

# West Faversham Community Association

Annual Report 2018-19

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

“

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I've just recently been doing an amazing course called Job Hub at the Community Centre. The lady, Amy, who was my trainer was absolutely lovely, very warm and friendly. which really helped me as I was really lacking in confidence.

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”

# Welcome

2018/19 saw the largest investment in our community facility since we opened, with the development of our community gym, which now offers 30+ stations of equipment at the most affordable prices in the community.

Our new climbing wall was also installed offering a great new facility to the community. We also began the first significant refurbishment process of the Centre, seeing a new reception area to improve our service; fully repainting every part of the Centre, and a much needed reconditioning of the hall floor.

During the last year the Charity has made great progress in delivering its 5 year strategy, more of which can be read about in this report.



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# Trustee Report

The members of the Board of Trustees during the year ended 31 March 2019 and to the

<u>Appointed</u>	<u>Notes</u>	
Trevor Abram	Chair	
Paula Bilbrough		
Gay Kay		
Beverley Swan		
Anita Walker	Resigned	
Pamela Hoile		
Terry Shea	Resigned	
Margaret Abram		
Joanne Wintle-Smith		
Julie Harrild	Appointed November 2018	Secretary
Mark Foster	Appointed January 2019	
Antony Hook	Appointed August 2018	
Colin Prescott	Appointed August 2018	
Carole Jackson	Appointed June 2019	
Alison Reynolds	Appointed June 2019	

## Registered Office

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

## Independent Examiner

M H A MacIntyre Hudson  
71 New Dover  
Canterbury  
Kent  
CT1 3DZ

## Company number

07296070

## Charity number

1139228

## All The Extras Limited

09062780

## Kent Community Training CIC

10349844



Wonderful facilities and helpful, brilliant staff. I think it ticks all boxes for a good all-round provider of services for everyone in society! Friendly, clean everything you need in one place!



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 2019. 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 1 of the financial statements.



Lots of different things to do and local to me  
I love the monthly tea dance



### 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.

During the year the board introduced a system of regular skills auditing of the trustee board, and recruitment planning in line with the skills gaps identified.

### 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.

### 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.

# Our Work in 2018 - 2019

Now a year into our strategic plan we have started to develop our projects and operations to deliver our aims to the community. This included holding the first Faversham Pride event, multiple community fun days, opening our new gym and climbing centre and much more. Over the next 3 we years will continue to grow our work in all 5 of our areas below.

Activities to get fit



Faversham PRIDE



Fundays



**Providing Positive Opportunities for Young People**

**Reducing Loneliness and Isolation in the elderly population**

**Giving people the means to gain meaningful employment**

**Increasing engagement in Sports and Physical Activity**

**Building Community Cohesion & Faversham Pride**



# Our work in the community

Of our 5 key areas of work, Increasing Engagement in Sport & Physical Activity saw the largest investment in community provision at the centre during the year. With a significant boost from the amazing work placements we have from HMP Stanford Hill, and funding from Power to Change and Sport England we were able to push ahead with the building of our gym. The team worked hard through the second half of the year to have the gym ready to open, and it was opened in May 2019. This gym provides the most affordable gym facility in the town, with top of the range equipment and a great atmosphere.

May also saw months of work through winter 18/19 come to an end in building our new outdoor Climbing Wall. This fantastic new facility will provide a new type of fitness opportunity for a wide range of users of all abilities at affordable prices.



As part of our work to reduce loneliness and isolation, help build work skills and build community cohesion, WFCA made further investments in Radio Faversham, our community radio station during the year. This project provides a wealth of benefits to the 30+ volunteers of all ages that take part in it, and provides a wider community service to its listeners thereby helping them to combat social isolation. The station has a growing range of shows and listeners and is aiming to do more outreach work in the coming year.

During the year West Faversham Community Association continued to run its School Holiday Club focusing on supporting families and young people in the school holidays with high quality and affordable childcare, the service had its OFSTED safeguarding inspection and was found to be fully compliant. The association also continued to support Swale Youth with the delivery of a youth service at the centre.



As always our fun days played an important part of our calendar with these much loved free events being very well attended. 2018 saw our first Pride funday which aimed to deliver a day for all the community to enjoy whilst celebrating the LGBTQ+ members of the community, which was a great success.



