

# West Faversham Community Association

Annual Report 2017-18

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

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The great thing about the Community Centre is that it is for the community and that it's fully inclusive for all groups of people children, the elderly, the disabled, families .....

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# Welcome

West Faversham Community Association has proudly been operating, West Faversham Community Centre since it secured funding to build and open the centre in 2011/12. The centre is now thriving, offering a huge range of activities for the local community complementing its increasing range of community services.

We were very excited to celebrate our 5 year anniversary during the last year, and were so pleased that over 3000 local people turned up to our celebration events.

The Trustees and staff team have worked to develop a charity which goes beyond that of a typical community centre, through actively seeking to provide services and activities that respond to the needs of the community and are now pleased to see the fruits of their labour being seen to have a true community impact.

The charity, having outlined its strategic review to the members through the Autumn, is now pleased to be able to provide an update on its progress, alongside the annual report of the charity in this document.



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# Trustee Report

The members of the Board of Trustees during the year ended 31 March 2018 and to the date of this report were:

## Appointed

Trevor Abram

Paula Bilbrough

Gay Kay

Beverley Swan

Anita Walker

Pamela Hoile

Terry Shea

Michael Moore

Nigel Kay

Margaret Abram

Joanne Wintle-Smith

## Notes

Chair

Secretary

Vice Chair

Resigned 15th May 2017

Removed 9th January 2018

## 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



Loved visiting West Faversham Community Centre in Kent yesterday, a brilliant #CommunityBusiness brimming with entrepreneurial ideas and inspiring community projects, wonderful to see



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 2018. 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.



I love your centre. Discovered your fantastic cafe last week whilst waiting for little one to have her tap and ballet lessons. Such lovely staff.



### **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, for the first time, adopted a risk log for the charity identifying the risks to 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 greatly has 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.

# The highlights of the year

The last year was an exciting year for the charity, with the introduction of our new strategic plan. We are now in a stronger place than ever to make a positive impact on the lives of local people, and are having great success in its delivery already. Here are a couple of the many highlights from the year that we hope you were able to enjoy with us.

Community Support



5 years anniversary



Creek FM



**A** successful application to the Tudor trust during the year has allowed the association to launch a new service to the community to help tackle problems individuals face at the root level, ensuring that when individuals need support to live the fulfilling lives they are entitled to, we ensure they receive the access the benefit and support available to them, so all the community can prosper.

**D**uring the year the centre celebrated the 5 year anniversary of its official opening by HRH The Duke of Gloucester in July 2012.

**T**o mark the occasion over 3,000 local residents took part in our celebration events, from our tea party and tea dance, 70/80's party, bingo night and our main event our giant community fun day packed full of fun with fairground rides and games free all day for the community to enjoy.

**T**he year saw the official launch of Creek FM Faversham community radio. The station based in the heart of the Community Centre and run by over 30 of our dedicated volunteers now broadcast shows on a daily basis ranging from morning to evening as well as keeping local residents informed on what's going on in the town and updated with travel and weather.

**T**une in and listen  
[www.creekfm.co.uk](http://www.creekfm.co.uk)



# Our work in the community



WFCA 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 the association will work to improve the lives of local people through addressing these areas.

**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 team always look forward to our Christmas and Easter fun days each year. These events are free to the community and we get to see hundreds of local children with their families who come along and enjoy a couple of hours of fun, from visits from Santa and decorating gingerbread reindeer at Christmas to making Easter hats and hunting for chocolate at Easter, all for free. These events are a great way of ensuring all of the children in the community are able to enjoy the fun and magic of these times regardless of their family income. We very much look forward to holding these events for years to come.



School holiday club has been one of our most successful projects and is now heavily oversubscribed. The project funded by Children in Need, provides childcare in the holiday to support families on lower incomes. Our teams of Community Support Workers and Youth Workers run 3 days of fun filled, action packed activities each school holiday week for up to 30 children to enjoy. The service includes lunch and is just £4 per child per day and it is Ofsted registered. For more information about the service email the team at [schoolholidayclub@westfavershamca.org](mailto:schoolholidayclub@westfavershamca.org)

Our aim of reducing loneliness and isolation in the elderly population, is addressed through a number of small projects, and is an area we will see expand over the coming years through the projects that Louise in our Community Team will be developing. If you have any ideas on how to achieve this aim, please get in touch, she would love to hear from you! Currently we run a range of weekly and monthly activities to support this area of work these being; a bingo social club, table tennis club, tea dances as well as our café. These all act as a means of bringing people together to foster new relationships and friendships within the community.



