

**West Kent Extra Limited**  
**Annual Report and Financial Statements**  
**for the year ended**  
**31 December 2022**

<b>Company no.</b>	<b>04986819</b>
<b>Charity no.</b>	<b>1104621</b>



**West Kent Extra Limited**  
**Annual Report and Financial Statements for the year ended 31 December 2022**

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**West Kent Extra Limited**  
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**Status**

The organisation is a charitable company limited by guarantee and has no share capital. West Kent Extra was incorporated on 5 December 2003 and registered as a charity on 29 June 2004.

The company was established under the Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association.

**Executives and Advisors**

<b>Trustees</b>	Colin Wilby (Chair) Tracy Allison Ben Cooper Angela George Megan Morvan Dr Joanne Simpson
<b>Interim Communities Director</b>	Anabel Palmer
<b>Secretary</b>	Catherine Brymer (resigned 7 December 2022)  Georgia Bruce (appointed 7 December 2022)
<b>Registered office</b>	101 London Road Sevenoaks Kent TN13 1AX
<b>Auditors</b>	BDO LLP 2 City Place Beehive Ring Road Gatwick, West Sussex RH6 0PA
<b>Bankers</b>	NatWest 67 High Street Sevenoaks Kent TN13 1LA
<b>Solicitors</b>	Trowers & Hamlins 3 Bunhill Row London EC1Y 8YZ
<b>Registered number</b>	VAT Registration number 927 5219 12

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**Trustees' report**

The trustees, who are also the directors for the purposes of the Companies Act 2006, present their report for the year below.

The trustees in year are listed on page 1.

**Principal activities and review of business**

Our aim is to provide and advocate for community based social cohesion and social investment initiatives that add value to the communities of the historic county of Kent.

West Kent Extra is a charitable company limited by guarantee and its charitable objectives emphasise the critical link with West Kent Housing Association and clearly state:

- (a) why West Kent Housing Association should provide core funding and resources which underpin West Kent Extra; and
- (b) why West Kent Housing Association should continue to benefit from the development and success of West Kent Extra.

Our original mission statement is reviewed annually and remains unchanged:

***'To build and support strong, cohesive and inclusive communities across Kent'***

The charity's objectives (as detailed in the Memorandum of Agreement and Articles of Association) are to carry on for the benefit of the community as a charity:

- to encourage, foster, assist and promote such activities of West Kent Housing Association as are charitable and those of any similar organisations, established for charitable purposes, as shall be approved by the trustees from time to time;
- the promotion of urban or rural regeneration in areas of social and economic deprivation and in particular in communities within South East England with a high percentage of social housing tenants;
- the development of the capacities and skills of the inhabitants of communities in South East England with a high percentage of social housing, which the trustees consider are socially and/or economically disadvantaged in such a way that they are better to identify, and help meet, their needs and to participate more fully in society; and
- to promote, for the general benefit of the community, good citizenship and harmony within the community between people of different ethnic, cultural, or age backgrounds and between people with a disability and other people.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

In February 2022 the West Kent Board and the trustees of West Kent Extra made the decision to wind West Kent Extra down. The change in strategy to move the Community offer to focus on supporting West Kent Residents, rather than the whole of Kent, lead to a review of the structural arrangements for Community Investment. The cost benefit analysis showed a benefit in moving the community investment activities into West Kent Housing Association, with a reduction in overhead administration from the move.

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**Trustees' report (continued)**

In September 2022 the Board of West Kent Housing group took the decision to change the financial year end from December to March. This change will take place during 2023/24 with the transition year being a 15-month financial year, January 2023 to March 2024. West Kent Extra, as a member of the Group will align its accounting arrangements.

The wind down of West Kent Extra will take place during 2023/24 with liquidation planned to take place during 2024/25.

**Activities**

West Kent Extra delivers a range of community projects at locations across Kent (including the unitary authority of Medway). In addition, West Kent Extra supports others to develop and deliver community initiatives through involvement in strategic and operational partnerships and through direct funding for local groups, by administering the Linda Hogan Community Fund on behalf of West Kent Housing Association.

We are committed to partnership and community working and to developing joint initiatives with other agencies that strengthen local provision and avoid duplication of resource. All our projects are staffed by appropriately trained workers alongside trained volunteers.

Our activities are designed to address areas of need, hardship or inequalities within our communities, working with the community and other partners to identify and build on existing assets. We focus on areas in which we have expertise and a track record in delivery to build on, within the following priority outcomes:

- promoting wellbeing and preventing crisis;
- building active, resilient communities; and
- strengthening employability, skills and enterprise.

These areas remain of key importance to our communities, and they have continued to underpin our work this year. Post Covid we have taken the opportunity to review our services and our approach to ensure they still meet the needs of our communities. We have carried out extensive consultation and piloted ways of working to validate this approach. We have been acutely aware of the impact of cost of living increases across communities and have reflected this in how we have reviewed our services so that we can target our support and resources on those in most need. Meanwhile keeping our communities and our colleagues safe, ensuring we have appropriate training and that our projects are successful, viable and continue to address our communities needs remain our priority.

**Effects of material estimates and judgements upon performance**

Preparation of the financial statements requires management to make significant judgements and estimates. The accounts include an estimated resale value for stock at the furniture projects donated free of charge. This is shown as income in 'Other trading activities'. Stock at the year end includes £5,808 (2021: £8,574) of donated goods. Management monitors the actual sale value and considers whether there is significant change between estimated resale value and actual resale value which might indicate that impairment is required.