During the year our Passport to Work and Job Hub drop-ins have been able to support local people to gain the skills to find work. The project provides 1-to-1 support in developing skills for finding work and work experience opportunities to develop work place skills to help people find and maintain employment.



During the year, with funding from Tudor Trust, we were able to expand our Community Support Worker role to provide responsive support to members of the community at times of personal crisis. This service has been well used during the year, and is a service which we aim to keep running into the future. Louise, our CSW is able to support people that have become vulnerable due to a financial issue or lack of support as well as those that just need some help talking through an issue and working out the best way to resolve it.

Funding from other sources has allowed us to setup sessions which support elderly people by using technology, so they can stay better connected with freinds, family and access information.

# Our Team

West Faversham Community Association has a team of 33 dedicated staff that help provide our service and create a welcoming and supporting atmosphere in the centre. We employ full time and part time, as well as casual staff for events. The core staff team is made up of 26 faces you will regularly see around the Centre, keeping our operations running smoothly and safely. We are an equal opportunities employer and our paid staff is made up of 47% male and 53% female ranging in ages from 17 to 64 years old and includes staff with disabilities. We also have 4 apprentice staff, and serving offenders as part of rehabilitation. In the year our gender pay gap was 4%.

Our operations are led by the CEO and Senior Leadership Team, supported by our service leads who look after our key areas of charitable work. Our Partnership with HMP Stanford Hill means the centre benefits from having up to 6 low risk serving offenders at a time, nearing the end of their sentences on placement as part of our team, supporting the delivery of our services.



**James Browning**  
CEO



**David White**  
Head of Facilities and Safety



**Amy Mildon**  
Management Accountant



**Sam James**  
Service Lead - Young People



**Josh Dolman**  
Service Lead - Fitness for All



**Louise Asekokhai**  
Service Lead - Community Activities



**Dale Corley**  
Lead Youth Worker

## Team Development

During the current year, WFCFA has embarked on a journey to develop its core team of staff to be able to ensure that the Charity's operations run smoothly whilst still being able to maintain operations with an increased number of short term and transient staff. This will help us develop the work we do in supporting people into work and training them to be work ready. To deliver this we are using a combination of a new internal career pathway and training materials, combined with external accredited training schemes.

# Trading

West Faversham Community Association operates with a social enterprise business model, in which trading operations such as events and catering, support the delivery of community work along with grants the Association secures. The board have identified 5 key areas of work based on needs of the community, identified through research and consultation with the community. Over the 5 years of the strategic plan of the association we will work to improve the lives of local people through addressing these areas.

The commercial/trading operations we run offer great affordable services to the community in line with our charitable objective as well as resulting in an investment of over £130,000 of employment of local people.

## ATE Limited

ATE has continued to operate as a profitable subsidiary for WFC A, generating additional resource for the Charity to use.

## Kent Community Training CIC

This CIC was established at the start of the financial year to manage our trading operation which focused on training, using cafe and other areas of the centre. The purpose of the operation is to provide a service to the community rather than generate profit, giving benefit to the community is through training opportunities and providing affordable food to meet up and enjoy.

# Looking Forward

With 2019 now well under way and progress with the Centre's refurbishment now almost complete, what else does the future hold? As always the team are always looking at new and innovative services we can offer and love to hear your ideas.

New Sites. After the success of opening the Herne Centre last year, leading to an increase in the community provisions and staffing investment, the association aims to continue seeking other charitable venues to operate. Sites will be carefully selected to ensure their communities will benefit from shared working with us and that Faversham community gains from the partnership through additional revenue and economies of scale leading to better services.

Extension. As part of our continued investment in our community, WFC A have begun the process of applying for planning permission for an extension to our main site. The development will have a significant impact on the level of direct charitable work we deliver, the number of people benefiting from improved local services, and the ability to raise funds to ensure our ongoing sustainability in complex times.

The Association has already secured £500,000 towards this development and the designs of the new building will include a new purpose built nursery, dance studio, facilities for adults with disabilities, Faversham Model Railway Club and a new Youth Centre. This will then in turn allow the side wing of the existing building to be converted into a community restaurant. Our restaurant will run as a training centre for local young people and those that have been out of work and needing to reskill, as well as provide affordable meals in the local community, giving a great new community resource for people to meet up and enjoy, a facility.

