

# QUEENS CRESCENT COMMUNITY ASSOCIATION

England & Wales · Charity number 1096655

## Details

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**Other names** QUEENS CRESCENT COMMUNITY CENTRE (QCCC)

**Status** Registered

**Legal form** Charitable company

**Company number** [04393769](#)

**Registered** 2003-03-24

**Register** [View on the Charity Commission register](#)

## Contact

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**Website** [www.qcca.org.uk](http://www.qcca.org.uk)

## Activities

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**Objects:** 1. TO PROMOTE THE BENEFIT OF THE INHABITANTS OF THE GOSPEL OAK AND GRAFTON WARDS AND THE NEIGHBOURHOOD TOGETHER DEFINED BY THE BOUNDARIES OF PARK HILL ROAD, MANSFIELD ROAD, RODERICK ROAD, THE BOUNDARY LINE OF THE RAILWAY LINE, PRINCE OF WALES ROAD AND HAVERSTOCK HILL (HEREINAFTER CALLED THE AREA OF BENEFIT) WITHOUT DISTINCTION OF SEX, SEXUAL ORIENTATION, RACE OR OF POLITICAL, RELIGIOUS OR OTHER OPINIONS, BY ASSOCIATING TOGETHER THE SAID INHABITANTS AND THE LOCAL AUTHORITIES, VOLUNTARY AND OTHER ORGANISATIONS IN A COMMON EFFORT TO ADVANCE EDUCATION AND TO PROVIDE FACILITIES IN THE INTERESTS OF SOCIAL WELFARE FOR RECREATION AND LEISURE-TIME OCCUPATION WITH THE OBJECT OF IMPROVING THE CONDITIONS OF LIFE FOR THE SAID INHABITANTS,(SEE ANNEXED PLAN FOR BOUNDARIES);2. TO ESTABLISH, OR SECURE THE ESTABLISHMENT OF A COMMUNITY CENTRE (HEREINAFTER CALLED THE CENTRE) AND TO MAINTAIN THE SAME (WHETHER ALONE OR IN CO-OPERATION WITH ANY LOCAL AUTHORITY OR OTHER PERSON OR BODY) IN FURTHERANCE OF THESE OBJECTS,3. TO PROMOTE SUCH OTHER CHARITABLE PURPOSES AS MAY FROM TIME TO TIME BE DETERMINED

**Activities:** We provide facilities & services to disadvantaged people across 5 community facilities. Core activities include: Apprenticeship and job training opportunities, remedial education services, English classes (ESOL), cook & eat, healthy living programme, youth club, nursery, older people services, keep fit class, gym, under 5's drop in, universal youth provision, sports, IT training & DBS services.

## Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, Disability, Arts/culture/heritage/science, Amateur Sport, Economic/community Development/employment, Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

## Geography

- **Area of benefit:** THE INHABITANTS OF THE GOSPEL OAK AND GRAFTON WARDS AND THE NEIGHBOURHOOD TOGETHER DEFINED BY THE BOUNDARIES OF (SEE OBJECTS FOR MORE DETAILS)
- Camden

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,794,981	£1,499,318	£1,921,252	49
2024-03-31	£1,631,086	£1,224,833	£1,625,589	44
2023-03-31	£1,445,628	£1,196,656	£1,219,336	38
2022-03-31	£1,305,503	£1,098,391	£970,364	42
2021-03-31	£1,419,476	£1,048,254	£763,252	39

## Trustees

Name	Role	Appointed
<b>Alexander John Geddes</b>	Chair	2023-03-29
Ann Mason		2025-12-17
Dr Ismail Jalisi		2018-02-21
JOHN CRICHTON COCHRANE OBE		2015-05-28
Kane Antonis Kane De		2024-12-12
Leena Chandarana		2024-12-12
Livia Paggi		2023-06-26
Lucian Thomas Randall		2014-09-25
SHARHABEEL LONE		

**QUEENS CRESCENT COMMUNITY ASSOCIATION**

England & Wales - Charity number 1096655

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# Accounts

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Company registration number: 04393769  
Charity registration number: 1096655

**QUEEN'S CRESCENT COMMUNITY ASSOCIATION  
STRATEGIC REPORT, TRUSTEES' REPORT AND  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

Hamilton Coopers  
Chartered Accountants  
66 Earl Street  
Maidstone  
Kent  
ME14 1PS

**Queen's Crescent Community Association**  
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**Queen's Crescent Community Association  
Reference and Administrative Details  
For The Year Ended 31 March 2025**

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<b>Trustees</b>	J Cochrane I Jalisi S Lone L Randall J Waite S Bennett-Nash (appointed 19/06/2024) A Geddes L Paggi L Chandarana (appointed 11/12/2024) K De Antonis (appointed 11/12/2024)
<b>Company Secretary</b>	F Miah
<b>Chief Executive</b>	F Miah
<b>Charity Number</b>	1096655
<b>Company Number</b>	04393769
<b>Principal Address</b>	45 Ashdown Crescent London NW5 4QE
<b>Registered Office</b>	45 Ashdown Crescent London NW5 4QE
<b>Accountants</b>	Hamilton Coopers Chartered Accountants 66 Earl Street Maidstone Kent ME14 1PS
<b>Auditors</b>	Hamilton Coopers 66 Earl Street Maidstone ME14 1PS

**Queen's Crescent Community Association**  
**Company No. 04393769**  
**Trustees' Report For The Year Ended 31 March 2025**

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The trustees present their report and the financial statements for the year ended 31 March 2025.

## **Objectives and Activities**

### **Aims and Objectives**

Mission Statement:

"We aim to foster social cohesion by enabling grassroots initiatives and providing resources and facilities in the interest of social welfare, education and leisure-time recreation. Working in partnership and across diverse networks, we aim to offer services that empower local residents, challenge disadvantage and improve the quality of life and standard of living."

Queen's Crescent Community Association was originally established in 1999 to take over and revitalise the management of the Allcroft Community Centre (now known as Queen's Crescent Community Centre), which had been left derelict for several years. Local residents, some of whom continue to sit on our Board of Trustees, sought to create a central resource for community regeneration in a severely deprived area surrounded by council estates and sheltered homes.

In setting our objectives and planning our activities, our Directors have given careful consideration to the Charity Commission's general guidance on public benefit and in particular, to its supplementary public benefit guidance.

### **Public Benefit**

We confirm that in providing the above services and in writing this report, we have had regard to the guidance issued by the Charity Commission on public benefit.

The trustees confirm that they have complied with the requirements of Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit.

### **CEO's Introduction**

2024–2025 has been a year of quiet but significant growth for Queen's Crescent Community Association. Across all our services, QCCA continues to be a stabilising anchor for local residents facing rising living costs, isolation and uncertainty. From babies in our nurseries to older people at our lunch clubs, thousands relied on QCCA for somewhere safe, welcoming and hopeful to go.

Our Youth Service supported 495 young people, delivering 7,999 attendances across open-access youth clubs, girls' sports, creative projects, mentoring and targeted programmes. The impact remains powerful: 98% said sessions improved their mood, 90% made a new friend, 85% learned a new skill and 78% feel healthier. Lilia's journey into girls' football and Sophie's story of increased confidence as an autistic young person demonstrate how the Dome continues to be one of the most trusted youth offers in Camden.

Through Healthy Families, 768 residents accessed 2,223 attendances, with women-only gym and yoga, Zumba, gardening and social groups giving parents vital space for their own wellbeing. Many described the programme as "a lifeline" and a meaningful support system during a challenging year.

Our Food Bank supported 3,118 household visits across 288 unique households, feeding the equivalent of 12,472 mouths. This provided dignified, essential support even after introducing a modest £3 contribution due to funding cuts. NC's journey—from food bank user to volunteer and onto a bakery training programme—illustrates how QCCA opens pathways, not just provides emergency food.

Our Older People's Services supported 267 older residents who took part in 6,305 attendances. From trips to Hampton Court and the House of Commons to daily coffee mornings and chair-based exercise, 98% reported feeling happier, 95% felt more socially connected, 91% made new friends, 86% said their physical health improved, 75% felt less anxious and 91% said QCCA improved their quality of life. MC's story highlights the depth of our support around bereavement, anxiety, housing and belonging.

Our Advice & Guidance service supported 273 residents facing rising hardship linked to the cost-of-living crisis, housing instability and debt. Many required intensive, repeated support. Our Advice Champions delivered benefits, housing and hardship-grant assistance, prevented evictions, and provided health advocacy. Seven in eight clients experienced significant mental health challenges.

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**Queen's Crescent Community Association  
Trustees' Report (continued)  
For The Year Ended 31 March 2025**

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### **CEO's Introduction - continued**

Both nurseries had a particularly strong year. Holly Lodge Nursery enrolled 40 children (including 23 new starters), retained a fully stable staff team, and secured a 5-star food hygiene rating in January 2025. Ofsted's most recent inspection (2022) graded Holly Lodge Good, praising a "warm and friendly nursery where children are safe and emotionally secure" and recognising strong progress across the EYFS. This year we deepened outdoor learning, strengthened EAL support and enhanced family engagement, directly addressing earlier Ofsted recommendations. Parent reviews consistently describe Holly Lodge as "a really special nursery... where children settle so well and leave smiling."

Caversham Nursery also continued to excel, with an Ofsted inspection in August 2024 again rating the nursery Good. Inspectors noted that "children enjoy their time in the nursery... staff interact warmly and sensitively, helping children develop confidence and independence." They also highlighted strong inclusion, stating that "children with SEND make good progress because staff work closely with parents and other professionals," and praised the curriculum with "a varied and stimulating environment that encourages children to explore and develop their curiosity." Caversham secured a £10,337 capital grant, welcomed 11 new children, and earned a Bronze Certificate from the London Children's Flower Society, ending the year with exceptional parent feedback.

Across QCCA, social media, especially LinkedIn, helped amplify these stories, showcasing staff achievements, youth successes, OPS celebrations, volunteering contributions and nursery milestones throughout 2024–25. This visibility has strengthened QCCA's reputation and deepened engagement with families, partners and donors.

Looking ahead, our priorities include sustaining quality across all Ofsted-registered provision, investing in staff wellbeing and recruitment, strengthening financial resilience and ensuring that every resident, young or old, continues to feel that QCCA is a place where they belong. We enter 2025–2026 with strong foundations and a renewed commitment to being a community anchor at the heart of Camden.

## **Achievements and Performance**

### **Achievements and Performance**

#### **Youth Services**

QCCA's Youth Services continue to empower young people in the Gospel Oak community to reach their full potential — building confidence, creativity, wellbeing, and belonging. Over the past year we delivered hundreds of activities, provided safe and engaging spaces, and supported young people to learn, connect and thrive.

#### Headline Achievements

- Total unique young people engaged: 495
- Total attendances: 7,999
- Gender split: 60% boys, 40% girls
- Young people from Global Majority backgrounds: 70%
- Young people eligible for free school meals: 70%

Across the year, young people took part in a wide range of creative, physical and wellbeing-focused activities including sports, youth clubs, baking and cooking, music production, gardening projects, awareness workshops on knife crime, drug prevention, menstrual health and mental health, pottery, accredited courses such as hair styling and youth work, mentoring, and trips to career fairs.

#### Impact

Feedback remained exceptionally strong:

- 78% said they feel healthier
- 85% learned a new skill
- 90% made a new friend
- 95% spoke to a trusted adult during youth club sessions
- 98% said sessions improved their mood

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**Queen's Crescent Community Association  
Trustees' Report (continued)  
For The Year Ended 31 March 2025**

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### **Achievements and Performance - continued**

The service continues to be one of the most trusted youth provisions in the area, offering stability, aspiration and support at a pivotal moment for local young people.

#### Case Study: Lilia's Journey: Empowerment Through Sports at the Dome

Lilia is a bright, determined, and energetic 14-year-old Muslim girl living on a council estate in Queen's Crescent, and who is a recipient of free school meals. Due to financial constraints and her Muslim identity, Lilia's family faced difficulties in finding activities, particularly sports, that would meet Lilia's inclusivity needs and aspirations. As she puts it, "I just didn't think sport was for me". From the age of 9 however, her family found the Dome and gave it's Girls Only Youth Club and Sports a try.

For 5 years now, Lilia's participation at the Dome's girls' group has been consistent, and her favourite part is the sports on offer. "I enjoy football, gym, and badminton – football especially when I play with my friends. I would never have played if it wasn't for The Dome". Lilia notices improvements in both her physical and mental wellbeing as a result. "I feel tired after sessions, but I'm happy and productive. Since coming here, I've learned teamwork, communication, and my leadership skills have grown". The Dome has recognised Lilia's commitment to football, leading to her selection for a fully paid Dome bursary to join the Bloomsbury Academy football team.

Without The Dome, Lilia believes she'd "probably be at home playing on my phone or computer, doing nothing productive. Because The Dome is free and close to my house, it keeps me active and involved." She emphasises the centre's broader impact: "It's very important to have a place like this. It's not just about sports – it's about support, friends, and learning new things".

"The Dome gave me a chance to grow, to play, to lead – and to believe in myself".

#### Case Study: Sophie's Adventures!

Sophie is a 13-year-old girl on the autism spectrum who has been a Queen's Crescent community member her whole life. With her diagnosis, Sophie feels it can "make it difficult to make friends" at school as she lacks the confidence to speak to other young people. The Dome, being only 2 minutes from Sophie's home and providing free programmes and extra support for families eligible for free school meals such as Sophie's, provided a great opportunity not to be missed for Sophie to try new things and make friends.