**Qualifying third party indemnity provisions**

The company has no qualifying third-party indemnity provisions in place.

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**Trustees' report (continued)**

**Structure, governance and management**

West Kent Extra has set in place a procedure for the appointment of trustees. All trustees are now appointed from the West Kent Housing Association board members. In addition, a structured induction programme has been devised to enable trustees to understand the structure and culture of the organisation.

All staff are regularly monitored to ensure they comply with best practice and maximise opportunities for continuous improvement. Projects are structured and delivered according to the specific needs of the local communities they serve, based on appropriate consultation with key local statutory, voluntary agencies and members of the community itself. The Communities team provides operational management for our projects/services with additional critical support provided by West Kent Housing Association. This includes finance, ICT, HR, communications and marketing and service and policy development.

Key management personnel and staff remuneration are regularly monitored against the market. All staff are paid by West Kent Housing Association and seconded to West Kent Extra Limited. Therefore, the remuneration policies of West Kent Housing Association are followed at all times.

**Going concern**

The charity's business activities, its current financial position and factors likely to affect its future development are set out within the Strategic Report. The charity has in place sufficient resources to provide adequate resources to finance committed reinvestment, along with the charity's day to day operations.

The trustees and the West Kent Board reviewed West Kent Extra's financial plans in November and December 2022, as part of their normal annual review and budget setting process, as well as our principal financial risks. In February 2022 the trustees and Board of West Kent Housing Association took the decision to wind-down West Kent Extra and incorporate its activities into the parent organisation, West Kent Housing Association. West Kent Extra will continue to operate in 2023/24 with wind down to take place during the 2024/25 financial year. The Trustees intend and expect that the wind-down will entail a liquidation and that surplus funds at closure will be dispersed in line with the agreed charitable objectives.

We have received reassurances from West Kent that it will continue to support West Kent Extra in 2023/24, and it demonstrated through 2022 the benefit of our ongoing positive relationships with other funders and commissioners as we worked together to reshape and evolve our services.

The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. However the decision made in February 2022 to wind down West Kent Extra means that the accounts are not prepared on a going concern basis. By preparing the accounts on a non going concern basis the Trustees reviewed the assets and liabilities and no adjustments were required to the carrying values.

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**Trustees' report (continued)**

**Funds and reserves**

Restricted funds relate to grants and donations received from funders to support future expenditure on specified services and activities. Unrestricted funds (also known as general reserves) have fewer requirements over their intended use but are invested in the charity's tangible fixed assets, or future expenditure on services and activities as specified by the directors. There were restricted funds of £19,796 (2021: Nil) and unrestricted funds of £206,162 (2021: £225,958) at the end of the year.

The trustees have established a reserves policy; the situation we faced in 2020 with Covid is one example of why this is required. The charity will hold three months of "direct resources" expenditure as "free reserves". We define "direct resources" as resources excluding core staff costs expended on the delivery of projects and services. We define "free reserves" as unrestricted funds not committed or invested in tangible fixed assets.

We need to keep free reserves of £56,460 at current operating levels to achieve our reserves policy. The trustees feel able to continue the planned activities of the charity in 2023/24, which have reduced from 2022, with this level of free reserves, in the event of a significant drop in funding or change in operating landscape. The free reserves were £206,162 at 31 December 2022.

**Assessment of the effectiveness of internal control**

The trustees have overall responsibility for ensuring that the charity has appropriate systems of control, both financial and operational: for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity; for safeguarding the assets of the charity and for reasonable steps for the prevention and detection of fraud and other irregularities. The trustees have reviewed the major risks to which West Kent Extra is exposed, and systems and procedures have been established to manage those risks.

The systems of internal controls (adopted from and shared with West Kent Housing Association) are designed to provide reasonable assurance that:

- the charity is operating efficiently and effectively in the pursuit of its objectives;
- funds are applied in accordance with the intentions of the funder;
- assets are safeguarded against unauthorised use or disposition;
- proper records are maintained, and financial information used within the charity or for publication is reliable; and
- the charity complies with relevant laws and regulations.

They are also designed to provide reasonable, but not absolute, assurance against material misstatement or loss. They include:

- a strategic plan and a five-year budget at group level approved by the trustees;
- regular consideration by the trustees of financial results and variance from budgets;
- delegation of authority and segregation of duties;
- inclusion of West Kent Extra activity within West Kent's internal audit programme;
- performance monitoring reports regularly tabled at West Kent Extra board meetings (Communities and Housing Committee); and
- identification and management of risks.

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**Trustees' report (continued)**

**Fundraising statement**

We continue to implement the Funding Strategic Plan aligned with the Communities Strategy, which was renewed in 2020. We achieve our aims with the kind support of our funders, partners and communities.

We make a fundraising statement every year in line with Section 162a of the Charities Act 2011. Our team at West Kent Extra Limited does not undertake fundraising from the public. Individual fundraising is presented in our accounts as donations Nil (2021:Nil).

We manage all solicitations for funding towards charitable activities. We do not involve commercial participators, professional fundraisers or third parties. Our Senior Management Team has delegated responsibility to manage income generation. The team is accountable to the trustees.