## CEO's remarks

2018 was a truly brilliant year for me to lead West Faversham Community Association, with grants and strategic investment of our own funds the charity had an incredible year, which saw us making great strides forward in the delivery of our aims. We also welcomed some very talented staff to the team, who are helping us work towards our aims. Thanks to Sport England and Power to Change funding and finance from Charity Bank, we were able to start work on renovating the Centre so that it is able to deliver for our community, with our new gym and climbing wall opening in spring 2019. Since opening we have been able to help over 200 inactive members of the community exploring Sports and Physical Activity and facilitated 67 inactive to people become regularly active. This is a huge achievement so early on, and the community team are very proud of it. Our other areas of work have also seen a scaling up in operations, creating a sound basis for delivering a strong community impact over the year. Our work with Herne and Broomfield Parish Council to support them in running their community centre, has also been a great success and has delivered a wealth of benefits to the charity.

Looking forward, the current year 2019/2020 is shaping up to be a fantastic year. We have already been able to finish the refurbishment of the Centre, and it looks great, we have invested in training and developing our staff team to deliver better service and strong outcomes. From this we are now seeing some remarkable levels of outcomes being delivered from our work, which I look forward to sharing with you in next year's report.

James Browning - Chief Executive Officer - West Faversham Community Association

## Chairman's remarks

This year has been an exciting and busy one for all staff, trustees and volunteers alike. We have seen several members of staff gain useful experience, thereby enabling them to move on to further their careers. This has meant that we have been busy recruiting in most areas of the business and now employ 33 people which obviously has a great benefit to the local economy.

During this year it became apparent that the ongoing claim against the companies involved in the construction of the West Faversham Community Centre was never going to produce a satisfactory result. The trustees had been led to believe by the former chairman that a seven figure sum was possible. However, following advice from our solicitors, your Trustees decided that as the odds against coming away with a substantial windfall were decreasing, especially as the legal costs were escalating, it would be prudent for us to withdraw our claim and concentrate our future efforts in ensuring that the Centre continues to be successful.

Despite the success of the Charity during the last year, it was disappointing that we were forced to use several thousand pounds of its hard earned funds to deal with numerous legal challenges and threats from a former trustee which could have been better used to further our charitable purposes. However, we are assured that we have now responded to these sufficiently to reassure our grant funders and the Charity Commission that we are confident that this individual will have no cause to challenge us or have any negative impact on our charitable work.

We have seen the business grow once again in this year, especially with our involvement in running two additional venues, proceeds from which are ploughed back into the Faversham Centre to ensure funding to accomplish our charitable aims locally. This has resulted in many more people using all the facilities. We now have over 50 groups regularly hiring space from us as well as individuals and groups holding meetings, parties, weddings etc. This is a far cry from the situation during the first three or four years following the opening of the Centre when one of our biggest problems was having too many empty spaces available, which resulted in an accompanying lack of revenue. This has now been completely reversed and without the other two venues we would be unable to accommodate many of those making booking enquiries.

The success of this has been recognised by one of the National bodies involved with Community Centres who are keen to see our example of managing multi venues from a central hub carried out across the country. Going forward we are investigating the possibility of working together with other Centres, so watch this space next year.

In closing, I wish to thank all our members for your continuing support and should any of you have ideas for new ventures or activities please do get in touch.

Trevor Abram  
Chairman - West Faversham Community Association

## Reserves

Our aim is to create unrestricted reserves equivalent to six months core expenditure in the future. The board aims to grow to a minimum of 3 months at a rapid rate, and then gradually grow to 6 months, thus balancing the need for financial security with the need to invest in the organisation and the community.

## 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 and consider the charitable company is a going concern. This assessment is based upon the funding available, repayment terms of the Social Investment Bank loan, cash in hand and the level of free reserves and income expected to be received from the services provided.

## 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 9th December 2019 and signed on their behalf by:



T Abram  
Chairman

# FINANCIAL REPORTS

YEAR ENDING MARCH  
31ST 2019

## **INDEPENDENT EXAMINER'S REPORT TO THE BOARD OF DIRECTORS ON THE UNAUDITED ACCOUNTS OF WEST FAVERSHAM COMMUNITY ASSOCIATION**

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2019 which are set out on pages 14 to 25.

### **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 ACCA, which is one of the listed bodies.

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.

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.