Sophie's first session at the Dome was in our Girl's Group, but it didn't stop there! She has since also joined our Junior Youth Club and holiday programmes. Over the summer alone, Sophie attended most days of the Dome's Summer Holiday Camp, joined on a trip to the Arsenal stadium, participated in a first aid training workshop, was one of 12 Dome members picked to go on our Dome residential, and also joined our youth advisory board. By taking part in the wealth of activities on offer, Sophie did things she never before dreamed of trying and is "happy and proud of herself" for all the learning and growing she has done. "I am more confident, and I have made friends." "At the start of the residential I was unsure about stuff, but when I came back I was sure of myself. I would never have done archery or high ropes course before, but now I did it and I love it".

Sophie's full participation is possible thanks to the positive relationship the Dome's staff have with Sophie and her family. Consistent dialogue allows us to better support Sophie and surmount any barriers she may face. Sophie notes that the staff are "very very very very nice and very funny", making a big difference to her comfort. During moments of overstimulation during youth club, Sophie also notes how important our Dome From Home sensory room is in providing a reliable calming space to go. "I don't think I need to go to any other youth clubs".

### **Healthy Families**

The Healthy Families Programme continued to create welcoming, inclusive, and supportive spaces for local families and residents of all ages. This year the programme remained a lifeline for many navigating financial strain, isolation, or limited access to affordable wellbeing activities.

#### Engagement

- 768 unique participants
- 2,223 total attendances

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**Queen's Crescent Community Association  
Trustees' Report (continued)  
For The Year Ended 31 March 2025**

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## **Achievements and Performance - continued**

### Programme Highlights

Women-only gym and yoga sessions provided confidence-building spaces where participants could focus on their wellbeing without judgement. Mothers especially valued having a place to prioritise themselves while feeling supported.

Community activities — from gardening to creative social groups — offered calming, skills-based spaces where friendships formed naturally. Zumba continued to be one of the most popular sessions, giving families an active outlet and supporting parents who have limited childcare options.

Men's badminton created a dedicated space for physical activity and social connection, while Family Fun Days brought families together during school holidays for affordable, joyful experiences. Community runs, fairs and celebrations strengthened local belonging.

Participants consistently described the programme as supportive, joyful and essential to their wellbeing.

"It's a great family service where I have a chance to do something for myself as a mother." – HF attendee

### **Food Bank**

The Food Bank continued to respond to deepening need in the community.

#### Reach

- 3,118 visits from households (288 unique households)
- Over the year, we fed an equivalent of 12,472 mouths

In June 2024, due to funding cuts, a small £3 contribution fee was introduced. While this reduced user numbers, it helped identify those most in need and provided essential income to purchase priority items.

#### Feedback

"Yes I am happy with the items, but I think more tinned food should be available."

"It's generous to have the food bank."

"More tinned fruit and veg would help people like me who don't have a freezer or microwave."

"I am really happy with the items provided; the quantity is enough and in good condition."

### Looking Ahead

Next year's priority is to secure additional funding so we can increase high-demand items such as tinned vegetables, tinned meals, fresh meat and fish, toiletries and laundry products.

### Case Study: Food Bank/Volunteer

When NC first came to the food bank, she was living in temporary accommodation with her child. She was quiet and shy and she had heard about the food bank from other residents at her temporary accommodation. NC attended the foodbank for a few months before she asked if she could become a foodbank volunteer as she wanted to give back to the place that had helped her when she really needed it. She accessed the food bank and volunteered for QCCA for over a year; she became a valuable and reliable part of our volunteer team. Through the foodbank we were able to refer NC to a 12-month bakery programme for people experiencing 'multiple disadvantages' which she was accepted onto and in December she moved into her own council property.

### **Older People's Services (OPS)**

It was another strong year for the Older People's Services, with significant growth in membership and engagement. OPS remains a vital hub for older residents — reducing loneliness, improving health, and building friendships.

#### Member Feedback

"The centre is a lifeline for me... I look forward to the community spirit, meeting new people and making friends." – CD

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**Queen's Crescent Community Association  
Trustees' Report (continued)  
For The Year Ended 31 March 2025**

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## **Achievements and Performance - continued**

### Key Achievements

- 267 unique users
- 6305 attendances in total
- CBE sessions: 82 members / 2,860 attendances
- Bingo: 41 members / 995 attendances
- Coffee mornings: 82 members / 4,787 attendances

### Programme Highlights

Members enjoyed a rich programme including chair-based exercise, coffee mornings, lunches, bingo, art and craft, drama, bridge and movie matinees. A seven-week mosaic course was delivered in partnership with the London School of Mosaic.

### Outings & Events

Trips increased from one per month to two or three, supporting wellbeing and connection. Members visited:

- The House of Commons, Tower of London, Banqueting House
- Kew Gardens, Cinema Museum, Spitalfields Market, Southend
- ENO, Royal Academy, Ham House, Hampton Court and more
- Seasonal celebrations — from Eid to Christmas — brought over 100 attendees together.

Impact (Survey – October 2024, 70 members)

- 86% felt their physical health improved
- 95% felt more socially connected
- 91% made new friends
- 98% felt happier
- 75% felt less anxious
- 91% said QCCA improved their quality of life

### Looking Ahead

OPS will continue expanding activities, deepening partnerships and supporting members to stay active and socially connected.

### Case Study: MC

Case study for MC, a single man in his 60's who used to be a carer for his brother. He lives alone and has a severe visual impairment

MC has been attending the centre on a regular basis since 2021. He was referred to QCCA by Camden Carers as he was a carer for his brother. He attended the gym, exercise classes and coffee mornings, but since his eyesight is now much worse, he likes to come for lunches, coffee mornings and the social aspect. He attends on a regular basis, sometimes several times a week.

In 2022, he was struggling with anxiety and difficulty sleeping, as his mind was occupied with caring for his brother in a care home and he felt frustrated with the care home staff and what he considered a lack of transparency. He attended sessions QCCA's Health and Wellbeing coordinator, who suggested some techniques to him to help calm him down and improve his sleep. She told him to use the gym and get out as much as possible.

In 2023, his brother's health worsened, and he was admitted to hospital. MC was very upset and anxious during this time. His brother passed away at the beginning of July. MC was distraught and needed support from the Lifelines champion with sorting out the financial situation at the care home, stopping his brother's benefits and arranging the funeral.

Our Lifeline's Champion, Belinda, then supported MC with getting his state pension and PIP due to his worsening eyesight, sorting out his housing issues and helping him to move from a flat which had a terrible problem with damp.

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**Queen's Crescent Community Association  
Trustees' Report (continued)  
For The Year Ended 31 March 2025**

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## **Achievements and Performance - continued**

### Feedback from MC at the lunch club

When I started attending the centre, the Covid Pandemic had just finished, and I was more concerned about my brother in the care home than myself. I couldn't go and see my brother. If it wasn't for the support of the centre and the help from BR, I don't know what I would have done. Belina really supported me. I come to the centre for social reasons. I love dancing, I like the film club. I've met lots of new people since coming here. What would I do as a single person? Stay indoors all the time? The effect of the four walls isn't very healthy, getting involved is the right thing to do. I come to see what's happening and if I want to say or not. I come in most days.

If there is something I need help with, there are people I can talk to who know me. This is the right place. If I can do things to be supportive, I would be happy to do it. You do tremendous work here.

### **Food Bank**

The Food Bank continued to respond to deepening need in the community.

Reach

- 3,118 visits from households (288 unique households)
- Over the year, we fed an equivalent of 12,472 mouths

In June 2024, due to funding cuts, a small £3 contribution fee was introduced. While this reduced user numbers, it helped identify those most in need and provided essential income to purchase priority items.

### Feedback

"Yes I am happy with the items, but I think more tinned food should be available."

"It's generous to have the food bank."

"More tinned fruit and veg would help people like me who don't have a freezer or microwave."

"I am really happy with the items provided; the quantity is enough and in good condition."

### Looking Ahead

Next year's priority is to secure additional funding so we can increase high-demand items such as tinned vegetables, tinned meals, fresh meat and fish, toiletries and laundry products.

### Case Study: Food Bank/Volunteer

When NC first came to the food bank, she was living in temporary accommodation with her child. She was quiet and shy and she had heard about the food bank from other residents at her temporary accommodation. NC attended the foodbank for a few months before she asked if she could become a foodbank volunteer as she wanted to give back to the place that had helped her when she really needed it. She accessed the food bank and volunteered for QCCA for over a year; she became a valuable and reliable part of our volunteer team. Through the foodbank we were able to refer NC to a 12-month bakery programme for people experiencing 'multiple disadvantages' which she was accepted onto and in December she moved into her own council property.

### **Advice & Guidance**

Our Advice, Guidance & Advocacy (IAGA) service continued to provide essential, often intensive support to residents facing complex and escalating challenges. Since March 2024, we have observed an increase in service users from a wide range of ethnicities, ages, and social backgrounds. It has become clear that this rise is largely due to challenges caused by the cost-of-living crisis, unemployment, housing evictions, rising debt, and related issues.

Our Advice & Guidance Champions, Belinda & Khadija, supported 273 people through this service this year which includes multiple sessions with many of our service users.

They delivered the following services benefits support (PIP, Housing Benefit, Council Tax, Universal Credit), housing support, energy and utility bill assistance, successful PCN appeals, prevention of evictions, securing hardship grants secured, successful court benefit appeals, etc.

7 out of 8 of our advice & guidance beneficiaries are experiencing poor mental health

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**Queen's Crescent Community Association  
Trustees' Report (continued)  
For The Year Ended 31 March 2025**

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### **Achievements and Performance - continued**

- Diagnosed condition (eg PTSD, schizophrenia);
- Age related memory loss;
- Depression and Anxiet

#### **Holly Lodge Nursery**

Holly Lodge Nursery delivered a busy and joyful year of high-quality early education for children aged 0–5. Through a rich curriculum, strong staff practice and dedicated family partnerships, the nursery continued to nurture confident, curious learners in a warm, inclusive setting.

#### **Key Achievements**

- 23 new children joined; 40 enrolled in total (25 funded)
- Strong staff attendance, ensuring consistency and stability
- Food hygiene rating: 5 (January 2025)
- Strong positive feedback from families
- Praise from Camden Early Years Advisor for excellent practice

#### Learning & Activities

Children enjoyed themed activities linked to EYFS development — including Easter, Eid, Mother’s Day, Father’s Day, St George’s Day and Sports Day. Music, movement, messy play, cooking, gardening and Forest School supported curiosity, confidence and motor skills.

A Farm Theme and trip were planned for Spring 2025. Extended outdoor learning continued throughout the summer, with children spending most of the day outside exploring nature. Two new pet fish, Sunshine and Honey, helped teach early care and responsibility.

#### **Family & Community**

Coffee mornings, Stay & Play sessions and family celebrations strengthened relationships and supported new families settling into the area. Families relocating from abroad praised Holly Lodge for its nurturing environment and smooth transitions. The nursery’s reputation continues to grow, with many parents choosing Holly Lodge over larger chains due to its personal, community-focused approach.

#### Looking Ahead

As we move into the next academic year, Holly Lodge Nursery will continue to strengthen outdoor learning and Forest School opportunities, deepen family engagement through new shared activities, and maintain our high standards as we work towards sustaining a strong Ofsted trajectory. We will expand creative learning opportunities that promote wellbeing, curiosity, and foundational skills. We are proud that no staff members left the team this year, ensuring excellent continuity for children as we move into 2025–2026. The team looks forward to another successful, nurturing, and inspiring year with our families and children.

#### **Caversham Nursery**

Caversham Nursery celebrated a vibrant and successful year, supporting early learning through creative play, inclusive practice and strong partnerships with families and local schools.

#### **Highlights**

- Ofsted Inspection: Graded “GOOD” – recognising our high-quality teaching, care and leadership.
- New Funding: Awarded £10,337 Capital Grant to enhance the nursery environment and increase capacity.
- Bronze Certificate from the London Children’s Flower Society for our gardening activities.
- New Government Offer: Introduced 9-month funded childcare places for working parents.
- New Starters: 11 new children joined this year, including several under 2s.
- Family Engagement: Regular parent meetings, transition reports and celebration events strengthened parent partnerships.
- Successful transition to school

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**Queen's Crescent Community Association  
Trustees' Report (continued)  
For The Year Ended 31 March 2025**

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## **Achievements and Performance - continued**

### Learning & Activities

Children explored engaging themes — Easter, Eid, St George's Day, Mother's and Father's Day, Black History Month, Halloween and Christmas. Gardening projects included planting daffodils, hyacinths, flowers, blueberries and raspberries. Messy play and sensory exploration supported focus, fine motor development and creativity.

### Community & Celebration

The year closed with a festive party and performance, strengthening the nursery's reputation as a caring, community-centred setting. One former parent returned to volunteer as a face painter — a testament to the strong relationships nurtured here.

### Looking Ahead

Caversham will expand spaces through capital funding, strengthen staff skills through training, deepen family engagement and build more outdoor and sustainability-focused learning opportunities, including a new climate action plan.

Caversham Nursery continues to be a creative, caring and inclusive place where children thrive.

### This Year in Numbers

#### Youth Services

- 495 unique young people engaged
- 7,999 total attendances
- 60% boys / 40% girls
- 70% from Global Majority backgrounds
- 70% eligible for free school meals
- 98% said sessions improved their mood
- 90% made a new friend
- 85% learned a new skill
- 78% feel healthier

#### Healthy Families

- 768 unique participants
- 2,223 attendances

#### Food Bank

- 3,118 total visits
  - 288 unique households
  - 12,472 mouths fed
- #### Older People's Services
- 267 unique users
  - 6305 total attendances
  - 98% felt happier
  - 95% felt more socially connected
  - 91% made new friends
  - 86% said physical health improved
  - 75% felt less anxious
  - 91% said QCCA improved their quality of life

#### Advice & Guidance

- 273 people supported
- 7 out of 8 beneficiaries suffer from poor mental health

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**Queen's Crescent Community Association  
Trustees' Report (continued)  
For The Year Ended 31 March 2025**

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## **Achievements and Performance - continued**

### Holly Lodge Nursery

- 40 children enrolled (including 23 new starters)
- 25 funded places
- Food hygiene rating: 5 (Jan 2025)

### Caversham Nursery

- “GOOD” Ofsted rating
- £10,337 capital funding secured
- 11 new children joined
- Bronze Certificate from London Children’s Flower Society

## **Financial Review**

### **Principal Risk and Uncertainties**

The directors have reviewed significant future risks that the Association faces. The directors believe some financial risks are service charges, commercial rent, business rates, and maintenance costs, which are ongoing negotiations with Camden Council. In addition, the unprecedented increase in utilities and fuel costs is considered a risk. Alongside this, general wage inflation is considered a material risk.