We did not receive any fundraising related complaints in 2022. Our staff behave reasonably, in line with our code of conduct. We have a values-based culture. We promote and train for customer service excellence. We do not approach individuals for funds. We will design specific procedures to monitor activity of individual fundraising if it becomes appropriate. We approach trusts, corporates and local authorities to support our activities.

Our supporters are Brenwards, BBC Children in Need, Edenbridge Town Council, Garfield Weston Foundation, Great Stone Bridge Trust, Kent Community Foundation (Lawson Endowment for Kent), Kent County Council, Kent Sport, National Lottery Community Fund, New Ash Green Parish Council, Sevenoaks District Council, South East Consortium Foundation, Vodafone, West Kent Housing Association and Westerham Town Council.

With their support we have been able to support people in crisis across Kent; create social impact through our social enterprises; support vulnerable young people across the Sevenoaks District and help people get into training, work or self-employment. We are grateful for their support.

**Trustee members' responsibilities**

The trustees are responsible for preparing the Strategic report, the Trustees' report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business. As explained in note 1 to the financial statements, the trustees do not believe the going concern basis to be appropriate and in consequence these financial statements have not been prepared on that basis.



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**Trustees' report (continued)**

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions. They must also disclose the financial position of the charity with reasonable accuracy at any time and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for safeguarding the assets of the charity and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Auditors**

All the current trustees have taken the necessary steps to make themselves aware of any information needed by the charity's auditors for the purposes of their audit and to establish that the auditors are aware of that information. The directors are not aware of any relevant audit information that the auditors are unaware of.

By order of the board



**Colin Wilby**  
**Chair of the Board of Trustees**

Date: 22 May 2023

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**Strategic report**

**Objectives and Activities**

*Mission Statement*

***We will work with residents to build and support strong, cohesive and inclusive communities across the historic county of Kent.***

**Business model**

Our Community Investment Strategy approved in December 2020 sets out our priorities and our approach.

We deliver projects and services to support Kent and Medway residents under the following themes:

- **Promoting Wellbeing and Preventing Crisis:**  
Relevant West Kent Extra services delivered in 2022 included the Kent Support and Assistance service, and Abacus Furniture projects which provided families and individuals in need with the essential household goods that many of us take for granted.
- **Building active, resilient communities:**  
Relevant West Kent Extra services delivered in 2022 included the management of the Linda Hogan Community Fund, renamed during the year as the West Kent community chest, on behalf of West Kent and our youth and community projects and the development of the Swanley Community Project, engaging the wider local community.
- **Strengthening Employability, Skills and Enterprise:**  
Relevant West Kent Extra services delivered in 2022 included tailored employability support, job hubs and training events.

Our approach is based on direct delivery in areas where we have the greatest presence, complemented by partners who may bring specialist skills, expertise and matched resources. In addition where others are better placed to deliver to our communities we will work in partnership, ensuring communities will receive the most relevant services, projects and support delivered by the best provider.

**Development and performance during the financial year**

2022 has been a year of review and change for our communities work. The impact of covid on communities is well recognised, with a significant increase in loneliness and isolation and an increased anxiety in relation to wider community participation and engagement being key features. This has been compounded by a significant increase in the cost of living which has directly impacted on communities and will continue to do so for some time. Our focus had been on ensuring our services meet this changing need, engaging directly with communities and providing relevant projects and services to tackle these issues. Some of the highlights and challenges are set out below, against our priorities for the year.

**In 2022 we planned to:**

1. Review all of our community services and projects to ensure WKHA residents and their wider communities are central to our activities as the key beneficiaries of our activities and community investment.

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**Strategic report (continued)**

We have carried out a full review of our projects and services. This has been underpinned by direct consultation with residents and communities, ensuring that we build a model that is up to date and based on issues that are relevant now and in the medium term. This has been validated by reviewing relevant local and regional data.

We have brought together a range of service and projects under one umbrella, to ensure that we provide a person centred approach, ensuring individuals can benefit from a range of opportunities whilst avoiding duplication and constant referrals. We have also defined key areas where communities face specific challenges, enabling us to target our resources more effectively and create a real impact.

We have established a focus on social value, to ensure that we maximise the benefits for our communities from the contractual relationships we have, enabling us to stretch our resources and provide more for our communities.

**2. Establish a community development pilot to form the basis of our new Neighbourhood offer.**

We have delivered a community development pilot approach in Swanley to give us clear principles and ways of working that support our objectives and deliver tangible outcomes. We consulted with residents and engaged face to face with over 50% of the local community in order to understand priorities. We used a range of techniques to engage to ensure we captured views across the community, including door knocking, bespoke youth events and attendance at existing community events. This enabled us to establish clear priorities which we then agreed with the community. We have developed partnerships based on those agreed priorities, including locally the Green Dr project and MIND. We have supported the development of a local charity that can provide sustainability for future community activity.

We are clear that to address community need we need to engage directly, building confidence and trust and getting to the heart of what is important to that community. This approach will form the basis of our approach to community development work.

**3. Build a model based on partnership, aligned to direct delivery to avoid duplication and maximise resources.**

We recognise that we are not always the best placed organisation to support local communities. Our skill is often in identifying key partners based on our local knowledge, and ensuring the right services and projects are available to meet local need. This year we have established partnerships with Green Dr, MIND and Citizens Advice to support communities in addressing the challenges of Fuel Poverty and Cost of Living. We have extended our employment and training support by working through partnerships, most recently in Ashford, where there are partners with an existing presence who can support our referrals. We are building partnerships with foodbanks across Kent to support our communities particularly through this challenging economic climate.