**Alyson Howard FCCA Dcha CF**

**Chartered Accountants  
MHA MacIntyre Hudson  
71 New Dover Road  
Canterbury  
Kent CT1 3DZ**

**Date: 9th December 2019**

# Statement of Financial Activities & Balance Sheet

## WEST FAVERSHAM COMMUNITY ASSOCIATION

### GROUP STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account) FOR THE YEAR ENDED 31 MARCH 2019

	Notes	General Fund		Restricted Funds	Total	Total
		Undesignated	Designated			
		2019 £	2019 £	2019 £	2019 £	2018 £
<b>Income from:</b>						
Donations and legacies:						
Fundraising		24,796	-	-	24,796	27,611
Grant income and donations	3	15,908	-	152,985	168,893	78,229
Charitable Activities:						
Hiring fees		206,897	-	-	206,897	192,668
Membership fees		1,867	-	-	1,867	1,977
Classes and Club fees		43,082	-	-	43,082	10,935
Other trading activities:						
Teas, coffees and small buffets		8,016	-	-	8,016	4,980
Trading subsidiaries	4	167,597	-	-	167,597	127,300
Investment	5	26	-	-	26	35
Other:						
Other income		37,810	-	-	37,810	3,583
<b>Total income</b>		<b>505,999</b>	<b>-</b>	<b>152,985</b>	<b>658,984</b>	<b>447,318</b>
<b>Expenditure on:</b>						
Raising funds		15,583	-	-	15,583	19,136
Charitable activities:						
Cost of running the Centre	6	320,588	-	262,883	583,471	425,213
Trading subsidiary costs	4	148,639	-	-	148,639	118,871
<b>Total expenditure</b>		<b>484,810</b>	<b>-</b>	<b>262,883</b>	<b>747,693</b>	<b>563,220</b>
<b>Net income/expenditure</b>		<b>21,189</b>	<b>-</b>	<b>(109,898)</b>	<b>(88,709)</b>	<b>(115,902)</b>
<b>Transfers between funds</b>	17	-	-	-	-	-
<b>Net movement in funds</b>		<b>21,189</b>	<b>-</b>	<b>(109,898)</b>	<b>(88,709)</b>	<b>(115,902)</b>
<b>Reconciliation of funds</b>						
Total funds brought forward		95,683	2,692	2,157,672	2,256,047	2,371,949
<b>Total funds carried forward</b>		<b>116,872</b>	<b>2,692</b>	<b>2,047,774</b>	<b>2,167,338</b>	<b>2,256,047</b>

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 2019**

	Note:	Group 2019 £	2018 £	Charity 2019 £	2018 £
<b>Fixed assets</b>					
Tangible assets	12	2,202,211	2,304,732	2,202,211	2,299,517
Investments		32,001	-	32,001	5,001
<i>Total fixed assets</i>		<u>2,234,212</u>	<u>2,306,583</u>	<u>2,234,212</u>	<u>2,304,518</u>
<b>Current assets</b>					
Stock		25,027	16,614	5,900	3,824
Debtors (amounts falling due within one year)	13	25,658	36,897	41,834	53,901
Cash at bank and in hand		67,256	91,086	58,598	82,611
<i>Total current assets</i>		<u>117,941</u>	<u>144,597</u>	<u>106,332</u>	<u>140,337</u>
<b>Liabilities</b>					
Amounts falling due within one year	14	62,266	66,050	50,846	62,993
<i>Net Current assets</i>		55,675	78,547	55,486	77,344
<b>Total assets less current liabilities</b>		<u>2,289,887</u>	<u>2,383,279</u>	<u>2,289,698</u>	<u>2,381,862</u>
Creditors: amounts falling due after more than one year	15	122,549	127,232	122,549	126,255
<b>Total net assets</b>		<u>2,167,338</u>	<u>2,256,047</u>	<u>2,167,149</u>	<u>2,255,607</u>
<b>The funds of the Charity</b>					
Restricted funds	17	2,047,774	2,157,672	2,047,774	2,157,672
Unrestricted funds					
General fund - designated	18	2,692	2,692	2,692	2,692
- undesignated		116,872	95,683	116,683	95,243
<b>Total Charity Funds</b>		<u>2,167,338</u>	<u>2,256,047</u>	<u>2,167,149</u>	<u>2,255,607</u>

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").

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 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 2019 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 9th December 2019 and signed on their behalf.