Directors review these risks on an ongoing basis. The board of directors, via the finance committee, implement improvements to internal control systems to mitigate other operational and business risks as and when identified. A financial and procedures policy is in place, which allows for internal accountability, financial forecasting and reporting procedures.

The procedures are in place to ensure compliance with health and safety regulations and deal with complaints. In addition, there are policies governing safeguarding vulnerable children, young people and adults.

Externally, the trustees are aware of the changing context of central and local government initiatives and policies relating to the voluntary and community sector and how these may affect future funding, partnership working and service delivery arrangements for the sector.

### **Reserves**

QCCA is committed to maintaining sufficient free reserves to manage known liabilities, contingencies, and operational risk, while ensuring the long-term sustainability of the organisation. As at March 2025, the Association’s Free Reserves—calculated as unrestricted reserves less unrestricted tangible fixed assets—stood at approximately £1.6m. This level of reserves is sufficient to cover estimated winding-up costs and provides a modest surplus above the organisation’s reserves policy, which sets a minimum threshold equivalent to 12 months of working capital, or approximately £1.5m of anticipated annual income.

Looking ahead to the financial year ending March 2026, QCCA’s objective is to maintain an appropriate and prudent surplus. This will enable the organisation to manage potential funding volatility within an increasingly competitive environment, as well as to absorb anticipated cost pressures, including rising utility costs, employer National Insurance contributions, and minimum wage increases. Subject to these requirements, and in line with trustee oversight and risk appetite, QCCA will continue to assess opportunities to deploy surplus funds responsibly, including ethical and low-to-medium-risk investment options, to support the charity’s strategic development and charitable objectives.

**Queen's Crescent Community Association  
Trustees' Report (continued)  
For The Year Ended 31 March 2025**

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## **Future Developments**

Following the successful navigation of the COVID-19 pandemic and the subsequent cost of living crisis, Queen's Crescent Community Association (QCCA) is entering its next phase of development from a position of strength, stability, and strategic clarity.

Over recent years, QCCA has continued to grow both physically and programmatically, expanding the scale, reach, and quality of its services for residents across Gospel Oak, Haverstock, and the wider Camden area. This growth has taken place against a challenging local backdrop. In the past five years, a number of community and voluntary organisations in the Gospel Oak area have ceased operating, including the London School of Mosaic, Caraf Centre, LDN, Band of Brothers, and three others. The closure of these organisations has placed increased pressure on remaining community infrastructure, with QCCA increasingly acting as a key anchor organisation supporting unmet need across multiple cohorts.

In response, QCCA is proactively working with Camden Council and local partners to explore opportunities to expand its estate and service offer, including discussions around taking on the management of an additional community facility within the Haverstock area. This would enable the organisation to further strengthen provision for young people, older residents, and families, while maintaining strong local access and place-based delivery.

Alongside this, QCCA will hope to develop the Appetite for Success programme, working in tandem with the Queen's Crescent Kitchen and Community Hub project. Located at the front of the community centre, the new hub is designed to be more welcoming, visible, and accessible, providing a permanent space for residents to engage, connect, and seek early support. The hub will play a dual role: offering nutritious, affordable meals and social opportunities for older people, while also acting as a springboard for young entrepreneurs and residents interested in pathways into catering, hospitality, and social enterprise. The programme will support training, volunteering, and apprenticeship opportunities, linking employability with health, wellbeing, and community resilience.

Strategically, QCCA is also strengthening its approach to financial sustainability and asset stewardship. The organisation is reviewing a range of ethical and low-to-medium-risk investment models to ensure that reserves are managed responsibly and effectively, with the dual aim of protecting the charity's long-term financial resilience while maximising impact in line with charitable objectives. This work is being undertaken alongside ongoing scrutiny of risk, governance, and regulatory compliance.

Looking ahead, QCCA's future development is underpinned by a robust multi-year business plan that aligns with Camden's wider priorities, including tackling health inequalities, reducing social isolation, supporting economic participation, and strengthening community infrastructure. As demand for community-based services continues to rise, QCCA remains committed to growing in a measured, values-led, and sustainable way, ensuring that expansion is matched by strong governance, financial oversight, and a continued focus on quality and impact.

## **Structure, Governance and Management**

### **Governing Document**

The Association is a charitable company limited by guarantee; it was incorporated on 13 March 2002 and registered as a charity on 24 March 2003. The charitable company took over the operations of the unincorporated association of the same name on 1 April 2002. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association.

### **Trustee Selection Methods**

The Directors of the company are also the Trustees of the charity for the purpose of charity law and, under the company's articles, are known as members of the Board of Directors. Under the Memorandum and Articles of Association requirement, one-third of the directors, for the time being, shall retire from office at each Annual General Meeting. The directors to withdraw are those who have been longest in office since their last election or appointment. As between directors of equal seniority, the directors to retire are selected by lot unless they agree otherwise. A retiring director shall be eligible for re-election.

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**Queen's Crescent Community Association**  
**Trustees' Report (continued)**  
**For The Year Ended 31 March 2025**

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**Trustee Selection Methods - continued**

No person other than a director retiring at the meeting shall be eligible for election as director at any meeting unless that person is recommended by the directors for election; or the secretary is provided in writing by a member duly qualified to attend and vote at the meeting, not less than four nor more than 21 clear days before the date set for the conference, of that member's intention to propose such person and of that person's willingness to be elected. At the General Meeting, the company may increase the number of directors, decide in what rotation the additional directors shall retire, and may make the appointment necessary for effecting any such increase.

**Induction and Training of Trustees**

Trustees are already familiar with the practical work of the charity, having been encouraged to visit our regular activities. Additionally, new trustees are invited and encouraged to attend a series of short training sessions delivered by Voluntary Action Camden (Charity)

A Directors' pack has also been prepared and distributed to all new trustees (directors), which includes the Memorandum of Association & Articles, latest audited accounts, annual report, safeguarding policy, finance policy, health and safety policy, and other various policies and procedures.

**Key Management Remuneration**

The Trustees consider the key management to be themselves, the CEO and Finance manager.

**Organisational Structure**

The Queen's Crescent Community Association Ltd has a board of 10 directors, 2 of them have joined in 2024-25 whom are named on page one and served during this financial year. They meet quarterly and are responsible for the charity's strategic direction and policy. The directors are from various professional and diverse backgrounds relevant to the charity's work.

The chair is responsible for ensuring that the charity delivers the services specified and that the key performance indicators are achieved. The Chief Executive (also Company Secretary) is responsible for the organisation's day-to-day operational management and the staff team's individual supervision to ensure that its skills and working practices align with good management practices.

**Queen's Crescent Community Association  
Trustees' Report (continued)  
For The Year Ended 31 March 2025**

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### **Statement of Trustees' Responsibilities**

The trustees (who are also the directors of Queen's Crescent Community Association for the purposes of company law) are responsible for preparing the Trustees' 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. Under company law the trustees must not approve the financial statement unless they are satisfied that they 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 the financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgments 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 company will continue in business.

The trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at anytime the financial position of the charitable company and to enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the 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.

### **Statement of Disclosure of Information to Auditors**

Each of the persons who are trustees at the time when this trustees' report is approved has confirmed that:

- so far as the trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware; and
- they have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

### **Independent Auditors**

The auditors, Hamilton Coopers, have indicated their willingness to continue in office and a resolution concerning their re-appointment will be proposed at the Annual General Meeting.

The trustees' report was approved by the board of trustees and signed on its behalf by:



[Alex geddes \(Dec 17, 2025 20:00:16 GMT\)](#)

A Geddes

Trustee

17 December 2025

**Independent Auditor's Report  
to the Members of  
Queen's Crescent Community Association**

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## **Opinion**

We have audited the financial statements of Queen's Crescent Community Association (the "charity") for the year ended 31 March 2025 which comprise the Statement of Financial Activities (including Income and Expenditure Account), Statement of Financial Position, Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 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 Charities Act 2011.

## **Basis for Opinion**

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

## **Conclusions Relating to Going Concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## **Other Information**

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

**Independent Auditor's Report (continued)  
to the Members of  
Queen's Crescent Community Association**

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**Matters on Which We Are Required to Report by Exception**

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

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

**Responsibilities of Trustees**

As explained more fully in the Trustees' Responsibilities Statement set out on page 2—13, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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 charity or to cease operations, or have no realistic alternative but to do so.

**Auditor's Responsibilities for the Audit of the Financial Statements**

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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:

Capability of the audit in detecting irregularities, including fraud

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks.

We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and taxation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. 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 increase revenue or reduce expenditure and management bias in accounting estimates and judgmental areas of the financial statements such as accrued income.

Audit procedures performed by the engagement team included:

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**Independent Auditor's Report (continued)**  
**to the Members of**  
**Queen's Crescent Community Association**

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**Auditor's Responsibilities for the Audit of the Financial Statements - continued**

- Discussions with management and assessment of known or suspected instances of non compliance with laws and regulations and fraud; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

There are inherent limitations in the audit procedures described above 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 would become aware of it. Also, 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 or intentional misrepresentations, or through collusion.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the members.
- Conclude on the appropriateness of the members' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit. Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. The risk increases more when compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Independent Auditor's Report (continued)**  
**to the Members of**  
**Queen's Crescent Community Association**

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**Use Of Our Report**

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters that 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 trustees as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in blue ink, appearing to read "Hamilton Coopers", with a long horizontal flourish extending to the right.

Hamilton Coopers

18 December 2025

Hamilton Coopers  
66 Earl Street  
Maidstone  
ME14 1PS

Hamilton Coopers is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

**Queen's Crescent Community Association**  
**Statement of Financial Activities (including Income and Expenditure Account)**  
**For The Year Ended 31 March 2025**

				2025	2024
	Notes	Unrestricted funds	Restricted funds	Total funds	Total funds
		£	£	£	£
<b>INCOME AND ENDOWMENTS FROM:</b>					
Donations and legacies	3	320,674	261,517	582,191	587,560
Other trading activities	4	1,197,840	-	1,197,840	1,039,280
Investments	5	14,950	-	14,950	4,246
		<u>1,533,464</u>	<u>261,517</u>	<u>1,794,981</u>	<u>1,631,086</u>
<b>EXPENDITURE ON:</b>					
Charitable activities:	7				
Charitable activities		(1,267,604)	(231,714)	(1,499,318)	(1,224,833)
<b>NET INCOME</b>		265,860	29,803	295,663	406,253
Transfers between funds	17	(32,998)	32,998	-	-
<b>NET MOVEMENT IN FUNDS</b>		232,862	62,801	295,663	406,253
<b>RECONCILIATION OF FUNDS:</b>					
Total funds brought forward		1,454,098	171,491	1,625,589	1,219,336
<b>TOTAL FUNDS CARRIED FORWARD</b>	17	<u><u>1,686,960</u></u>	<u><u>234,292</u></u>	<u><u>1,921,252</u></u>	<u><u>1,625,589</u></u>

The notes on pages 23 to 31 form part of these financial statements.

**Queen's Crescent Community Association**  
**Comparative Statement of Financial Activities (including Income and Expenditure Account)**  
**For The Year Ended 31 March 2025**

		<b>2024</b>		
	<b>Notes</b>	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total funds</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>INCOME AND ENDOWMENTS FROM:</b>				
Donations and legacies	<b>3</b>	455,163	132,397	587,560
Other trading activities	<b>4</b>	1,039,280	-	1,039,280
Investments	<b>5</b>	4,246	-	4,246
		<u>1,498,689</u>	<u>132,397</u>	<u>1,631,086</u>
<b>EXPENDITURE ON:</b>				
Charitable activities:	<b>7</b>			
Charitable activities		(1,087,600)	(137,233)	(1,224,833)
<b>NET INCOME</b>		411,089	(4,836)	406,253
Transfers between funds	<b>17</b>	(41,159)	41,159	-
<b>NET MOVEMENT IN FUNDS</b>		369,930	36,323	406,253
<b>RECONCILIATION OF FUNDS:</b>				
Total funds brought forward		1,084,168	135,168	1,219,336
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b>17</b>	<u><u>1,454,098</u></u>	<u><u>171,491</u></u>	<u><u>1,625,589</u></u>

The notes on pages 23 to 31 form part of these financial statements.