**4. Develop a clear impact assessment model to be able to demonstrate the impact of our work in communities.**

We have established an effective model that enables us to clearly show the reach of our work across our priority areas. As well as statistical information we are using a case study model to show impact and bring to life the value of our projects and services. This year we have:

Reached over 4,500 beneficiaries across our communities programmes:

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**Strategic report (continued)**

This includes our work with young people across our youth programmes, supporting communities with our approach to community development and leveraging in resources and partnerships to meet local need.

Made over 1000 interventions to help people sustain their tenancies:

*This includes supporting individuals and families who may be struggling, including help managing budgets, maximising income and benefits and accessing the right services.*

Delivered our Abacus furniture project.

This year we have recycled over 770 furniture donations, helping people access affordable furniture whilst diverting 73,972 Kilos from landfill.

**Future prospects**

In 2023/24 we will:

- Transfer activities from West Kent Extra to West Kent Housing Association
- Move the company to a dormant status
- Prepare for liquidation

**Principal risks and uncertainties**

The West Kent Housing Association group has an appropriate, robust and prudent business planning, risk and control framework which considers and includes the work of West Kent Extra. This is reviewed annually in the context of our operating environment and opportunities, which included scenario testing and consideration of the changes in the economy as we start to recover from the global pandemic and the rising inflation, interest costs and fuel costs the principal uncertainty in 2022.

The three highest risk areas on delivering our business objectives are detailed below.

<b>Strategic risk</b>	<b>Mitigation</b>
Failure to maintain financial Health	WKE Reserves Policy in place. Financial monitoring/reporting through WKE management accounts including forward projections and operating margins. Funding strategic plan and periodic review of grants/contracts with plans in place for those ending in coming 12 months. Fraud Policy and Register.
Failure to meet our H&S responsibilities	Clear roles and accountabilities for named staff and mandatory training in place. Health and Safety Policy, Staying Safe at Work policy and risk assessments for activities and staff roles. Safeguarding Policies and Procedures, including Safer Recruitment Procedure. External checks carried out by commissioners.

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**Strategic report (continued)**

<b>Strategic risk</b>	<b>Mitigation</b>
Failure in data capture, integrity and management	Dedicated Data Protection Officer with a Data protection improvement plan. Internal Audit review programme. Mandatory data protection e-learning for staff. Sector/commissioner guidance for service delivery for regulated and funded projects and services. Validation of data underway with census 2022. Dashboard developed to provide executive oversight of data integrity assurance.

**Next Steps**

The trustees and management continue to discuss and monitor the ongoing impact of inflationary pressures and the emerging risks from the war between Russia and Ukraine, taking into account the UK Government and sector advice and guidance. Despite the challenges of 2022 we continue to perform well and are optimistic about achieving our 2023 objectives as part of the West Kent Housing Group.

Our Funding Strategic Plan remains in place to support us in expanding our funding pipeline and securing the external funding needed to deliver essential services. The activities of this plan will be transferred to WKHA upon wind down during 2023/24. The charity also benefits from the ongoing funding and support from West Kent Housing Association, which reaffirmed its commitment to community investment activities such as those delivered through West Kent Extra in its new five-year Strategic Plan which was approved in 2020, albeit these will be delivered through a change in structure post 2022.

**Financial and non financial key performance indicators and financial position at year end**

West Kent Extra has a surplus of £Nil (2021: surplus £Nil), of which there was an decrease in general reserves of £19,796 and a increase of restricted reserves of £19,796 in the year. West Kent Extra received core funding from West Kent Housing Association of £546,972 (2021: £547,218); without this funding West Kent Extra would not be able to operate.

In terms of performance, this has been a year of review and change, with a major focus on ensuring our structure and priorities have been fit for the future. During that time or key performance indicators have focussed on two area – our employment support and our approach to community development.

<b>2022 Key Performance Indicators</b>	<b>2022 Performance</b>
Deliver a community investment pilot that helps define a new approach to supporting communities	We successfully delivered a pilot approach in Swanley to establish a clear set of principles and guidelines to underpin our future community development work. In doing so we engaged with 330 people and establish a clear community plan.

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**Strategic report (continued)**

2022 Key Performance Indicators	2022 Performance
Support 60 people into employment / improved employment situation.	This performance indicator was introduced in 2020 and for the third year running we have exceeded our target. This year we have supported 67 people into work and a total of 244 people with a range of training and support further 62 onto training courses. We are particularly pleased to have achieved this during a time of challenging and fluctuating employment demand and when the whole recruitment process has been complicated by the pandemic.

**Approval**

This Strategic Report was approved by order of the board on 22 May 2023.



**Anabel Palmer**  
**Director**

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**INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF WEST KENT EXTRA LIMITED**

**Opinion on the financial statements**

In our opinion, the financial statements:

- give a true and fair view of the state of the Charitable Company's affairs as at 31 December 2022 and of its incoming resources and application of resources 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.

We have audited the financial statements of West Kent Extra Limited ("the Charitable Company") for the year ended 31 December 2022 which comprise the statement of financial activities, the balance sheet and notes to the financial statements, 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 Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

**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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

*Independence*

We remain 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.