**T Abram**  
Chairman

## 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. 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 uncertainties 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 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

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.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set 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 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 freehold 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
	2019	2019	2019	2019	2018
	£	£	£	£	£
Grants	1,500	-	151,556	153,056	77,934
Donations	14,408	-	1,429	15,837	295
	<u>15,908</u>	<u>-</u>	<u>152,985</u>	<u>168,893</u>	<u>78,229</u>
<b>Grants</b>					
Local authorities					
Swale Borough Council (Training)	-	-	350	350	200
Faversham Town Council	-	-	-	-	1,000
Charities					
I will youth association	-	-	4,580	4,580	-
PP2w	-	-	1,900	1,900	-
Power to change	-	-	52,005	52,005	-
National Lottery (Job Hub)	-	-	6,710	6,710	9,641
Ronald Cruickshanks Foundation	-	-	-	-	2,000
Groundwork UK	-	-	-	-	2,000
Children in Need (Holiday Club)	-	-	16,335	16,335	18,645
Children in Need (Youth Club)	-	-	6,451	6,451	9,886
The Cole Trust (Youth Club)	-	-	-	-	1,000
Swire Trust	-	-	-	-	5,000
One Stop Shop (Community Funday)	-	-	-	-	1,000
Tudor Trust	-	-	13,775	13,775	20,000
Trumark	-	-	-	-	1,000
Charitable living youth gardening	-	-	2,340	2,340	-
Swale sports and physical activity	-	-	633	633	-
A4A Improvements	-	-	8,150	8,150	-
Sports England & KCC (Climbing wall)	-	-	30,798	30,798	-
Cozy Feet	-	-	1,300	1,300	-
Baby massage	-	-	1,650	1,650	-
Others					
Viridor	-	-	-	-	5,000
Kent Police	-	-	-	-	1,562
Hit Training	1,500	-	-	1,500	-
Fighting Fund	-	-	4,579	4,579	-
Other	-	-	-	-	-
	<u>1,500</u>	<u>-</u>	<u>151,556</u>	<u>153,056</u>	<u>77,934</u>

Grant income and Donations amounted to £168,893 (2018: 78,229) of which £152,985 (2018: £68,372) 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 2019 are summarised below:

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Turnover	73,128	60,276
Direct costs	<u>(41,862)</u>	<u>(35,107)</u>
	31,266	25,169
Management charges to/ from parent company	(4,800)	(4,400)
Administrative expenses	<u>(13,954)</u>	<u>(12,918)</u>
	12,512	7,851
Gift Aided to the Charity	<u>(12,560)</u>	<u>(6,923)</u>
Operating Profit	(48)	928
Interest payable and similar charges	-	(637)
Corporation tax	<u>-</u>	<u>75</u>
Retained profit/loss in subsidiary	(48)	366
The aggregate of assets, liabilities and funds was:	<u><u>          </u></u>	<u><u>          </u></u>
	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Assets	20,434	16,052
Liabilities	<u>(20,243)</u>	<u>(15,813)</u>
Net assets	<u><u>191</u></u>	<u><u>239</u></u>
Represented by:		
Ordinary shares of £1 each	1	1
Profit and Loss account	<u>190</u>	<u>238</u>
Total funds	<u><u>191</u></u>	<u><u>239</u></u>

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 results of this Company for the year ended 31 March 2019 are summarised below:

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Turnover	94,469	67,024
Direct costs	<u>(85,916)</u>	<u>(68,424)</u>
	8,553	(1,400)
Grant income	-	4,562
Administrative expenses	<u>(6,907)</u>	<u>(1,860)</u>
	1,646	1,302
Gift Aided to the Charity	<u>(1,848)</u>	<u>(1,058)</u>
Operating profit/(loss)	(202)	244
Interest payable and similar charges	-	-
Corporation tax	<u>-</u>	<u>-</u>
Retained profit/(loss) in subsidiary	(202)	244
The aggregate of assets, liabilities and funds was:	<u><u>          </u></u>	<u><u>          </u></u>
	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Assets	11,314	11,653
Liabilities	<u>(9,818)</u>	<u>(11,452)</u>
Net assets	<u><u>1,496</u></u>	<u><u>201</u></u>
Represented by:		
Profit and loss account	<u>1,496</u>	<u>201</u>
Total funds	<u><u>1,496</u></u>	<u><u>201</u></u>