**Queen's Crescent Community Association**  
**Statement of Financial Position**  
**As At 31 March 2025**

		<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>2025 Total funds</b>	<b>2024 Total funds</b>
	<b>Notes</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>FIXED ASSETS</b>					
Tangible Assets	<b>12</b>	46,122	-	46,122	26,125
		46,122	-	46,122	26,125
<b>CURRENT ASSETS</b>					
Debtors	<b>13</b>	75,063	-	75,063	47,084
Cash at bank and in hand		1,702,926	234,292	1,937,218	1,657,104
		1,777,989	234,292	2,012,281	1,704,188
<b>Creditors: Amounts Falling Due Within One Year</b>	<b>14</b>	(137,151)	-	(137,151)	(104,724)
<b>NET CURRENT ASSETS (LIABILITIES)</b>		1,640,838	234,292	1,875,130	1,599,464
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		1,686,960	234,292	1,921,252	1,625,589
<b>NET ASSETS</b>		1,686,960	234,292	1,921,252	1,625,589
<b>FUNDS OF THE CHARITY</b>					
Restricted Funds				234,292	171,491
Unrestricted Funds				1,686,960	1,454,098
<b>TOTAL FUNDS</b>	<b>17</b>			1,921,252	1,625,589

**Queen's Crescent Community Association**  
**Statement of Financial Position (continued)**  
**As At 31 March 2025**

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For the year ending 31 March 2025 the charitable company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies, although an audit has been carried out under section 144 of the Charities Act 2011.

The members have not required the charitable company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared and delivered in accordance with the provisions applicable to companies subject to the small companies regime.

On behalf of the board



[Alex geddes \(Dec 17, 2025 20:00:16 GMT\)](#)

A Geddes

Trustee

17 December 2025

The notes on pages 23 to 31 form part of these financial statements.

**Queen's Crescent Community Association**  
**Statement of Cash Flows**  
**For The Year Ended 31 March 2025**

	Notes	2025 £	2024 £
<b>Cash flows from operating activities</b>			
Net cash generated from operations	1	303,704	194,993
Net cash generated from operating activities		<u>303,704</u>	<u>194,993</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible assets		(36,281)	(8,840)
Interest received		14,950	4,246
Net cash used in investing activities		<u>(21,331)</u>	<u>(4,594)</u>
Increase in cash and cash equivalents		<u>282,373</u>	<u>190,399</u>
Cash and cash equivalents at beginning of year	2	<u>1,653,110</u>	<u>1,462,711</u>
Cash and cash equivalents at end of year	2	<u><u>1,935,483</u></u>	<u><u>1,653,110</u></u>

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**Queen's Crescent Community Association**  
**Notes to the Statement of Cash Flows**  
**For The Year Ended 31 March 2025**

**1. Reconciliation of income to cash generated from operations**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Net income	295,663	406,253
<i>Adjustments for:</i>		
Interest income	(14,950)	(4,246)
Depreciation of tangible assets	16,284	8,891
<i>Movements in working capital:</i>		
(Increase)/decrease in trade and other debtors	(27,979)	6,206
Increase/(decrease) in trade and other creditors	34,686	(222,111)
Net cash generated from operations	303,704	194,993

**2. Cash and cash equivalents**

Cash and cash equivalents, as stated in the Statement of Cash Flows, relates to the following items in the Balance Sheet:

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Cash at bank and in hand	1,937,218	1,657,104
Overdraft facilities repayable on demand	(1,735)	(3,994)
Cash and cash equivalents as stated in the Statement of Cash Flows	1,935,483	1,653,110

**3. Analysis of changes in net funds**

	<b>As at 1 April 2024</b>	<b>Cash flows</b>	<b>As at 31 March 2025</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Cash at bank and in hand	1,657,104	280,114	1,937,218
Overdraft facilities repayable on demand	(3,994)	2,259	(1,735)
<b>Cash and cash equivalents</b>	1,653,110	282,373	1,935,483

**Queen's Crescent Community Association  
Notes to the Financial Statements  
For The Year Ended 31 March 2025**

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## 1. General Information

Queen's Crescent Community Association is a company limited by guarantee, incorporated in , registered number 04393769 and registered charity number 1096655. The registered office is 45 Ashdown Crescent, London, NW5 4QE.

## 2. Accounting Policies

### 2.1. Basis of Preparation of Financial Statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) "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) (effective 1 January 2019)", Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006.

The charitable company is a Public Benefit Entity as defined by FRS 102.

### 2.2. Incoming Resources

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants

It is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income from charitable activities includes primary purpose trading

Income from charitable activities includes primary purpose trading, income earned both from the supply of goods or services under contractual arrangements or grant agreements, which have conditions that specify the provision of particular goods or services to be provided and undertaken for the charitable purposes of the charity.

### 2.3. Resources Expended

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated or apportioned to the applicable expenditure headings.

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

\* Costs of raising funds comprise the costs of other trading activities, in which the Association does not yet engage.

\* Expenditure on charitable activities includes the costs of providing services and activities for our beneficiaries and the local community to further the purposes of the charity and their associated support costs.

\* Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

#### **Allocation of support costs**

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll and governance costs which support QCCA's programmes and activities. The basis, on which support costs have been allocated are set out in note 11.

**Queen's Crescent Community Association  
Notes to the Financial Statements (continued)  
For The Year Ended 31 March 2025**

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**2.4. Tangible Fixed Assets and Depreciation**

Tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. Depreciation is provided at rates calculated to write off the cost of the fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Leasehold	Over 4 years
Plant & Machinery	Over 4 years
Motor Vehicles	25% per annum, reducing balance
Fixtures & Fittings	Over 4 years
Computer Equipment	Over 4 years

**2.5. Cash and Cash Equivalents**

Cash and cash equivalents are basic financial assets and include cash in hand and deposits held at call with banks, other short-term highly liquid investments that mature in no more than three months from the date of acquisition and are readily convertible to a known amount of cash with insignificant risk of change in value, and bank overdrafts.

**2.6. Pensions**

On 1 October 2016, the Workplace Pensions commenced at QCCA, to which staff are encouraged to join.

**3. Income from Donations and Legacies**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>2025</b>
	<b>funds</b>	<b>funds</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Donations and gifts	25,451	-	25,451
Grants	295,223	261,517	556,740
	<u>320,674</u>	<u>261,517</u>	<u>582,191</u>
			<b>2024</b>
	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>
	<b>funds</b>	<b>funds</b>	<b>funds</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Donations and gifts	60,308	-	60,308
Grants	394,855	132,397	527,252
	<u>455,163</u>	<u>132,397</u>	<u>587,560</u>

**Queen's Crescent Community Association**  
**Notes to the Financial Statements (continued)**  
**For The Year Ended 31 March 2025**

**4. Income from Other Trading Activities**

	<b>2025</b>	<b>2024</b>
	<b>Unrestricted funds</b>	<b>Unrestricted funds</b>
	<b>£</b>	<b>£</b>
Income from other trading activities	15,204	44,528
Letting and licencing arrangements	326,112	276,640
Nursery income	856,524	718,112
	1,197,840	1,039,280

**5. Investment Income**

	<b>2025</b>	<b>2024</b>
	<b>Unrestricted funds</b>	<b>Unrestricted funds</b>
	<b>£</b>	<b>£</b>
Bank interest receivable	14,950	4,246
	14,950	4,246

**6. Net Income/(Expenditure)**

The net income is stated after charging/(crediting):

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Depreciation of tangible fixed assets - owned	16,284	4,016
	16,284	4,016

**7. Analysis of Expenditure**

	<b>2025</b>		
	<b>Activities undertaken directly</b>	<b>Support costs (see note 8)</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Charitable activities	231,714	1,267,604	1,499,318
	231,714	1,267,604	1,499,318
	<b>2024</b>		
	<b>Activities undertaken directly</b>	<b>Support costs (see note 8)</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Charitable activities	185,043	1,039,790	1,224,833
	185,043	1,039,790	1,224,833

**Queen's Crescent Community Association**  
**Notes to the Financial Statements (continued)**  
**For The Year Ended 31 March 2025**

**8. Support Costs**

	<b>2025</b>
	<b>Charitable activities</b>
	<b>£</b>
Employee costs	708,510
Premises expenses	180,099
General administration	352,211
Depreciation	16,284
Governance costs	10,500
	1,267,604
	1,267,604
	<b>2024</b>
	<b>Charitable activities</b>
	<b>£</b>
Employee costs	762,917
Premises expenses	137,877
General administration	129,558
Depreciation	4,016
Governance costs	5,422
	1,039,790
	1,039,790

**9. Auditor's Remuneration**

Remuneration received by the charitable company's auditors and their associates during the year was as follows:

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
<b>Audit Services</b>		
Audit of the company's financial statements	3,600	3,600
	3,600	3,600
	3,600	3,600

**Queen's Crescent Community Association**  
**Notes to the Financial Statements (continued)**  
**For The Year Ended 31 March 2025**

**10. Staff Costs**

Staff costs were as follows:

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Wages and salaries	867,013	700,758
Social security costs	56,588	45,336
Other pension costs	16,623	16,823
	<u>940,224</u>	<u>762,917</u>

The number of employees whose employee benefits (excluding employer pension costs) for the reporting period exceeded £60,000 was:

	<b>2025</b>	<b>2024</b>
£110,000 to £119,999	<u>1</u>	<u>1</u>

**11. Average Number of Employees**

Average number of employees during the year was as follows:

	<b>2025</b>	<b>2024</b>
Charitable Activities	37	32
Administration	12	12
	<u>49</u>	<u>44</u>

**12. Tangible Assets**

	<b>Land &amp; Property</b>			
	<b>Leasehold</b>	<b>Plant &amp; Machinery</b>	<b>Motor Vehicles</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost</b>				
As at 1 April 2024	745,944	201,901	35,037	982,882
Additions	-	36,281	-	36,281
As at 31 March 2025	<u>745,944</u>	<u>238,182</u>	<u>35,037</u>	<u>1,019,163</u>
<b>Depreciation</b>				
As at 1 April 2024	745,944	190,399	20,414	956,757
Provided during the period	-	4,307	11,977	16,284
As at 31 March 2025	<u>745,944</u>	<u>194,706</u>	<u>32,391</u>	<u>973,041</u>
<b>Net Book Value</b>				
As at 31 March 2025	<u>-</u>	<u>43,476</u>	<u>2,646</u>	<u>46,122</u>
As at 1 April 2024	<u>-</u>	<u>11,502</u>	<u>14,623</u>	<u>26,125</u>

**Queen's Crescent Community Association**  
**Notes to the Financial Statements (continued)**  
**For The Year Ended 31 March 2025**

**13. Debtors**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
<b>Due within one year</b>		
Trade debtors	57,751	46,514
Other debtors	17,312	570
	75,063	47,084
	75,063	47,084

**14. Creditors: Amounts Falling Due Within One Year**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Trade creditors	46,075	3,508
Bank loans and overdrafts	1,735	3,994
Other creditors	25,879	18,950
Taxation and social security	2,655	2,431
Accruals and deferred income	60,807	75,841
	137,151	104,724
	137,151	104,724

**15. Deferred Income**

Deferred income movements in the year were as follows:

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Balance at the start of the period	53,221	271,183
Income deferred in the current period	57,207	53,221
Amounts released in income from previous periods	(53,221)	(271,183)
Balance at the end of the period	57,207	53,221
	57,207	53,221

**16. Pension Commitments**

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund.

During the year the charge to the statement of financial activities in respect of defined contribution schemes was £16,623 (2024: £16,823).

At the statement of financial position date contributions of £NIL were due to the fund and are included in creditors.

**Queen's Crescent Community Association**  
**Notes to the Financial Statements (continued)**  
**For The Year Ended 31 March 2025**

**17. Movement in Funds**

	<b>As at 1 April 2024</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>As at 31 March 2025</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Unrestricted funds</b>					
General:					
General unrestricted fund	1,121,098	1,533,464	(1,267,604)	(32,998)	1,353,960
Designated:					
Designated funds	333,000	-	-	-	333,000
<b>Total unrestricted funds</b>	<b>1,454,098</b>	<b>1,533,464</b>	<b>(1,267,604)</b>	<b>(32,998)</b>	<b>1,686,960</b>
<b>Restricted funds</b>					
Youth Services	55,970	128,735	(104,860)	-	79,845
Healthy Family fund	13,810	2,688	(10,886)	-	5,612
Older people services	101,711	59,358	(12,234)	-	148,835
Foodbank	-	70,736	(103,734)	32,998	-
<b>Total restricted funds</b>	<b>171,491</b>	<b>261,517</b>	<b>(231,714)</b>	<b>32,998</b>	<b>234,292</b>
<b>Total funds</b>	<b>1,625,589</b>	<b>1,794,981</b>	<b>(1,499,318)</b>	<b>-</b>	<b>1,921,252</b>
	<b>As at 1 April 2023</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>As at 31 March 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Unrestricted funds</b>					
General:					
General unrestricted fund	1,064,168	1,498,689	(1,087,600)	(354,159)	1,121,098
Designated:					
Designated funds	20,000	-	-	313,000	333,000
<b>Total unrestricted funds</b>	<b>1,084,168</b>	<b>1,498,689</b>	<b>(1,087,600)</b>	<b>(41,159)</b>	<b>1,454,098</b>
<b>Restricted funds</b>					
Youth Services	15,527	84,318	(85,034)	41,159	55,970

...CONTINUED

**Queen's Crescent Community Association**  
**Notes to the Financial Statements (continued)**  
**For The Year Ended 31 March 2025**

Healthy Family fund	5,350	14,079	(5,619)	-	13,810
Older people services	114,291	34,000	(46,580)	-	101,711
<b>Total restricted funds</b>	135,168	132,397	(137,233)	41,159	171,491
<b>Total funds</b>	1,219,336	1,631,086	(1,224,833)	-	1,625,589

**18. Transactions with Trustees**

None of the trustees received any remuneration or any other benefits from an employment with the charity or a related entity during the current or previous year.

No trustee expenses have been incurred.

**19. Related Party Disclosures**

Key management personnel (including directors) received remuneration of £151,748 (2024: £114,124)

**20. Company limited by guarantee**

The company is limited by guarantee and has no share capital.

Every member of the company undertakes to contribute to the assets of the company, in the event of a winding up, such an amount as may be required not exceeding £1.