**Emphasis of matter – Financial statements prepared on a basis other than going concern**

We draw attention to Note 1 to the financial statements which explains that the Trustees intend to wind down the Charitable Company and therefore do not consider the Charitable Company to be a going concern. Accordingly the financial statements have been prepared on a basis other than that of going concern as described in Note 1. Our opinion is not modified in this respect of this matter.

**Other information**

The Trustees are responsible for the 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 other information comprises: the Trustees Report and the Strategic 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

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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.

**Other Companies Act 2006 reporting**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and Trustees' Report, which includes the Directors' Report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' Report, which is included in the Trustees' report, have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Strategic report or the Trustee's report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion;

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; 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 (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 determines 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.



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**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.

*Extent to which the audit was capable of detecting irregularities, including fraud*

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:

Based on our understanding of the Charitable Company and the sector in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to their registration with the Charity Commission, and we considered the extent to which non-compliance might have a material effect on the Financial Statements or their continued operation. We also considered those laws and regulations that have a direct impact on the financial statements such as compliance with the Companies Act 2006 and tax legislation.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to manipulate financial results and management bias in accounting estimates.

The audit procedures to address the risks identified included:

- Challenging assumptions made by management in their significant accounting estimates.
- Identifying and testing journal entries, in particular any journal entries posted from staff members with privilege access rights, journals posted by key management, journals posted journals posted after the year end.
- Reading minutes of meetings of those charged with governance, reviewing internal audit reports and reviewing correspondence with HMRC and the Charity Commission.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at:  
<https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

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**Annual Report and Financial Statements for the year ended 31 December 2022**

**Use of our report**

This report is made solely to the Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charitable Company'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 Charitable Company and the Charitable Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Paula Willock*

Paula Willock (Senior Statutory Auditor)  
For and on behalf of BDO LLP, statutory auditor  
Gatwick, UK

Date: 30 May 2023

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

**West Kent Extra Limited****Annual Report and Financial Statements for the year ended 31 December 2022****Statement of financial activities (Incorporating income and expenditure account)**

	Notes	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
<b><u>Income from:</u></b>					
Donations	4	623,916	60,330	684,246	698,535
Charitable activities	5	112,253	-	112,253	695,377
Other trading activities	6	125,694	-	125,694	129,220
Investments	7	1,481	-	1,481	33
<b>Total</b>		<b>863,344</b>	<b>60,330</b>	<b>923,674</b>	<b>1,523,165</b>
<b><u>Expenditure on:</u></b>					
Charitable activities	8	(555,903)	(40,534)	(596,437)	(1,171,008)
Other trading activities	9	(327,237)	-	(327,237)	(352,157)
<b>Total</b>		<b>(883,140)</b>	<b>(40,534)</b>	<b>(923,674)</b>	<b>(1,523,165)</b>
Net income/(expenditure) and result/surplus for the year		(19,796)	19,796	-	-
<b>Net movement in funds</b>		<b>(19,796)</b>	<b>19,796</b>	<b>-</b>	<b>-</b>
Fund balances brought forward		225,958	-	225,958	225,958
Fund balances carried forward		<u>206,162</u>	<u>19,796</u>	<u>225,958</u>	<u>225,958</u>

The charity has no other recognised gains or losses.

The income and expenditure on this statement derives from continuing activities in the current and prior year. See note 2 for the description of the decision to close West Kent Extra.

The notes on pages 19 to 28 form part of these financial statements.

**West Kent Extra Limited****Annual Report and Financial Statements for the year ended 31 December 2022****Charity balance sheet****Company number No 04986819**

	Notes	2022 £	2021 £
<b>Fixed assets:</b>			
Tangible fixed assets	11	-	-
<b>Current assets:</b>			
Debtors	12	55,940	151,098
Stock	13	6,888	14,030
Cash at bank and in hand		652,074	383,692
		<u>714,902</u>	<u>548,820</u>
<b>Liabilities:</b>			
Creditors: amounts falling due within one year	14	(488,944)	(322,862)
<b>Net current assets</b>		<u>225,958</u>	<u>225,958</u>
<b>Total assets less current liabilities</b>		<u>225,958</u>	<u>225,958</u>
<b>The funds of the charity:</b>			
Unrestricted funds	18	206,162	225,958
Restricted funds	18	19,796	-
<b>Total charity funds</b>		<u>225,958</u>	<u>225,958</u>

The financial statements were approved and authorised for issue by the Trustees on 22 May 2023.

Signed on behalf of the Trustees by:



Colin Wilby  
Chairman



Tracy Allison  
Trustee

The notes on pages 19 to 28 form part of these financial statements.

**West Kent Extra Limited**  
**Annual Report and Financial Statements for the year ended 31 December 2022**

**Notes to the financial statements**

**1 Accounting policies**

**(a) Basis of preparation**

The financial statements have been prepared in accordance with applicable law and UK accounting standards (United Kingdom Generally Accepted Accounting Practice) which for West Kent Extra includes FRS 102 'the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland', the Statement of Recommended Practice: Accounting and Reporting by charities, the Companies Act 2006 and applicable accounting standards.

In preparing these financial statements the company has taken advantage of all disclosure exemptions conferred by FRS 102. Therefore these financial statements does not include:

- a statement of cash flows.

The trustees' determined that the functional and presentational currency is pound sterling.