5 Investment income	General Fund		Restricted Funds 2019 £	Total Funds 2019 £	Total Funds 2018 £
	Undesignated	Designated			
	2019 £	2019 £			
Interest receivable	26	-	-	26	35
<hr/>					
6 Costs of running the Community Centre Analysis of resources expended	General Fund		Restricted Funds 2019 £	Total Funds 2019 £	Total Funds 2018 £
	Undesignated	Designated			
	2019 £	2019 £			
Gross wages management and facilities	218,469	-	-	218,469	122,938
Direct cost of classes, holiday scheme and jobs hub	2,487	-	-	2,487	30,665
Purchase of decorations and hirings	18,248	-	-	18,248	6,644
Purchase of food and Drink	9,791	-	-	9,791	4,077
NEETS expenditure		-	-	-	1,683
	248,995	-	-	248,995	166,008
<hr/>					
<i>Repairs, maintenance and improvements:</i>					
Sundry repairs	725	-	-	725	4,702
Equipment services maintenance	19,688	-	-	19,688	12,727
Purchase of small items of equipment and fixtures	7,624	-	-	7,624	7,816
Garden maintenance	1,090	-	-	1,090	1,260
Building Improvements	46,738	-	-	46,738	-
Depreciation	12,367	-	109,898	122,265	121,673
	88,232	-	109,898	198,130	148,178
<hr/>					
<i>Overheads:</i>					
Insurance	7,181	-	-	7,181	4,059
Water and sewage rates	4,474	-	-	4,474	8,345
Electricity	14,943	-	-	14,943	14,525
Gas	512	-	-	512	1,127
Waste disposal	4,040	-	-	4,040	2,968
TV licence and performing rights	1,563	-	-	1,563	5,397
Telephone	6,232	-	-	6,232	1,992
Cleaning materials	3,635	-	-	3,635	1,268
Staff and volunteer training	12,687	-	-	12,687	6,350
Advertising	6,452	-	-	6,452	3,610
Stationery and postage	5,013	-	-	5,013	3,462
Charitable Consultancy	3,827	-	-	3,827	4,336
Sundry expenses	5,289	-	-	5,289	6,956
Interest	6,486	-	-	6,486	6,840
	82,334	-	-	82,334	71,235
<hr/>					

## 6 Costs of running the centre (cont.)

### Support costs

	General Fund		Restricted Funds	Total Funds	Total Funds
	Undesignated	Designated			
	2019	2019	2019	2019	2018
	£	£	£	£	£
Printing of quarterly and promotional leaflets	-	-	-	-	-
Accountancy and independent examination	5,447	-	-	5,447	4,542
Bookkeeping and payroll fees	2,844	-	-	2,844	2,248
Advertising (Recruitment)	-	-	-	-	-
Photocopier charges	485	-	-	485	1,822
Subscriptions	1,348	-	-	1,348	148
Local authority licences	30,168	-	-	30,168	1,320
PC Support and onsite	5,639	-	-	5,639	3,551
Bad debts	-	-	-	-	665
Legal fees	3,348	-	-	3,348	23,196
Bank charges	4,733	-	-	4,733	2,300
	54,012	-	-	54,012	39,792
Total costs before reallocations	473,573	-	109,898	583,471	425,213
Reallocation to restricted funds	(152,985)	-	152,985	-	-
<b>Total cost of running the Centre</b>	<b>320,588</b>	<b>-</b>	<b>262,883</b>	<b>583,471</b>	<b>425,213</b>

## 7 Independent examiner's remuneration

The independent examiner's remuneration amounts to an independent examination fee of £5,447 (2018: £4,542).

## 8 Employee costs and Trustees' remuneration

	2019	2018
	£	£
<b>Staff costs of the group were:-</b>		
Wages and salaries	208,102	174,023
Social security costs	8,484	5,482
Employers pension contributions	1,883	678
	218,469	180,183

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:

2019	2019	2018	2018
Number	FTE	Number	FTE
25	11	23	11

## 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 £1,883 (2018: £678).

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

None of the Trustees (or any persons connected with them) received any remuneration during the year but Expenses of £196 (2018: £203) were reimbursed to a total of 1 (2018: 1) Trustee in respect of travelling and other incidental expenses.

The total amount of employee benefits received by key management personnel was £54,960 (2018: £48,087). The Charity considers its key management personnel to comprise of the Charity's Trustees and Chief Executive.