**QUEENS CRESCENT COMMUNITY ASSOCIATION**

England & Wales - Charity number 1096655

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# Accounts

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Registered Charity Number 1096655  
Registered Company Number 04393769



Report and Accounts for the year ended 31 March 2024

Prepared by  
**Hamilton**  
**Coopers**  
Chartered Accountants  
66 Earl Street  
Maidstone Kent ME14 1PS

## **Queen's Crescent Community Association**

### Report and Accounts Contents

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## **Queen's Crescent Community Association**

### **Company Information**

<b>Directors</b>	Alexander John Geddes (Co Chair) Dr Ismail Jalisi James Lyons (Resigned on 8 August 2024) James Waite Jill Fraser (Resigned on 30 July 2024) John Cochrane Livia Paggi (Co Chair) (Appointed on 27 June 2023) Lucian Randall Sarah Bennett-Nash (appointed on 19 June 2024) Shahabeel Lone
<b>Secretary &amp; Chief Executive</b>	Foyezur Miah
<b>Auditors</b>	Hamilton Coopers Chartered Accountants 66 Earl Street Maidstone Kent ME14 1PS
<b>Bankers</b>	HSBC 176 Camden High Street London NW1 8QL
<b>Registered office</b>	45 Ashdown Crescent Kentish Town London NW5 4QE
<b>Registered charity number</b>	1096655
<b>Registered company number</b>	04393769

**Queen's Crescent Community Association  
Notes to the Accounts  
for the year ended 31 March 2024**

**The report of the trustees for the year ended 31 March 2024**

The trustees present their annual report and accounts for the year ended 31st March 2024

**Introduction**

Mission Statement:

"We aim to foster social cohesion by enabling grassroots initiatives and providing resources and facilities in the interest of social welfare, education and leisure-time recreation. Working in partnership and across diverse networks, we aim to offer services that empower local residents, challenge disadvantage and improve the quality of life and standard of living."

Queen's Crescent Community Association was originally established in 1999 to take over and revitalise the management of the Allcroft Community Centre (now known as Queen's Crescent Community Centre), which had been left derelict for several years. Local residents, some of whom continue to sit on our Board of Trustees, sought to create a central resource for community regeneration in a severely deprived area surrounded by council estates and sheltered homes.

In setting our objectives and planning our activities, our Directors have given careful consideration to the Charity Commission's general guidance on public benefit and in particular, to its supplementary public benefit guidance.

**Directors and Trustees**

The Directors of the charitable company are its Trustees for the purpose of charity law. Throughout this report the Directors / Trustees are collectively referred to as the Directors.

The Directors who served during the year are mentioned on page 1.

Structure, governance and management Governing document

The Association is a charitable company limited by guarantee; it was incorporated on 13 March 2002 and registered as a charity on 24 March 2003. The charitable company took over the operations of the unincorporated association of the same name on 1 April 2002. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association.

Recruitment and appointment of management committee

The Directors of the company are also the Trustees of the charity for the purpose of charity law and, under the company's articles, are known as members of the Board of Directors. Under the Memorandum and Articles of Association requirement, one-third of the directors, for the time being, shall retire from office at each Annual General Meeting. The directors to withdraw are those who have been longest in office since their last election or appointment. As between directors of equal seniority, the directors to retire are selected by lot unless they agree otherwise. A retiring director shall be eligible for re-election.

No person other than a director retiring at the meeting shall be eligible for election as director at any meeting unless that person is recommended by the directors for election; or the secretary is provided in writing by a member duly qualified to attend and vote at the meeting, not less than four nor more than 21 clear days before the date set for the conference, of that member's intention to propose such person and of that person's willingness to be elected. At the General Meeting, the company may increase the number of directors, decide in what rotation the additional directors shall retire, and may make the appointment necessary for effecting any such increase.

**Queen's Crescent Community Association  
Notes to the Accounts  
for the year ended 31 March 2024**

Trustees' induction and training

Trustees are already familiar with the practical work of the charity, having been encouraged to visit our regular activities. Additionally, new trustees are invited and encouraged to attend a series of short training sessions delivered by Voluntary Action Camden (Charity)

A Directors' pack has also been prepared and distributed to all new trustees (directors), which includes the Memorandum of Association & Articles, latest audited accounts, annual report, safeguarding policy, finance policy, health and safety policy, and other various policies and procedures.

Organisational Structure

The Queen's Crescent Community Association Ltd has a board of 10 directors, nine of whom are named on page one and served during this financial year. They meet quarterly and are responsible for the charity's strategic direction and policy. The directors are from various professional and diverse backgrounds relevant to the charity's work.

The chair is responsible for ensuring that the charity delivers the services specified and that the key performance indicators are achieved. The Chief Executive (also Company Secretary) is responsible for the organisation's day-to-day operational management and the staff team's individual supervision to ensure that its skills and working practices align with good management practices.

**CEO's Introduction**

2023-2024 wasn't an easy year for charities. The cost-of-living crisis drove demand and increased organisational costs, while grant givers had less money to hand out. Camden was by no means alone in seeing several charities close or reduce their services.

QCCA wasn't immune from these harsh realities, yet overall, it's been a positive twelve months. We ended the financial year 2023-2024 with an ambitious new 2024-2029 Business Plan and a surplus that will be largely reinvested into the organisation.

Financial health was undoubtedly sustained by our long-term strategy of income diversification. Trading income went up and increased sustainably year-on-year, thanks largely to our nurseries and the hire of premises. Against a background of falling birth rates in Camden and the closure of around six other nurseries locally, Caversham and Holly Lodge continued to be popular and well-regarded. As this report goes to press, Caversham has just been awarded an enthusiastic 'Good' rating by Ofsted. Income from our facilities and hall hire also stayed buoyant as people continued to re-book events cancelled during Covid-19.

Securing sustainable charitable funding was our biggest challenge, just as more people needed our help. Inflation, debt and high winter fuel bills all drove members to the centre. The older people's service, food-bank and advice and advocacy programme were especially busy during the cold winter months. Staff also reported a rise in mental health issues. Older people surprised us by admitting to depression, paranoia and suicidal thoughts, exploding the myth of the stiff-upper-lip generation.

Services supporting these kinds of members demand intensive staffing and are expensive, so it was a bad time for charitable income to dip, with a 20% fall in success rate for charitable grant applications. Our older people's service was especially vulnerable, with unsuccessful bids to previous supporters of the Henry Smith Charity and the National Lottery, just as a five-year grant from City Bridge Foundation ended. Thankfully, we've been able to subsidise this and other projects from reserves and donations from new friends of QCCA.

Endorsements from other long-term supporters also offset the short-fall. Thanks go to Camden Council who confirmed a £700,000 organisational grant over seven years, while the John Lyons Charity upped its previous three-year grants to a five-year grant of £250,000, largely covering salaries for our youth service manager and contribution to a deputy. A £64,000 National Lottery cost-of-living

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2024**

grant at the end of 2023 offset inflationary core costs and gave extra support to the food-bank and advice and advocacy service.

It was also a year when individuals in the community stepped up remarkably. Local residents gave everything from five-figure donations to weekly food-bank drop-offs and cakes for coffee mornings. Many took regular volunteering roles. It's no exaggeration to say that their support helped keep some services going and we owe them a huge debt of gratitude. Larger stakeholders in the community also supported us. We invested time to become a stronger voice in Camden Council's redevelopment of Gospel Oak and the pedestrianisation of Queen's Crescent market. We secured agreement to make the ramp outside our centre more mobility-friendly, complete with a living wall to promote biodiversity. QCCA is also now an acknowledged partner in future plans for the Dome youth centre alongside our youth charity partner GOAL-YC.

Meanwhile construction company Mount Anvil named us its preferred charity. The builder was subsequently awarded the contract to develop the Bacton low rise estate and has committed £80,000 S106 funding over the lifetime of the project to pay for two employment support officers to work with young people at QCCA. It's an important development in the area, because youth unemployment is high, bucking the national trend.

Organisationally, there were several notable personnel changes. We welcomed a new youth services manager Naomi Gelinas, her deputy Jacqueline Asdante-Asare and sports development co-ordinator Mark Abolaji. The food-bank stopped being all volunteer-led with the arrival of a salaried part time co-ordinator, Sarolta Blanar.

We owe a huge debt of gratitude to our chair of trustees, Lucian Randell, who stepped down as chair after four years. He has agreed to stay on and contribute as a trustee. I'd like to take this opportunity to thank him for his incredible support to me personally as well as his wise counsel to QCCA through what have been unprecedented times. He has been replaced by new trustees and co-chairs Alex Geddes and Livia Paggi.

Lucian, Alex and Livia all helped me develop QCCA's new five-year business plan, which was published in January 2024. I'm excited by what it lays out for the future, combining the best of past experience with some new perspectives.

QCCA's work will keep focusing on delivering free services that span the key life transition points of members, from birth to old age. To do that, we'll continue to develop a diversified and sustainable financial model; improve our governance and capacity building for leadership and management teams and secure a long-term, environmentally-friendly physical hub for all our work.

To kickstart those ambitions, we'll be re-investing around £250,000 of this year's surplus income. This will provide extra resources next year for fundraising and finance as well as the first two-years' funding for a newly-created post of Chief Operating Officer. The rest will go towards capital expenditure on our new Queen's Kitchen social enterprise café and universal toilets. We hope building work will be well underway in the next financial year.

But just as crucially, we want QCCA to become a more active representative for the community by 2030; a more prominent thought leader, engaging in policy discussions that will actively shape how social services and community support are delivered. It's an ambitious target, but also an organic direction of growth, inspired as it is by the experience of this and other past years.

### **Youth Service**

It was a year of change at the youth service with a new senior management team, some exciting new projects and a natural pause in older-standing programmes.

One thing that didn't change was the club's popularity, with 462 unique users and 5181 attendances. The majority were seniors (ages 13-19), a reverse of previous years when there were more juniors (ages 8-12) - a positive sign perhaps that our young users are staying with us as they get older.

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2024**

New perspectives came from new staff. Youth service manager Troy Nobert left to be replaced by Naomi Gelinas while sports development co-ordinator Frances White left to be replaced by Mark Abolaji. Additional funding from John Lyon's Charity enabled us to create the new post of deputy manager, filled by Jacqueline Asante-Asare.

The core weekly programme remained the same, with two seniors' evenings, one juniors' evening and the girls-only youth club on Tuesdays. All included football and multi-sports sessions alongside youth club time. Seniors used the music studio and gym (always popular, with 66 unique users last year). Girls' sessions saw an increase in attendance with 46 young women coming across the year. This was helped by the introduction of 'Girls Walking Home', where staff accompanied members back in the evenings.

Sports under Mark saw an injection of new activities including swimming, snow camps and basketball tournaments on Fridays with Talacre Community Sports Centre. There was a dedicated Sports Week in February. Girls' participation in sport went up generally, with over 100 young women doing physical activity of some kind.

Holiday clubs ran in the Easter and summer school break. Offering several weeks of free, fun activities and a hot meal, they were often oversubscribed.

Spliced in between were 12 daytrips to broaden the young horizons. There were outings to Thorpe Park, a London Lions' basketball game, and the Hemel Hempstead show centre. Two young Dome members who had never skied before even got snow qualifications.

New on-going activities included Teckkerz 4 Life, which grew from discussions with members about more structured football training. The new approach combined drills and competitions with a focus on life skills, team-work and personal motivation.

We piloted a Big Green Project led by QCCA's fitness instructor Azmal, teaching junior members about gardening. Their first crop of tomatoes was so impressive that they used them to cook meals for friends at summer holiday camp.

We also partnered with Survivors Can Shine, a charity that helps young people identify their rights and express them through music and the arts. The organisation ran two 'Ambassadors for Change' sessions at the Dome. 35 young people took part and wanted more.

With so many new activities, the decision was taken to pause GOALYC's Off the Hook project, a non-contact boxing and life skills programme run with local Metropolitan Police. A new iteration of the project is in development, along with fundraising efforts for this and all the other new projects we successfully piloted this year - with a view to even more next year.

### **Older People's Service**

The older people's service (OPS) weathered a double whammy this year – a cut in its charitable funding just as the number of people accessing it rose sharply.

Membership went up 17% while grant income fell by around half in September, when a five-year pot from City Bridge Foundation finished. Securing alternatives proved hard.

But QCCA's commitment to older people is long-standing and management worked hard with OPS co-ordinator Mary Pierce to deliver a seamless service. For the second half of the year, salary shortfalls were covered by the organisation's core funds. OPS members were asked for small donations to attend some sessions if they could afford to contribute. Many trips were arranged to places where the charity could get free tickets. And several members stepped up to run classes, including drama and arts and crafts.

It's testimony to Mary's ability as programme head that the service has had such a dynamic year despite all that. There was no reduction in activities and 289 people were supported compared to 246 the year before.

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2024**

Chair-based exercise continued to be one of the most popular activities with around 90 unique users over the year and 25-30 participants at most sessions. Outings got an unexpected uptick as people looked for ways to get out and de-stress. Attendance for these doubled year-on-year, with 157 going on trips in 2023/24 to places such as Kew Gardens, Cambridge Central Eco Mosque and productions at the English National Opera.

Other activities included weekly coffee mornings, lunches, bingo, gym sessions, movie matinee club and reflexology. The Marie Curie hospice in Hampstead ran a Compassion 'memory' Café for several weeks, where members could reflect on life and later years. There was a term of Brazilian Carnival workshops. Our Lifelines Champion Belinda supported over 40 people with advice, advocacy and hands-on help. 95% of users said they felt happier since attending activities with us.

We believe demand for the service was driven this year both by the legacy of Covid and the start of the cost-of-living crisis. The search for friendship and better health were big drivers.