**(b) Charity status**

The charity is incorporated as a company limited by guarantee in the UK under the Companies Act 2006 (Company no. 04986819). West Kent Extra is registered as a charity (Charity commission no. 1104621). It was registered on 5 December 2003.

**(c) Fund accounting**

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity 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 the funders or which have been raised by the charity for a particular purpose.

**(d) Income**

All income arises in the United Kingdom and is included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- donations and legacies are received by the way of grants, donations, gifts and gift aid and are accounted for when receivable;
- charitable activities income received for:
  - social enterprise - Furniture project from local authority contracts are accounted for when the end user is provided with furniture and starter packs;
  - training and employment are recognised when receivable; and
  - community development grants are recognised when receivable.
- other trading activities includes sales of new furniture and café sales, which are accounted for on the receipt of income, and donated furniture accounted for on receipt of donation at historic average sales price for similar items; and
- investment income is included when receivable.

**West Kent Extra Limited**  
**Annual Report and Financial Statements for the year ended 31 December 2022**

**Notes to the financial statements**

**1 Accounting policies (continued)**

**(e) Expenditure**

All expenditure is accounted for on an accruals basis and has been classified under the heading that aggregates all costs related to that category.

Expenditure on other trading activities for the furniture store relates to the purchase of new saleable items which have been sold and direct overheads.

Charitable activities expenditure includes direct costs for equipment, resources and furniture incurred to deliver activity and direct West Kent Housing Association staffing costs where externally funded.

Support and management costs include governance, general overheads and non direct West Kent Housing Association staff and support costs. These are apportioned on the basis of West Kent Housing Association staff time spent on each of the activities and allocated to expenditure on other trading activities and charitable activities.

The 'Linda Hogan Community Fund' project issues grants. The grants payable are charged in the year when the offer is conveyed to the recipient except in those cases where the offer is conditional, such grants being recognised as expenditure when the conditions attached are fulfilled. Grants offered subject to conditions, which have not been met at the year-end, are noted as a commitment but not accrued as expenditure.

Staff costs are recharged from West Kent Housing Association and allocated on the basis of time spent. Support costs are group administration costs allocated based on West Kent Extra's proportions of groups direct costs.

**(f) Tangible fixed assets and depreciation**

Fixed assets are all classified as Property, Plant and Equipment as per the definition in FRS102 and are held at cost less accumulated depreciation and any accumulated impairment losses. Depreciation is provided to write off the cost, less estimated residual values, of all tangible fixed assets evenly over their estimated economic lives. It is calculated at the following rate:

	<b>Years</b>
Motor vehicles	5
Computers, office furniture	5
Fixtures & fittings	10

**(g) Impairment of fixed assets**

Fixed assets are assessed for indicators of impairment at each balance sheet date. Where indicators are identified then a detailed assessment is undertaken to compare the carrying amount of assets or cash generating units for which impairment is indicated to their recoverable amounts. An option appraisal is carried out to determine the option which produces the highest net realisable value. Valuations on potential sale proceeds are obtained and used to inform the options.

**West Kent Extra Limited**  
**Annual Report and Financial Statements for the year ended 31 December 2022**

**Notes to the financial statements**

**1 Accounting policies (continued)**

The company looks at the net realisable value, under the options available, when considering the recoverable amount for the purposes of impairment assessment. The recoverable amount is taken to be the higher of the fair value less costs to sell or value in use of an asset or cash generating unit. The assessment of value in use may involve considerations of the service potential of the assets or cash generating units concerned or the present value of future cash flows to be derived from them appropriately adjusted to account for any restrictions on their use.

**(h) Operating Leases**

All leases are classified as operating leases. Their annual rentals are charged to profit or loss on a straight-line basis over the term of the lease.

**(i) Irrecoverable VAT**

The financial statements include VAT to the extent that it is suffered by the company and not recoverable from HM Revenue and Customs.

**(j) Stocks**

Purchased stock is valued at the lower of cost and net realisable value. Donated stock is valued at the historic average sales price for similar items.

Net realisable value is based on the estimated selling price. The stock holding is wholly for the social enterprise – furniture projects.

**(k) Going concern**

In February 2022 the trustees and Board of West Kent Housing Association took the decision to wind-down West Kent Extra and incorporate its activities into the parent organisation, West Kent Housing Association. It is anticipated that West Kent Extra will continue to operate in 2023/24, while detailed planning on the closure is undertaken, with closure to take place at a date to be decided after the close of the 2023/24 financial year. The Trustees intend and expect that the wind-down will entail a solvent closure and that surplus funds at closure will be dispersed in line with the agreed charitable objectives

The trustees and West Kent Board reviewed West Kent Extra's financial plans in November and December 2022, as part of their normal annual review and budget setting process, as well as our principal financial risks..

We have received reassurances from West Kent that it will continue to support West Kent Extra in 2023/24, and it demonstrated through 2022 the benefit of our ongoing positive relationships with other funders and commissioners as we worked together to reshape and evolve our services.

The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. However the decision made in February 2022 to wind down West Kent Extra means that the accounts are not prepared on a going concern basis. By preparing the accounts on a non going concern basis the Trustees reviewed the assets and liabilities and no adjustments were required to the carrying values.