## 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 2019
	£	£	£	£	£
<b>Cost</b>					
As at 1 April 2018	2,910,699	11,050	137,607	17,330	3,076,686
Additions	-	-	9,399	15,560	24,959
Disposals	-	-	-	-	-
As at 31 March 2019	2,910,699	11,050	147,006	32,890	3,101,645
<b>Depreciation</b>					
As at 1 April 2018	681,292	1,381	79,016	15,480	777,169
Disposals	-	-	-	-	-
Charge for the year	109,898	2,763	9,075	529	122,265
As at 31 March 2019	791,190	4,144	88,091	16,009	899,434
<b>Net book value</b>					
As at 31 March 2019	2,119,509	6,906	58,915	16,881	2,202,211
As at 31 March 2018	2,229,407	9,669	58,591	1,850	2,299,517
<b>Tangible fixed assets - Group</b>					
	Leasehold building	Motor vehicles	Furniture fittings & equipment	Computer & office equipment	Total 2019
	£	£	£	£	£
<b>Cost</b>					
As at 1 April 2018	2,910,699	11,050	150,596	17,330	3,089,675
Additions	-	-	9,399	15,560	24,959
Disposals	-	-	(5,215)	-	(5,215)
As at 31 March 2019	2,910,699	11,050	154,780	32,890	3,109,419
<b>Depreciation</b>					
As at 1 April 2018	681,292	1,381	86,790	15,480	784,943
Disposal	-	-	-	-	-
Charge for the year	109,898	2,763	9,075	529	122,265
As at 31 March 2019	791,190	4,144	95,865	16,009	907,208
<b>Net book values</b>					
As at 31 March 2019	2,119,509	6,906	58,915	16,881	2,202,211
As at 31 March 2018	2,229,407	9,669	63,806	1,850	2,304,732

At 31 March 2019 the net book value of freehold land and buildings contained £250,000 of Land at Cost which is not depreciated.

## 13 Debtors

	Group		Charity	
	2019 £	2018 £	2019 £	2018 £
Trade debtors	9,230	23,438	5,767	22,800
Amount owed by group undertakings	-	-	20,138	17,642
Sundry debtors	2,036	1,274	1,536	1,274
Prepayments	14,393	12,185	14,393	12,185
	25,658	36,897	41,834	53,901

14 Creditors: amounts falling due within one year

	Group		Charity	
	2019 £	2018 £	2019 £	2018 £
Loan	7,600	8,050	7,600	7,600
Trade creditors	26,838	21,938	25,969	22,962
Other creditors	5,469	14,925	4,439	13,895
Finance leases	9,658	10,656	2,749	9,675
Taxation and social security	7,754	4,593	7,754	4,593
Accruals and deferred income	4,947	5,888	2,335	4,268
	<u>62,266</u>	<u>66,050</u>	<u>50,846</u>	<u>62,993</u>

15 Creditors: amounts falling due after more than one year

	Group		Charity	
	2019 £	2018 £	2019 £	2018 £
Finance leases	4,177	-	4,177	-
Loans	<u>118,372</u>	<u>127,232</u>	<u>118,372</u>	<u>126,255</u>
	<u>122,549</u>	<u>127,232</u>	<u>122,549</u>	<u>126,255</u>

Included within the above are amounts falling due as follows:

*Between one and five years*

Loan due within 1 - 5 years	<u>40,944</u>	<u>41,477</u>	<u>40,500</u>	<u>40,500</u>
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Loan due over more than 5 years

	<u>77,428</u>	<u>85,755</u>	<u>77,872</u>	<u>85,755</u>
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Creditors includes amount not wholly repayable within 5 years as follows:

Repayable by instalments	<u>77,428</u>	<u>85,755</u>	<u>77,872</u>	<u>85,755</u>
--------------------------	---------------	---------------	---------------	---------------

The loan represents amounts advanced from Futurebuilders England Limited. The loan is repayable over 15 years, repayment of the loan commenced in April 2012. Interest is payable at a rate of 5% 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 barrellage loan of £2,500 which is repayable from discount on purchases, as at 31 March 2019 the amount outstanding was £1,475 (2018: £1,427).