But perhaps the most worrying trend was the deterioration we saw in members' mental health. Staff reported a growing number of older people confiding in them about depression, often severe. Cases of paranoia and hoarding rose. In one six month period - mainly covering this year - 28 Lifelines advice service users out of 33 reported or displayed mental health issues.

We aim to make our older people's service better resourced next year, as the over 55's increasingly seek our help.

**Healthy Families**

Healthy Families was one of our most hard-working services last year, with high attendances from a very loyal customer base, delivered on a limited budget.

Its popularity was driven largely by its unique position as the only programme in the area providing free fitness sessions aimed mainly at women on their own, or for women with children.. One mum told us: 'We're currently living in a very cramped hostel. Seeing Sarah (*the teacher*) and the other ladies brightens my week and gives me hope to not breakdown and abandon my child.'

The programme's key activities continued to be women and children Zumba, women-only yoga and family fundays. Friday afternoon Zumba had 135 unique users and was held in the Dome, which is large enough for women to take part in their own fitness class and watch their children play multi-sports nearby, while babies and toddlers enjoy the soft play area.

Family Fun Days were run in partnership with Hampstead Heath volunteering charity Heath Hands and included events such as Christmas wreath making. It had 70 unique users. Yoga offered a range of styles including African-inspired yoga and had 28 unique users, including many regulars.

Healthy Families this year also included activities where men could take part including the revival of our mixed family multi-sports and badminton sessions, which also proved a hit with 107 unique users.

Despite the programme's popularity, funding was tight. Sports development co-ordinator Mark Abolaji and support worker Sarah Berrouaine worked hard to stretch their budget. Small grants from Sporting Equals and the City of London Corporation were supplemented with emergency donations from locals, including £1000 from one resident for yoga and £400 from the Rosslyn Hill Unitarian Chapel for Zumba.

Volunteers played a vital role in childcare at the sessions. Sarah taught fitness classes when Zumba funding paused.

Despite the uncertainty, Healthy Families continued to demonstrably improve people's physical and mental health. 70% of participants this year strongly agreed that they felt both fitter and less isolated since taking part. 95% made new friends. Most inspiringly, 100% said that their relationship with their children has improved while 100% also agreed that they were more likely to continue playing sport as a result. 'It's a real community,' said another mum.

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**Food-bank, Advice and Advocacy**

No one service felt the pressure of the cost-of-living crisis more than the food-bank and its associated advice and advocacy arm.

Rising food and utility prices drove people to QCCA in large numbers, seeking immediate help with food, benefits and housing problems.

Food-bank users went up 13% across the year with a spike during the colder winter months while advice and advocacy helped around 100 people.

Both were able to add much-needed capacity between January and March thanks to a time-specific cost-of-living grant from the National Lottery.

The food-bank made some important structural changes this year to deal with the increasing demand. For most of the previous twelve months, it had been volunteer-led, distributing donated food from organisations such as the Felix Project and City Harvest. That changed at the start of this financial year with help from Camden Council and the Hampstead Wells and Campden Trust as well as the Lottery. It enabled us to purchase food staples each week and pay for a part-time food-bank and volunteer co-ordinator, Sarolta Blonar.

The extra resources allowed us to reflect on best practice. We introduced ticketing for the first time to prevent queue-jumping. We also pushed back the time we gave out the tickets, opening the doors at 11am rather than 10am. This gave our volunteers time to set up properly and for people to enjoy coffee together while waiting their turn.

The changes gave extra support to food-bank volunteers and this year was notable for the stability and commitment of the team. As a thank you, QCCA held its first ever 'Volunteers' Appreciation Tea' in October, where staff served around 50 volunteers with a full high tea at beautifully-laid tables.

Christmas was another success with nearly 300 local people receiving extra food for the holidays, festive sweets and treats. We were able to give toys to 64 children, many of whom would have had little or nothing without us. Particular thanks here go to South Hampstead Synagogue and the girls at St Christopher's School who both held generous donation drives. Thanks as well to our corporate partner Neuberger Berman who masterminded a fabulous toy drive and delivered hand-wrapped gifts.

Around a third of households using the food-bank also use our advice and advocacy service. Benefits were the number one problem, followed by housing issues including overcrowding, maintenance and rent arrears, as the council tightened up on debt collection after the Covid amnesty.

Our success rates were impressive. Led by Khadija Naib, 88% of all outcomes were successful and 80% of all benefits outcomes were successful, including several PIP appeals – usually only done by specialist and legal advisors.

**Caversham Nursery**

It was a very good year for Caversham Nursery with a 9% increase in enrollments and highly positive feedback from Ofsted.

The nursery, just a short walk from Kentish Town tube station, had 47 registrations compared to last year's already high figure of 43 children, with numbers averaging 38-40. 27 began attending Caversham from under the age of two while 15 transitioned from the baby and toddler room to the preschool room – reflecting parental loyalty.

Recruitment was driven by Caversham's excellent reputation locally, stable team and year-round opening hours which continued to make it popular with working parents. But in keeping with QCCA's ethos, the year also reflected commitment to children from more challenging backgrounds. Unlike many nurseries that cap the number of disadvantaged families with government-funding to one or two, Caversham had five and gave ongoing support to them all.

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Alongside investment in new equipment, such as climbing frames for the garden and furniture for the classrooms, this was a year where activities introduced in the previous year or two really took hold.

Free extra-curricular classes such as football and baby yoga were a big draw to prospective parents. A project to grow tomatoes in the garden expanded this year to include potatoes, with children planting and harvesting them before helping to prepare Caversham roasties with garden rosemary.

Staff had training in nutrition and dental health which translated into process, including a reduction in the amount of fruit given as snacks, with more vegetables offered. Children also had more cooking classes, prepping, weighing and mixing ingredients and eating the results.

Hands-on classes like these proved a hit with all children but were particularly appropriate for children with Special Educational Needs and Disabilities (SEND). Caversham supported two children on the SEND register. Staff took special time and care to help the older one transition to primary school, helping the family secure an Educational Health Care Plan (EHCP) and Camden Local Inclusion Funding (CLIF). They also helped a young mother in temporary housing whose child needed extra support.

All parents came together at the nursery's many regular family events, from Christmas singing to July graduation. The year ended with the theme of 'bees leaving the hive', with parents, grandparents, carers and extended family watching the children perform, with food afterwards.

Appropriately reflecting the quality of the year, the nursery received a fabulous Ofsted report as this went to press with 'Good' ratings across all categories. Inspectors praised the 'strong emotional bonds' staff made with children and noted they were: 'very sensitive in supporting children who struggle for a while to settle'. There was praise too for a 'well thought-out curriculum' and 'staff (*who*) support children's communication, literacy and language well'.

**Holly Lodge Nursery**

The 2023–2024 period has been a year of growth, challenges and achievements for Holly Lodge Nursery. It strengthened its relationship with families, improved staff attendance and performance and found innovative ways to address capacity issues.

Under new manager, Hanane Rezgui, demand for the popular nursery on Highgate's Holly Lodge Estate stayed strong. It had 43 enrolled children across the year. There was particular interest amongst parents of babies and toddlers under three, who often came to look around and wanted to sign up their children there and then.

However as the most over-subscribed age group at Holly Lodge, this wasn't always possible. To handle demand, management successfully facilitated internal transitions by moving children nearing the age of two from the baby room to the big room. This strategy helped maintain proper staff-to-child ratios while also maximising intake capacity.

Recruitment was boosted in part by the high regard in which the nursery is held by current parents, with many recommending it to friends. Investment this year in new outdoor play equipment and activity stations also drove interest. Staff held 'outdoor learning walks' to show families how the outdoors is utilised for learning. The fact that the nursery has access to a greenhouse on the Holly Lodge estate was also a draw. Children had regular sessions there and parents were invited to join in.

Parents have expressed how included they felt in activities generally at Holly Lodge. Many took part in Christmas and Halloween celebrations, as well as seasonal stay-and-play sessions.

The nursery also widened its curriculum this year under Hanane. There were regular yoga and cooking sessions for the first time as well as daily music and singing to build confidence, fine motor skills and curiosity.

Organisationally at Holly Lodge, there was a re-focus on staff morale, retention and training. Staff attendance was at 98%, with absences only occurring in cases of significant illness. This contributed

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to excellent motivation across the whole team.

Amidst all the positives, the nursery did face a problem over the recruitment of older children. Despite the endorsement of existing families, the number of preschoolers attending declined. This was due largely to competition for school places in the area. With high demand to get children into Reception at the best state primaries, many parents are opting to put their children into feeder nurseries rather than independents like Holly Lodge.

Management is already looking at ways to address this, including exploring partnerships with local schools to create better transition pathways for its preschoolers. Next year will also see a focus on continuing professional development, more events for families and additional outreach work to build parental confidence.

**The Year in Numbers**

- 20% Fall in success rates for charitable bids
- 462 Youth service users
- 5181 Youth service attendances
- 46 Girls coming to youth service for the first time
- 289 Older people's service users
- 17% Rise in membership for the older people's service
- 95% Older users feel happier since attending QCCA activities
- 100% Parents say they have a better relationship with their children thanks to Healthy Families
- 100+ People using advice and advocacy
- 88% Success rate for advice and advocacy service
- 300 Food-bank users
- 13% Rise in food-bank users
- 47 Children at Caversham Nursery
- 15 transitioned from the baby and toddler room to the preschool room
- 'Good' ratings by Ofsted
- 43 Children at Holly Lodge Nursery
- 98% Staff attendance

**Case Studies**

**Lucy, Jenny, Constantine and Bill**

Some of our older members became film stars this year.

Lucy, Jenny, Constantine and Bill all featured in a short documentary called 'Covid and Beyond. A collective story', talking about how they rebuilt their lives with help from QCCA.

Professional film-maker Clem Bartram put everyone at their ease and caught some moving stories.

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Older People's Service regular Lucy revealed that she had been afraid to leave her house after lockdown until her deteriorating physical health forced her out.

'My children have left, I live on my own, you are scared. Before you know it, you're not coming out,' she says in the film.

'I came here limping. I couldn't move my leg. My knee was swollen. But the exercise and the gym has helped me a lot. I no longer limp and I look forward to coming here.'

Bill, who's a Cordon Bleu chef, found his reason to leave the house when he heard that we needed help at our weekly 55+ lunch club. 'I love cooking and I wanted to give something back,' he tells Clem. 'It's not just about food. It's about getting people together having a chat.'

QCCA funder City Bridge Foundation gave us a donation to make the film. Grants Committee Chairman Paul Martinelli said it was powerful and heartwarming, adding: 'QCCA is right at the heart of the community it serves, bringing people together, tackling isolation and enabling people to boost their confidence and independence and to develop lasting and meaningful friendships.'

You can watch the film here: <https://www.qcca.org.uk/>

**Christopher**

We got to know 62-year-old Scotsman Christopher during Covid. Due to multiple health issues, he couldn't go out to shop, so we delivered food parcels to his flat. He was always very specific about what he wanted – ingredients that required no cooking.

Older people living alone often don't want to cook, but that wasn't Christopher's issue. When lockdown lifted and he started coming to the food-bank, he explained that he actually liked making meals. He just didn't have a cooker, a fridge or the money to buy them.

Christopher got fast-tracked to our advice and advocacy service. Support workers Khadija and Belinda quickly discovered that it wasn't only his kitchen that was sparsely furnished - the rest of his flat was too.

Between them, they sorted out his benefits (he wasn't claiming everything he was entitled to) and secured him hardship grants, including one through Scotscare, with which he bought white goods. QCCA also donated him a slow cooker, gifted by a supporter.

That intervention has transformed his life. He's less worried about his finances and can afford to enjoy mealtimes.

'I've gone from eating frozen microwave meals to making fresh meals in the slow cooker. I'm even able to batch cook thanks to the white goods,' he says. 'And I'm so grateful for the foodbank, the variety of items is different every week and I can take just what I need.'

**Emma and Evelyn**

We've done many things to thank our volunteers, but never a high tea. So this year we invited more than 50 guests to an afternoon of indulgence.

The main hall was transformed with fairy lights, white tablecloths and music. Staff served guests prosecco followed by sandwiches, scones and cakes on vintage crockery. There were even three types of leaf tea.

It was a special afternoon and an important one. QCCA is fortunate to have a large and loyal team of volunteers who do a vital job and we wanted them to feel appreciated.

Guests included Emma Jones and Evelyn Nelson, who have worked together at the food-bank since Covid. Emma's a single mum whose health issues stopped her working full-time. Evelyn's a widow

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with two sons and four grand-daughters who worked as a cook at a London university until she was made redundant during the pandemic.

'I love volunteering here,' says Evelyn. 'I look at the people who come to the food-bank and I think that someone has to put the stuff out because they can't do it for themselves, so that's what I do.'

'This gives me a purpose and I like the socialising that comes with working here,' adds Emma. 'Most people who come don't get out often and talking is good for their mental health. More people should volunteer.'

#### **Jane**

Local residents were especially generous in their individual donations this year and few more so than Jane Fawcett.

She raised £2462 from the sale of two poetry books, 'This and That' and 'Fire Up Your Dragon', which were a hit with family, friends and neighbours both this year and into 2024.

'I'm delighted that my books raised so much money,' says Jane who lives in Kentish Town. 'People have been incredibly generous. One neighbour wanted six books and gave me £100.'

Jane has been writing poems for years, but when her husband died several years ago, she says it became a way of processing her feelings. During lockdown, she wrote odes to cheer up members of her local residents' association and has since self-published three volumes of poetry.

The books are edited by a friend, printed by Pricewise Graphics in Grafton Road and sold at the Owl Bookshop on Kentish Town Road.

When she's not writing poetry, Jane is one of our regular bakers. She team-tags with a friend to produce delicious brownies each week which are snapped up at our older people's coffee mornings.