**West Kent Extra Limited**  
**Annual Report and Financial Statements for the year ended 31 December 2022**

**Notes to the financial statements**

**2 Judgements in applying accounting policies and key sources of estimation uncertainty**

**Key judgements**

In preparing these financial statements, key judgements have been made in respect of the following:

- Support costs have been allocated on the basis of staff time spent on each of the activities.
- Staff management costs and overhead costs are allocated to activities based on direct expenditure on each of the activities.

**Estimation uncertainty**

- Estimates for the value of donated stock held at year end have been based on historic average selling price for similar items. Post year end sales were halted during lock-down period. We do not expect any deterioration in the net realisable value of the donated stock held once trading resumes.

**3 Operating Surplus**

	<b>Total 2022</b>	<b>Total 2021</b>
	<b>£</b>	<b>£</b>
This is arrived at after charging:		
Depreciation of fixed assets	-	3,340
Auditors remuneration (excluding VAT)	7,000	8,250
Operating lease charges – land & building	4,799	25,800
	<u>11,799</u>	<u>37,390</u>



**West Kent Extra Limited**  
**Annual Report and Financial Statements for the year ended 31 December 2022**

**Notes to the financial statements**

**4 Income from donations**

	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
Core funding				
West Kent Housing Association	546,972	-	546,972	547,218
Community development				
8-12's Projects Sevenoaks District	42,974	24,255	67,229	24,450
House Project	24,912	-	24,912	58,931
Linda Hogan Fund	559	-	559	500
Social enterprise - Furniture project				
Abacus Furniture Stores	8,499	10,000	18,499	29,272
Training & employment				
Training & employment	-	26,075	26,075	38,164
	<u>623,916</u>	<u>60,330</u>	<u>684,246</u>	<u>698,535</u>

**5 Income from charitable activities**

	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
Social enterprise - Furniture project				
Social Fund KSAS	14,579	-	14,579	565,861
Kent SVPRS	-	-	-	2,753
Community development				
KCC Youth Contract	75,000	-	75,000	75,000
Older Youth New Ash Green	18,786	-	18,786	8,860
Connecting Older People in Edenbridge	3,888	-	3,888	738
Covid Youth Contracts	-	-	-	42,165
	<u>112,253</u>	<u>-</u>	<u>112,253</u>	<u>695,377</u>

**6 Income from other trading activities**

	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
Social enterprise - Furniture project				
Abacus Furniture Stores	125,694	-	125,694	129,220

**7 Investment income**

	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
Bank interest	1,481	-	1,481	33

Interest in the year has risen due the increase in interest rates from 0.01% to 0.80%

**West Kent Extra Limited**  
**Annual Report and Financial Statements for the year ended 31 December 2022**

**Notes to the financial statements**

**8 Expenditure on charitable activities**

	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
Community development				
KCC Youth Contract	192,429	-	192,429	134,783
8-12's Projects Sevenoaks District	87,834	14,459	102,293	55,942
House Project	71,251	-	71,251	60,395
Linda Hogan Fund	17,797	-	17,797	18,764
Older Youth New Ash Green	12,361	-	12,361	27,786
Older Youth West Kingsdown	9,169	-	9,169	1,775
Connecting Older People in Edenbridge	5,123	-	5,123	3,194
Eden Centre Office	5,121	-	5,121	3,821
Youth Development resource	597	-	597	13,056
Help the move	-	-	-	260
Social enterprise - Furniture project				
Social Fund KSAS	21,097	-	21,097	717,962
Kent SVPRS	-	-	-	1,981
Training & employment				
Training & Employment	133,124	26,075	159,199	131,289
	<b>555,903</b>	<b>40,534</b>	<b>596,437</b>	<b>1,171,008</b>

	Direct costs £	Allocation of support and staff costs £	Total 2022 £	Total 2021 £
Community development				
KCC Youth Contract	126,969	65,460	192,429	134,783
8-12's Projects Sevenoaks District	67,495	34,798	102,293	55,942
House Project	47,013	24,238	71,251	60,395
Linda Hogan Fund	11,743	6,054	17,797	18,764
Older Youth New Ash Green	8,156	4,205	12,361	27,786
Older Youth West Kingsdown	6,050	3,119	9,169	1,775
Connecting Older People in Edenbridge	3,380	1,743	5,123	3,194
Eden Centre Office	3,379	1,742	5,121	3,821
Youth Development resource	394	203	597	13,056
Help the move	-	-	-	260
Social enterprise - Furniture project				
Social Fund KSAS	13,920	7,177	21,097	717,962
Kent SVPRS	-	-	-	1,981
Training & employment				
Training & Employment	105,043	54,156	159,199	131,289
	<b>393,542</b>	<b>202,895</b>	<b>596,437</b>	<b>1,171,008</b>

Within the allocation of support costs and staff costs are £18,860 of governance costs (2021:£10,858)

**West Kent Extra Limited**  
**Annual Report and Financial Statements for the year ended 31 December 2022**

**Notes to the financial statements**

**9 Expenditure on other trading activities**

	Direct costs	Allocation of support and staff costs	Total 2022	Total 2021
	£	£	£	£
Social enterprise - Furniture project				
Abacus Furniture Stores	215,918	111,319	327,237	352,157

**10 Staff costs**

All staff were employed by West Kent Housing Association and the cost is charged to West Kent Extra in the current year and prior year. As such there are no staff in West Kent Extra that receive remuneration in excess of £60,000. During the year no expenses were reimbursed to trustees and no trustee received remuneration (2021:£nil).