16 Analysis of net assets between funds

	General Funds		Restricted funds £	Total 2019 £
	Undesignated £	Designated £		
Tangible fixed assets	167,240	-	2,066,972	2,234,212
Current assets	4,298	2,692	110,951	117,941
Current liabilities	(54,666)	-	(7,600)	(62,266)
Long term liabilities	-	-	(122,549)	(122,549)
Net assets as at 31 March 2019	<u>116,872</u>	<u>2,692</u>	<u>2,047,774</u>	<u>2,167,338</u>

17 Restricted funds	Balance at 01 04 18 £	Incoming resources £	Expenses £	Transfers £	Balance at 31 03 19 £
<i>Building improvement and Association development fund</i>	2,135,694	-	109,898	-	2,025,796
<i>Other grants</i>					
a Swale Borough Council	350	350	350	-	350
b Faversham Town Council	(64)	-	-	-	(64)
c Children in Need (Holiday Club)	(1,310)	16,335	16,335	-	(1,310)
d Children in Need (Youth Club)	(964)	6,451	5,487	-	-
e The Cole Trust	-	-	-	-	-
f National Lottery (Job Hub)	5,941	8,139	14,849	-	(769)
g PP2w Youth Skills	-	1,900	1,300	-	600
h Fencing	500	-	-	-	500
i One Stop Shop	150	-	-	-	150
j Tudor Trust	12,375	13,775	17,550	-	8,600
k Fighting Fund	-	4,579	-	-	4,579
l Bailey Thomas	5,000	-	-	-	5,000
m Swale sports and and physical activity	-	633	633	-	-
n Power to Change	-	52,005	48,013	-	3,992
o A4A improvements	-	8,150	8,150	-	-
p Sports England and KCC	-	30,798	30,798	-	-
q Cozy Feet (Tablet)	-	1,300	1,300	-	-
r Baby Massage	-	1,650	1,300	-	350
s Charitable Living Youth Gardening	-	2,340	2,340	-	-
t I Will Youth Association	-	4,580	4,580	-	-
	<u>2,157,672</u>	<u>152,985</u>	<u>262,883</u>	<u>-</u>	<u>2,047,774</u>

*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's Localism grant towards training staff and volunteers
- b Faversham Town Council's grant towards running costs of radio station
- c Children in Need - a series of National Lottery grants to create holiday clubs for school age children from low income families
- d Children in Need - part funding of a Friday night youth club
- e The Cole Trust - a grant to assist towards creating a youth club for school age children
- f National Lottery - a grant to fund the running of an onsite job hub
- g Passport to work programme - a grant from Kent Community Found
- h Fencing- a grant towards anti vandal fencing
- i One Stop Shop - a grants towards community fundays
- j Tudor Trust - funding for general community support work
- k Fighting Fund - an Apprentice grant
- l Groundworks - additional funding for 5th Anniversary Funday
- m Swale sports and physical activity - funding for a gardening project
- n Power to Change - Social enteprise funding to build the gym
- o A4A improvements - a grant for the development of new fitness for all classes
- p Sports England and KCC - a grant for new storage space, blinds for the hall and table tennis tables
- q Cozy Feet (Tablet) - a grant for an outdoor climbing wall
- r Baby Massage - funding to provide a baby massage for yount mums and baby bonding
- s Charitable Living Youth Gardening - funding for a gardening project
- t I Will Youth Association- a grant for youth radio service

## 18 Designated Fund

	Balance at 01 04 2018	Incoming resources	Expenses	Transfers	Balance at 31 03 2019
Legal Contingency Fund	<u>2,692</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,692</u>

Historically building work has been carried out to the Charity's premises to make it fit for purpose. The Trustees however consider the work to be incomplete and the construction company has since liquidated. The Charity has set aside a sum of money to make emergency repairs to the Centre and deal with defects in the Centre not rectified by the builders. These costs will be offset against the designated fund in future periods.

## 19 Capital commitments

The charity has no capital commitments at 31 March 2019 (2018: Nil).

## 20 Related Party

During the year, an employee (the daughter and step-daughter of Trustees) received a salary of £7,400.

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“ Thank you so much for all your help regarding my booking and help on the evening with set up :- ) i had a fantastic night! The bar / events team were so helpful and lovely!! ”

“ Thank you all so much for a fun free afternoon for all the children my 4 grandchildren absolutely loved it, you all done an amazing job, well done and thanks again xxx ”

“ It was good to see how the Centre has come on in leaps and bounds since I last visited and has certainly left a lasting impression on me today. You appear to have developed a sound business model that is delivering so much to the local communities and it was good to better understand your vision for the future too. ”

[www.westfavershamca.org](http://www.westfavershamca.org)

Registered Office

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

Company number  
07296070

Charity Number  
1139228