We were pleased this year to receive funding from the National Lottery to develop and deliver a support package to young people who are out of work. The passport to work has been developed to address the root level barriers that prevent individuals accessing the work market. Barriers such as not knowing how to create a CV, lack of interview confidence or understanding the impact of their social media when looking for work. The project team have had some great successes working with individuals on this project as it begins to grow.

Fitness for all is an exciting and expanding programme made up of many smaller projects, seeking to address barriers of access to Sports and Physical Activity. In its early stages during the year 17/18 we worked to address issues of mobility and cost as barriers to Sports and Physical Activity and have seen some great successes in moving people into regular fitness participation who previously had not been able to do so. These mini projects have laid the foundation for a major expansion of the programme in the coming years.



## Commercial operations

The Charity operates with both a community department which provides the previously mentioned activities, and secondly a commercial department which operates the activities that ensure the sustainability of the charity and Community Centre. In itself the department delivers a public benefit of offering employment to over 10 staff, putting over £100,000 back into the local economy. It also supports the development of many small local businesses boosting the Faversham economy and opening a wide range of service to the community.

Our trading operations have been a great success with occupancy at West Faversham Community Centre at an all time high. This led to a key element of the strategy of West Faversham Community Association, being the development of relationships to bring new sites into the group.

These sites allow us to use our existing staff resource to generate additional revenue for the charity to use for its public benefit. The sites also complement the projects we run to deliver our aims, such as Faversham Cricket Club giving new opportunities with the outdoor space available.



# Meet Some of Our Team



**James Browning**  
CEO



**David Wright**  
Head of Trading Operations



**Vicky Jones**  
Management Accountant



**Hannah Rose Wood**  
Head of Community Activities



**David White**  
Head of Facilities and Safety



**Alex Post**  
Events & Bar Lead



**Sue Torrison**  
Community Activities Lead



**Louise Asekokhai**  
Community Support Worker



**Julie Kyte**  
Bookkeeper

## The Team

**W**est Faversham Community Association is lucky to have a fantastic team of 30 staff, working across a range of functions. Our team consisting of both full time, part time and casual staff, our core staff team has 22 full and part time staff, of which 54% are female, and range from 16 to 63 years of age, 3 of whom have disabilities. WFCA is an equal opportunity employer. The staff team are supported by a team of very dedicated volunteers, without whom the centre would not operate. We have approximately 40 volunteers providing a great support, from reception to wedding preparations, and hosting radio shows to gardening.



Trading subsidiaries

ATE Limited

All The Extras Limited has had a successful year of operation, providing bar and event catering services at the Community Centre and new venues. These operations generated £13,000 of additional profit for the charity to use.

Café at West Faversham Community Centre Ltd

During the year the café responded to the needs of the Association to develop a training academy to provide training to local NEETs (whose not in education, employment or training) and disabled young people. The work was carried out with success resulting in the conversion to a CIC named Kent Community Training to allow the development of a specialist training centre to further the objectives of West Faversham Community Association. As part of the development of this during the year, WFC A granted funds to the centre to support the learning and development of the young people on the pilot programme.

Looking Forward



In the coming year we aim to make some large strides forward in our work to engage more of the community in Sports and Physical Activity. In 2018 our range of internally run classes in our Fitness For All project, which aims to make fitness activities affordable and accessible will increase from 4 classes a week to 16.

We are aiming to finish securing funds to open our fitness gym and climbing centre by the end of the year. These facilities will be affordable for the community and feature a wide range of equipment to suit a variety of users, including those with mobility issues. The charity also hopes to secure planning permission and achieve the full funding for work on the extension of the centre to start in the next year, giving us much needed space to provide new activities.

This year will see huge growth of our work in the providing of means to gain meaningful employment and positive opportunity to young people, with the full launch of our training academy. This will see us work with a variety of young people and in some cases older people who need support in their education to be better prepared for the work place. The academy will offer Cooking, Hospitality, Business, Administration media training as well as life skills and an employability course. The project will also seek to work with young people at risk of offending to show them alternative routes and do so with the support of serving adult offenders as mentors supported by the staff



West Faversham Community Association has been lucky enough to secure contracts to run two additional facilities, Faversham Cricket Club and the Herne Centre. These two additional venues have allowed us to grow our staff resources and provide better quality services and more new and exciting activities at our centre and across Faversham.