**11 Fixed assets**

	Plant & Machinery	Fixtures, fittings and equipment	Total
	£	£	£
<b>Cost</b>			
At 1 January 2022	25,220	38,498	63,718
Additions	-	-	-
Disposals	(17,940)	(38,498)	(56,438)
<b>At 31 December 2022</b>	<b>7,280</b>	<b>-</b>	<b>7,280</b>
<b>Depreciation</b>			
At 1 January 2021	25,220	20,621	45,841
Charge for year	-	-	-
Disposals	(17,940)	(20,621)	(38,561)
<b>At 31 December 2022</b>	<b>7,280</b>	<b>-</b>	<b>7,280</b>
<b>Impairment</b>			
At 1 January 2022	-	17,877	17,877
Charge for year	-	-	-
Released	-	(17,877)	(17,877)
<b>At 31 December 2022</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net book value</b>			
At 31 December 2022	-	-	-
At 31 December 2021	-	-	-

An impairment was made in the 2021 accounts for fixtures and fittings in a leased furniture store, when the decision was made to end the lease at a break clause. The lease was ended in 2022 and all assets were disposed of.

**West Kent Extra Limited**  
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**Notes to the financial statements**

<b>12 Debtors</b>	Total 2022 £	Total 2021 £
Trade Debtors	6,250	11,650
Accrued income	49,690	139,448
	<u>55,940</u>	<u>151,098</u>

<b>13 Stock</b>	Total 2022 £	Total 2021 £
Stock of donated furniture	1,432	8,574
Stock of new furniture	5,456	5,456
	<u>6,888</u>	<u>14,030</u>

There is no material difference between the replacement cost of stocks and the amount stated above.

<b>14 Creditors: Amounts falling due within one year:</b>	Total 2022 £	Total 2021 £
Accruals and deferred income	32,239	97,945
Amounts owed to parent undertaking	456,705	224,917
	<u>488,944</u>	<u>322,862</u>

Deferred income £11,616 (2021: £47,207 all released in 2022) relates to contract income invoiced in advance.

The amounts owed to parent undertaking is for services provided.

**15 Operating Leases**

The charity had one non-cancellable operating lease as set out

	2022 £	2021 £
Amounts payable as lessee	-	7,167
No later than one year	-	-
Later than one year and not later than five years	-	-
Later than five years	-	-
	<u>-</u>	<u>7,167</u>

The above lease was terminated at a break clause in May 2022.

**West Kent Extra Limited**  
**Annual Report and Financial Statements for the year ended 31 December 2022**

**Notes to the financial statements**

**16 Parent undertaking**

The charity is a subsidiary undertaking of West Kent Housing Association, a Registered Provider of social housing with charitable objectives. West Kent Extra is considered to be controlled by West Kent Housing Association, due to their power to appoint the trustees. The consolidated accounts of the parent are available to the public and may be obtained from West Kent Housing Association, 101 London Road, Sevenoaks, Kent TN13 1AX.

**17 Related Parties**

West Kent Extra received management services, staff and other services from its parent West Kent Housing Association. West Kent Housing makes a donation towards the Management, Staff and other charges to West Kent Extra. The quantum and basis of those charges is set out below.

	Staff and Management costs recharged		Other charges		Total	
	2022	2021	2022	2021	2022	2021
	£	£	£	£	£	£
Charged by parent	(637,196)	(670,118)	(106,188)	(107,295)	(743,384)	(777,413)
Donation by parent	440,784	439,923	106,188	107,295	546,972	547,218
	<u>(196,412)</u>	<u>(230,195)</u>	<u>-</u>	<u>-</u>	<u>(196,412)</u>	<u>(230,195)</u>

West Kent Extra considers the key management personnel to be the Trustees, Communities Director and the Head of Communities, there are no transactions between West Kent Extra and the key management personnel and this is set out in note 10.

**18 Statement of funds**

	1 Jan 2022			31 Dec 2022
	b/fwd	Income	Expenditure	c/fwd
	£	£	£	£
<b>Unrestricted funds</b>	<b>225,958</b>	863,344	(883,140)	<b>206,162</b>
<b>Restricted funds</b>				
Training & Employment	-	26,075	(26,075)	-
Abacus Sevenoaks	-	10,000	-	<b>10,000</b>
8-12's Projects Sevenoaks District	-	24,255	(14,459)	<b>9,796</b>
<b>Total restricted funds</b>	<b>-</b>	<b>60,330</b>	<b>(40,534)</b>	<b>19,796</b>
<b>Total funds</b>	<b>225,958</b>	<b>923,674</b>	<b>(923,674)</b>	<b>225,958</b>

The restricted funds are to support on going projects where funds have been received with a specific purpose.

Fund received in 2022 for 8-12's Projects Sevenoaks District. The funds were from Children In Need.

Sufficient resources are held in an appropriate form to enable each fund to be applied in accordance with any restrictions.

**West Kent Extra Limited**  
**Annual Report and Financial Statements for the year ended 31 December 2022**

**Notes to the financial statements**

**19 Analysis of net assets between funds**

	Unrestricted £	Restricted £	Total £
Tangible fixed assets	-	-	-
Current assets	695,106	19,796	714,902
Current liabilities	(488,944)	-	(488,944)
	<u>206,162</u>	<u>19,796</u>	<u>225,958</u>