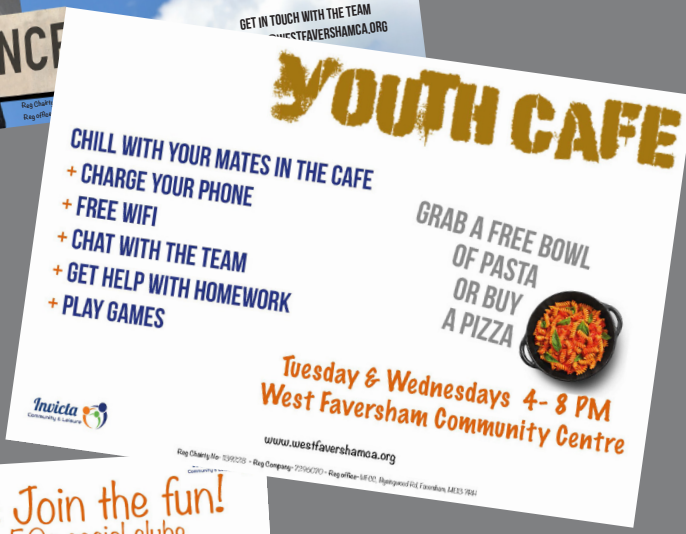
‘Sometimes it is the people no one can imagine anything of who do the things no one can imagine’

Alan Turing











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