#### **Fatima**

There's hardly any breeze, so the paper kite that Jasmine made with her mum Fatima doesn't fly very well.

But it doesn't matter. The sun's shining and they're having fun together anyway, in a place they've only just discovered.

'I've lived in the area for 22 years and I've never been here before,' says Fatima. 'The kids have enjoyed it, especially because we've not gone on holiday for four years.'

Fatima came in the summer with a group of other mums on one of QCCA's Family Fundays. The Fundays are free and part of our Healthy Families programme aimed at diverse communities who tend not to use Hampstead Heath and its nearby parks, despite living so close.

Other popular fundays this year included an easter egg hunt, Halloween pumpkin carving and a Christmas wreath making session.

The activities were all run on the Heath or in the other green spaces overseen by the City of London Corporation. The Corporation also funds the programme, which we run in partnership with Heath Hands, the Heath's volunteering charity.

Avi was a session co-leader for Heath Hands on the kite day and says: 'I've met some of these families before at previous events and it's nice that they've got a relationship with us now. They feel that the Heath is their local place to see nature. Today's been a very joyous occasion.'

#### **Future Developments**

Following our successful navigation through the challenges of the pandemic, our organisation stands at a crucial juncture. Proudly supporting thousands of Camden residents, particularly in Gospel Oak and Haverstock, during their times of need. We have successfully responded to our communities needs, addressing food security, Cost of Living Crises, Advice and Advocacy services and providing a winter warming space.

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The aftermath of the pandemic has seen the community's focus shift significantly towards holistic recovery—socially, mentally, physically, and financially—resulting from the COVID 19 pandemic and the ongoing challenges of the cost of living crises.

In Camden, persistent health inequalities plague our residents, with many spending too many years in poor health, particularly in the most deprived areas. The pandemic and cost of living crises have exacerbated these disparities, leaving communities grappling with anxiety, trauma, isolation, and grief.

QCCA is poised to be a strategic partner for Camden in facilitating its residents' physical and mental recovery. We are charting a five -year business plan to tackle these challenges and leverage opportunities, extending our vision beyond 2030. This involves a comprehensive review of QCCA's brand, values, vision, and mission, aligning them with Camden's 2030 Health and Wellbeing Strategy.

**Financial Reserves Policy**

QCCA is dedicated to maintaining sufficient free reserves to effectively manage known liabilities and contingencies. As of March 2024, our Free Reserves, calculated as unrestricted reserves minus unrestricted tangible fixed assets, stood at £1,094k. This amount is sufficient to cover our estimated winding-up costs and also establishes a surplus above our policy of having a free reserve of at least nine months of working capital or approximately 75% of the expected annual revenue of the Association.

Looking ahead to the financial year ending March 2025, our objective is to maintain a reasonable surplus, in order to allow us to meet potential shortfalls in funding in a competitive market and to meet the expected increases in utility costs, employers NIC and minimum wage inflation in coming years. Subject to those requirements, we continue to evaluate opportunities to invest surplus funds strategically to sustain and develop the charity.

**Risk Management**

The directors have reviewed significant future risks that the Association faces. The directors believe some financial risks are service charges, commercial rent, business rates, and maintenance costs, which are ongoing negotiations with Camden Council. In addition, the unprecedented increase in utilities and fuel costs is considered a risk. Alongside this, general wage inflation is considered a material risk.

Directors review these risks on an ongoing basis. The board of directors, via the finance committee, implement improvements to internal control systems to mitigate other operational and business risks as and when identified. A financial and procedures policy is in place, which allows for internal accountability, financial forecasting and reporting procedures.

The procedures are in place to ensure compliance with health and safety regulations and deal with complaints. In addition, there are policies governing safeguarding vulnerable children, young people and adults.

Externally, the trustees are aware of the changing context of central and local government initiatives and policies relating to the voluntary and community sector and how these may affect future funding, partnership working and service delivery arrangements for the sector.

**Public benefit**

We confirm that in providing the above services and in writing this report, we have had regard to the guidance issued by the Charity Commission on public benefit.

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**Statements of the Directors' Responsibilities**

The Directors are responsible for preparing the Report of the Directors and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires Directors to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the company and of the incoming resources and application of resources, including the income and expenditure, of the company for the year.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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 Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Statement of representation to the auditors**

Each person who was a director at the time this report was approved confirms that:

- so far as he is aware, there is no relevant audit information of which the company's auditor is unaware; and
- he has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditor is aware of that information.


A resolution proposing the reappointment of Hamilton Coopers as auditors will be put to the annual general meeting.

**Method of preparation of accounts**

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

This report was approved by the board of trustees on **13-Dec-2024**

  
alex geddes  
alex geddes (Dec 13, 2024 12:47 GMT)  
Alex Geddes  
Chair of Finance Committee and Trustee

  
Lucian Randall  
Trustee

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**Independent auditors' report  
to the Trustees of the Queen's Crescent Community Association**

We have audited the financial statements of Queen's Crescent Community Association for the year ended 31 March 2024 which comprise of the statement of financial activities, the balance sheets and the 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).

**In our opinion the financial statements:**

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

**Basis of opinion**

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

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' (who are also the directors of the company for company law purposes) use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

**Other information**

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

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

We have nothing to report in this regard.

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**Matters on which we are required to report by exception**

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

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

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement [set out on page 11], the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

**Our responsibilities for the audit of the financial statements**

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

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

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

**Capability of the audit in detecting irregularities, including fraud**

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks.

Based on our understanding of the company and industry, and through discussion with the management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to their FCA permissions and requirements. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and taxation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. 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 increase revenue or reduce expenditure and management bias in accounting estimates and judgmental areas of the financial statements such as accrued income.

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Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non compliance with laws and regulations and fraud; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

There are inherent limitations in the audit procedures described above 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 would become aware of it. Also, 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 or intentional misrepresentations, or through collusion.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.- Obtain an understanding of
- internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the members.
- Conclude on the appropriateness of the members' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in manner that achieves fair presentation.

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

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. The risk increases more when compliance with a law or regulation is removed from the

**Queen's Crescent Community Association**

**Notes to the Accounts**

**for the year ended 31 March 2024**

events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of our report**

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

A handwritten signature in blue ink, appearing to read 'Asim Malik', with a long horizontal flourish underneath.

**Asim Malik, FCA**  
(Senior Statutory Auditor)  
for and on behalf of  
**Hamilton Coopers**  
Chartered Accountants and Statutory Auditors

66 Earl Street  
Maidstone  
Kent ME14 1PS

Date: **13-Dec-2024**

**Hamilton Coopers is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.**

Queen's Crescent Community Association

Statement of Financial Activities (including consolidated income and expenditure account)  
for the year ended 31 March 2024

		Unrestricted Funds	Designated Funds	Restricted Funds	Total Funds	Last Year Total Funds
	Notes	2024 £	2024 £	2024 £	2024 £	2023 £
<b>Incoming resources:</b>						
<i>Incoming resources from generating funds</i>						
Grants, contracts and donations		455,163		132,397	587,560	437,832
Trading activities		1,039,280		-	1,039,280	1,007,279
Investments		4,246		-	4,246	517
<b>Total incoming resources</b>	<b>4</b>	<b>1,498,689</b>		<b>132,397</b>	<b>1,631,086</b>	<b>1,445,628</b>
<b>Resources expended:</b>						
Cost of generating voluntary income	5	338,647		472	339,119	343,890
Charitable activities		739,931		136,761	876,692	824,780
		1,078,578		137,233	1,215,811	1,168,670
Governance costs	5	9,022	-	-	9,022	27,986
<b>Total resources expended</b>		<b>1,087,600</b>	<b>-</b>	<b>137,233</b>	<b>1,224,833</b>	<b>1,196,656</b>
<b>Net Incoming/(expenditure)</b>		<b>411,089</b>	<b>-</b>	<b>(4,836)</b>	<b>406,253</b>	<b>248,972</b>
<b>Transfers between funds</b>		<b>(354,159)</b>	<b>313,000</b>	<b>41,159</b>	<b>-</b>	
<b>Net movement in the funds</b>		<b>56,930</b>	<b>313,000</b>	<b>36,323</b>	<b>406,253</b>	<b>248,972</b>
<b>Other recognised gains and losses</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds</b>		<b>56,930</b>	<b>313,000</b>	<b>36,323</b>	<b>406,253</b>	<b>248,972</b>
<b>Reconciliation of funds</b>						
<i>Total funds brought forward</i>	11	1,064,168	20,000	135,168	1,219,336	970,364
<b>Total Funds carried forward</b>	<b>11</b>	<b>1,121,098</b>	<b>333,000</b>	<b>171,491</b>	<b>1,625,589</b>	<b>1,219,336</b>

The net movement in funds referred to above is the net incoming resources as defined in the Statement of Recommended Practice for Accounting and Reporting issued by the Charity Commission for England & Wales and is reconciled to the total funds as shown in the Balance Sheet on page 13 as required by the said statement.

The notes on pages 21 to 28 form an integral part of these accounts.

**Queen's Crescent Community Association**  
**Company Number** 04393769  
**Balance Sheet**  
**as at 31 March 2024**

	Notes	2024		2023	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	8		26,125		26,176
<b>Current assets</b>					
Debtors	9	47,084		53,290	
Cash at bank and in hand		1,657,104		1,465,487	
<b>Total current assets</b>		<u>1,704,188</u>		<u>1,518,777</u>	
<b>Creditors:-</b>					
amounts due within one year	10	(104,724)		(325,617)	
<b>Net current assets/liabilities</b>			<u>1,599,464</u>		<u>1,193,160</u>
<b>Total assets less current liabilities</b>			<u>1,625,589</u>		<u>1,219,336</u>
<b>Net assets</b>			<u>1,625,589</u>		<u>1,219,336</u>
<b>The funds of the charity :</b>					
<b>Unrestricted funds</b>	12		1,121,098		1,064,168
<b>Designated funds</b>	12		333,000		20,000
<b>Restricted funds</b>	12		171,491		135,168
<b>Total charity funds</b>			<u>1,625,589</u>		<u>1,219,336</u>

The directors are satisfied that the company is entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006 and that no members have required the company to obtain an audit in accordance with section 476 of the Act.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

Approved by the trustees and authorised for issue on **13-Dec-2024**

*alex geddes*  
alex geddes (Dec 13, 2024 12:47 GMT)  
**Alex Geddes**  
Chair of Finance Committee and Trustee

*Lucian Randall*  
**Lucian Randall**  
Trustee

**The notes on pages 21 to 28 form an integral part of these accounts.**

**Queen's Crescent Community Association**  
**Cash Flow Statement**  
**for the year ended 31 March 2024**

	<b>2024</b>	<b>2023</b>
	£	£
<b>Cash generated from operations</b>		
Operating profit	406,253	248,972
Reconciliation to cash generated from operations:		
Depreciation	8,891	9,194
Decrease in debtors	6,206	113,023
(Decrease)/increase in creditors	(222,111)	50,113
	<u>199,239</u>	<u>421,302</u>
<b>Cash from other sources</b>	<u>-</u>	<u>-</u>
<b>Application of cash</b>		
Purchase of tangible fixed assets	(8,840)	(2,504)
	<u>(8,840)</u>	<u>(2,504)</u>
<b>Net increase in cash</b>	190,399	418,798
Cash at bank and in hand less overdrafts at 1 April	<u>1,462,711</u>	<u>1,043,913</u>
<b>Cash at bank and in hand less overdrafts at 31 March</b>	<u><u>1,653,110</u></u>	<u><u>1,462,711</u></u>
<b>Consisting of:</b>		
Cash at bank and in hand	1,657,104	1,465,487
Overdrafts	(3,994)	(2,776)
	<u>1,653,110</u>	<u>1,462,711</u>
<b>Major non-cash transactions</b>		
Capital value of new finance lease arrangements	<u>-</u>	<u>-</u>
	-	

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2024**

**1 Accounting policies**

The principal accounting policies adopted in the preparation of the financial statements are set out below and have remained unchanged from the previous year and have also been consistently applied within the same accounts.

***Accounting convention***

a) Basis of preparation and assessment of going concern:

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) (effective 1 January 2019) - Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The trustees consider that there are no material uncertainties about the Association's ability to continue as a going concern.

The company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

b) Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required. No restatements were required.

***Incoming Resources***

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants

It is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income from charitable activities includes primary purpose trading

Income from charitable activities includes primary purpose trading, income earned both from the supply of goods or services under contractual arrangements or grant agreements, which have conditions that specify the provision of particular goods or services to be provided and undertaken for the charitable purposes of the charity.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2024**

***Fund accounting***

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the Association's work or for specific projects being undertaken by the Association.

***Expenditure recognition***

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated or apportioned to the applicable expenditure headings.

***Allocation of support costs***

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll and governance costs which support QCCA's programmes and activities. The basis, on which support costs have been allocated are set out in note 11.

***Expenditure and irrecoverable VAT***

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- \* Costs of raising funds comprise the costs of other trading activities, in which the Association does not yet engage.
- \* Expenditure on charitable activities includes the costs of providing services and activities for our beneficiaries and the local community to further the purposes of the charity and their associated support costs.
- \* Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

***Fixed assets and depreciation***

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

Equipment	Over 4 years
Building refurbishment	Over 4 years
Motor vehicles	25% per annum, reducing balance method

***Debtors***

Debtors are recognised at the settlement recoverable amount due. Prepayments are valued at the amount prepaid.

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2024**

***Cash at bank and in hand***

Cash at bank and in hand includes is held to meet short-term cash commitments as they fall due rather than for investment purposes and may include short-term deposits.

***Creditors, deferrals and provisions***

Creditors and provisions are liabilities where we have a present obligation to a third party that we shall normally pay by cash. Provisions are measured or estimated as reliably as possible.