Faversham Cricket Ground, at Macknade Farm has recently been refurbished with the support of JSP, and is now a great venue for family events. The Herne Centre located in the village of Herne just outside Herne Bay is a new-build centre, with a stunning main hall and two additional rooms. To find out more about these venues talk to the bookings team.

# CEO's remarks

Over the year 2017/2018 the team at West Faversham have had an exciting year in which our new 5-year strategy was developed. I would like to give my sincere thanks to those involved in the consultation, to the staff involved in the development and research, and finally to the board for the huge amount of time that went in to this important piece for work that will ensure the charity is delivering an impact that will truly benefit the residents of Faversham.

Our staff team has worked closely with the board to begin the implementation, for which I would like to express my appreciation for their patience and dedication in the restructure of the teams and implementation of our new processes, as well as welcoming our 6 new staff to the team. The charity now has a team of 29 staff dedicated to the delivering of our strategy split into our departments each with a Head of Department who form the Senior Leadership Team with myself.

The community team have worked hard during the year to gain funding for our core projects and new projects, securing £92,000 of grant funding for our operations and community projects. In addition to this we secured a grant of £290,000 from Power to Change toward the extension of the centre, for which the designs for are currently in progress.

During the coming year the staff team and I will work tirelessly to continue delivering the strategy, growing the use of the centre, opening new services in the centre such as a fitness gym, and developing new community projects that will improve the lives of local people, as well as fine tuning and building on the current services, operations and projects.

James Browning - Chief Executive Officer - West Faversham Community Association

# Chairman's remarks

I thank all members of the West Faversham Community Association for your continuing, and even increasing, use of your Centre. I constantly hear reports that you are very happy with the service you receive at the many and varied events that you support.

You may be aware that there have been some changes in the way we operate. This has been due to the vision of your Board of Trustees under a new Chairman and the extreme hard work of all members of staff, especially that of the Chief Executive Officer. Following findings of a recent skills audit we have now successfully recruited two new members to the Board of Trustees, which fills some of the needs. However we would be pleased to hear from anyone who feels that they could add to the strength of the Board, which meets once each month.

Since opening the new Centre over six years ago, we have increased staff numbers from four to thirty, which is something amazing as it is giving much needed employment opportunities to many local people. It also ensures that there is always a member of staff on duty during core opening hours. We are also extremely grateful to the team of forty volunteers who make such a valuable contribution to the operation of the Centre. Again, we are always looking for anyone who maybe has a few hours a week to be able to join this team.

We have now been able to employ a qualified Management Accountant and an apprentice to our Finance team which means that it can operate more efficiently in processing the multitude of financial documents on a daily basis, as well as providing the Board with timely management accounts giving assurance to them that the Association is operating on a legally and financially sound basis. We have also increased our financial reserves year on year, and have budgeted to have six months running costs in reserves within two years, a truly enviable aim for any charity.

We are also proud to be able to report that due to the Centre becoming booked to near capacity, we have recently entered into Management Agreements to run two other venues. This not only increases revenue to West Faversham Community Association but also has the benefit that those owners can be assured that their Centres are run efficiently without them having to employ direct staff to manage them.

We have been successful in securing grant funding to enable many projects to be introduced, all giving benefit to residents of Faversham. The largest of these is to construct a Fitness Centre, which would benefit people of all ages and abilities and would fulfil one of our Charitable Objectives. Our aim is that by operating under this structure we will be less dependant on grant funding, which we feel will become harder to secure in future.

We look forward to a successful and profitable future to enable us to improve the lives of all within our area of benefit.

Trevor Abram - Chairman - West Faversham Community Association

## Reserves

During the year the board formalised its policy on reserves. Our aim is to create unrestricted reserves equivalent to six months core expenditure in the future. The board aim 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 10th August 2018 and signed on their behalf by:

.....  
T Abram  
Chairman

““

What a brilliant day my son won't take his wrist band off thinking he's going back, will be removed whilst sleeping by looks of it. Really look forward to future events. Always good memories here. Nearly a year since our wedding reception was held here and my husband loved the hog roast today as much as he did on our special day.

””

““

The great thing about the Community Centre is that it is for the community and that it's fully inclusive for all groups of people children, the elderly, the disabled, families .....

””

““

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**