Where performance-related conditions are specified in a grant, the income will only be recognised to the extent that the charity has provided the facility or service. Any income received in advance of the conditions being met are deferred and shown under creditors.

***Pension***

On 1 October 2016, the Workplace Pensions commenced at QCCA, to which staff are encouraged to join.

**2 *Legal status of the Society***

The Association is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10. Names of its directors and registered office is mentioned on page 1.

**3 *Key management personnel***

The Trustees consider the key management to be themselves, the CEO and Finance manager. Remuneration paid to key management was as follows:

	<b>2024</b>	<b>2023</b>
	£	£
Total for the year	114,124	94,430
	<u>114,124</u>	<u>94,430</u>

No expenses were paid to trustees or persons connected with them.

**4 *Raising funds***

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total Funds</b>	<b>Total Funds</b>
	<b>2024</b>	<b>2024</b>	<b>2024</b>	<b>2023</b>
	£	£	£	£
<b>Incoming resources</b>				
<b>Grants, contracts and donations</b>				
Core funding - LBC	100,000	-	<b>100,000</b>	100,000
Youth Club	-	84,318	<b>84,318</b>	102,697
Older people service activities	-	34,000	<b>34,000</b>	38,480
Other grants & donations	355,163	14,079	<b>369,242</b>	196,655
	<u><b>455,163</b></u>	<u><b>132,397</b></u>	<u><b>587,560</b></u>	<u><b>437,832</b></u>

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2024**

**Trading activities**

Income from rent and room hire	276,640	-	<b>276,640</b>	210,575
Nursery income	718,112	-	<b>718,112</b>	736,414
Other income & charges	44,528	-	<b>44,528</b>	60,290
	<b>1,039,280</b>	<b>-</b>	<b>1,039,280</b>	<b>1,007,279</b>

**Investments**

Interest income	4,246	-	<b>4,246</b>	517
	<b>4,246</b>	<b>-</b>	<b>4,246</b>	<b>517</b>

<b>Total</b>	<b>1,498,689</b>	<b>132,397</b>	<b>1,631,086</b>	<b>1,445,628</b>
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**5 Charitable Activities Costs**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total Funds</b>	<b>Total Funds</b>
	<b>2024</b>	<b>2024</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>

**Resources expended**

**Cost of generating voluntary income**

DBS check	1,732		1,732	2,120
Marketing and publicity	1,237	472	1,709	3,427
Management & Administration	267,408		267,408	289,009
LBC Rent	68,270		68,270	49,334
	<b>338,647</b>	<b>472</b>	<b>339,119</b>	<b>343,890</b>

**Charitable activities**

Activity costs	39,942	2,373	42,315	70,799
CCC Partnership activities	7,216	15,000	22,216	18,000
Youth service activities	70,409	63,702	134,111	143,300
Older people service activities				22,490
Children services activities	411,112	38,787	449,899	298,954
Healthy family fund		2,615	2,615	
Premises & office cost	135,432	2,445	137,877	115,007
Other costs	67,123	11,695	78,818	149,768
Depreciation	8,697	144	8,841	6,462
	<b>739,931</b>	<b>136,761</b>	<b>876,692</b>	<b>824,780</b>

Governance costs	9,022	-	9,022	27,986
Other resources expended				
	<b>9,022</b>	<b>-</b>	<b>9,022</b>	<b>27,986</b>

<b>Total resources expended</b>	<b>1,087,600</b>	<b>137,233</b>	<b>1,224,833</b>	<b>1,196,656</b>
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**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2024**

*Grant income*

All grant income is included above

The association's premises are owned by London Borough of Camden. These premises are occupied under an 20 year lease agreement, with a combined premises rent of two sites of £44,500 (2023: £44,500) is payable to the landlord and the Association is responsible for the upkeep of the premises.

<b>6 Staff Costs and Emoluments</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Gross Salaries	700,758	646,322
Employer's National Insurance	45,336	40,863
Pension Contributions	16,823	14,851
	<u>762,917</u>	<u>702,036</u>
<b>Numbers of full time employees or full time equivalents</b>	<b>2024</b>	<b>2023</b>
Catering	1	1
Nursery	23	22
Youth worker	7	6
Gym	1	1
Engaged on management and administration	12	12
	<u>44</u>	<u>42</u>

There were no fees or other remuneration paid to the trustees

There was 1 employee with emoluments in excess of £60,000 per annum

**7 Trustees' Remuneration**

Neither the trustees nor any persons connected with them have received any remuneration, either in the current year or the prior year.

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2024**

**8 Tangible functional fixed assets**

	<b>Leasehold Land and Buildings £</b>	<b>Plant, Machinery &amp; Vehicles £</b>	<b>Motor Vehicles £</b>	<b>Total £</b>
<b>Asset cost, valuation or revalued amount</b>				
At 1 April 2023	745,944	193,061	35,037	974,042
Additions	-	8,840	-	8,840
At 31 March 2024	<u>745,944</u>	<u>201,901</u>	<u>35,037</u>	<u>982,882</u>
<b>Accumulated depreciation and impairment provisions</b>				
At 1 April 2023	745,944	186,383	15,539	947,866
Charge for the year	-	4,016	4,875	8,891
At 31 March 2024	<u>745,944</u>	<u>190,399</u>	<u>20,414</u>	<u>956,757</u>
<b>Net book value</b>				
At 31 March 2024	<u>-</u>	<u>11,502</u>	<u>14,623</u>	<u>26,125</u>
At 31 March 2023	<u>-</u>	<u>6,678</u>	<u>19,498</u>	<u>26,176</u>

**9 Debtors**

	<b>2024 £</b>	<b>2023 £</b>
Trade debtors	81,721	104,106
Accrued income	570	10,861
Provision for bad and doubtful debts	(35,207)	(61,677)
	<u>47,084</u>	<u>53,290</u>

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

	<b>2024 £</b>	<b>2023 £</b>
Bank loans and overdrafts	3,994	2,776
Trade creditors	3,508	-
Accrued expenses	22,620	8,280
Taxation creditors	2,431	15,176
Other Creditors	18,950	28,202
Deferred income and grants in advance	53,221	271,183
	<u>104,724</u>	<u>325,617</u>

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2024**

**11 Analysis of the Net Movement in Funds**

	<b>Unrestricted funds £</b>	<b>Designated funds £</b>	<b>Restricted funds £</b>
Balance as at 1st April 2023	1,064,168	20,000	135,168
Incoming resources	1,498,689	-	132,397
Resources expended	(1,087,600)	-	(137,233)
Net transfers between funds	(354,159)	313,000	41,159
<b>Balance as at 31 March 2024</b>	<u>1,121,098</u>	<u>333,000</u>	<u>171,491</u>

**12 Particulars of Individual Funds and analysis of assets and liabilities representing funds**

	<b>Unrestricted funds £</b>	<b>Designated funds £</b>	<b>Restricted funds £</b>	<b>Total Funds £</b>
<b>At 31 March 2024</b>				
Tangible Fixed Assets	25,693	-	432	26,125
Current Assets	1,163,408	333,000	207,780	1,704,188
Current Liabilities	(68,003)	-	(36,721)	(104,724)
	<u>1,121,098</u>	<u>333,000</u>	<u>171,491</u>	<u>1,625,589</u>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>At 1 April 2023</b>				
Tangible Fixed Assets	25,599	-	577	26,176
Current Assets	1,229,017	20,000	269,760	1,518,777
Current Liabilities	(190,448)	-	(135,169)	(325,617)
	<u>1,064,168</u>	<u>20,000</u>	<u>135,168</u>	<u>1,219,336</u>

**The individual funds included above are :-**

	<b>Funds at 2023 £</b>	<b>Movements in Funds as below £</b>	<b>Transfers Between funds £</b>	<b>Funds at 2024 £</b>
Youth Services	15,527	(716)	41,159	55,970
Healthy Family fund	5,350	8,460	-	13,810
Older people services	114,291	(12,580)	-	101,711
	<u>135,168</u>	<u>(4,836)</u>	<u>41,159</u>	<u>171,491</u>
Designated funds	20,000	-	313,000	333,000
Unrestricted reserve	1,064,168	411,089	(354,159)	1,121,098
	<u>1,219,336</u>	<u>406,253</u>	<u>-</u>	<u>1,625,589</u>
	-	-	-	-

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2024**

**Analysis of movements in funds as shown in the table above**

	<b>Incoming Resources</b>	<b>Outgoing Resources</b>	<b>Gains &amp; Losses</b>	<b>Movement in funds</b>
	£	£	£	£
Youth Services	84,318	85,034	-	(716)
Healthy Family fund	14,079	5,619	-	8,460
Older people services	34,000	46,580	-	(12,580)
Unrestricted income	1,498,689	1,087,600	-	411,089
	<u>1,631,086</u>	<u>1,224,833</u>	<u>-</u>	<u>406,253</u>
	-	-	-	-

There are sufficient resources for all funds in the appropriate form to enable each activity to be applied in accordance with any restriction.

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objective of the charity.

Restricted funds are subjected to the restriction on their expenditure imposed by the donors or through the terms of an appeal.

The net transfers between the funds represents an internal management and support supervision charge at a percentage of 10% to 25% allowed by donors on particular grants.

**13 APB ethical standard – provision available for small entities**

In common with many other charities of our size and the nature, we use our auditors to assist us with the preparation of financial statements.

**14 Financial Instruments**

**Carrying amount of financial assets**

Debt instruments measured at amortized cost	<u>81,721</u>	<u>104,106</u>
Measured at amortized cost	<u>3,508</u>	<u>-</u>

**15 Other information**

Queen's Crescent Community Association is a registered charity and incorporated in England. Its registered office is:  
45 Ashdown Crescent  
Kentish Town  
London

**QUEENS CRESCENT COMMUNITY ASSOCIATION**

England & Wales - Charity number 1096655

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# Accounts

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Registered Charity Number 1096655  
Registered Company Number 04393769



Report and Accounts for the year ended 31 March 2023



Prepared by  
**Hamilton**  
**Coopers**  
Chartered Accountants  
66 Earl Street  
Maidstone Kent ME14 1PS

## **Queen's Crescent Community Association**

### Report and Accounts Contents

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## **Queen's Crescent Community Association**

### **Company Information**

**Directors** Lucian Randall (Chair)  
Jill Fraser (Vice-chair)  
John Cochrane  
Shahabeel Lone  
James Waite  
Ann Wynne  
James Lyons  
Dr Ismail Jalisi  
Alexander John Geddes (Joined 29.03.23)

**Secretary & Chief Executive** Foyezur Miah

**Auditors** Hamilton Coopers  
Chartered Accountants  
66 Earl Street Maidstone  
Kent ME14 1PS

**Bankers** HSBC  
176 Camden High Street  
London NW1 8QL

**Registered office** 45 Ashdown Crescent  
Kentish Town  
London NW5 4QE

**Registered charity number** 1096655

**Registered company number** 04393769

## **Queen's Crescent Community Association**

### **The report of the trustees for the year ended 31 March 2023**

The trustees present their annual report and accounts for the year ended 31st March 2023

#### **Introduction**

##### Mission Statement:

"We aim to foster social cohesion by enabling grassroots initiatives and providing resources and facilities in the interest of social welfare, education and leisure-time recreation. Working in partnership and across diverse networks, we aim to offer services that empower local residents, challenge disadvantage and improve the quality of life and standard of living."

Queen's Crescent Community Association was originally established in 1999 to take over and revitalise the management of the Allcroft Community Centre (now known as Queen's Crescent Community Centre), which had been left derelict for several years. Local residents, some of whom continue to sit on our Board of Trustees, sought to create a central resource for community regeneration in a severely deprived area surrounded by council estates and sheltered homes.

In setting our objectives and planning our activities, our Directors have given careful consideration to the Charity Commission's general guidance on public benefit and in particular, to its supplementary public benefit guidance.

#### **Directors and Trustees**

The Directors of the charitable company are its Trustees for the purpose of charity law. Throughout this report the Directors / Trustees are collectively referred to as the Directors.

The Directors who served during the year are mentioned on page 1.

##### Structure, governance and management Governing document

The Association is a charitable company limited by guarantee; it was incorporated on 13 March 2002 and registered as a charity on 24 March 2003. The charitable company took over the operations of the unincorporated association of the same name on 1 April 2002. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association.

##### Recruitment and appointment of management committee

The Directors of the company are also the Trustees of the charity for the purpose of charity law and, under the company's articles, are known as members of the Board of Directors. Under the Memorandum and Articles of Association requirement, one-third of the directors, for the time being, shall retire from office at each Annual General Meeting. The directors to withdraw are those who have been longest in office since their last election or appointment. As between directors of equal seniority, the directors to retire are selected by lot unless they agree otherwise. A retiring director shall be eligible for re-election.

No person other than a director retiring at the meeting shall be eligible for election as director at any meeting unless that person is recommended by the directors for election; or the secretary is provided in writing by a member duly qualified to attend and vote at the meeting, not less than four nor more than 21 clear days before the date set for the conference, of that member's intention to propose such person and of that person's willingness to be elected. At the General Meeting, the company may increase the number of directors, decide in what rotation the additional directors shall retire, and may make the appointment necessary for effecting any such increase.

##### Trustees' induction and training

Trustees are already familiar with the practical work of the charity, having been encouraged to visit our regular activities. Additionally, new trustees are invited and encouraged to attend a series of short training sessions delivered by Voluntary Action Camden (Charity)

## **Queen's Crescent Community Association**

A Directors' pack has also been prepared and distributed to all new trustees (directors), which includes the Memorandum of Association & Articles, latest audited accounts, annual report, safeguarding policy, finance policy, health and safety policy, and other various policies and procedures.

### Organisational Structure

The Queen's Crescent Community Association Ltd has a board of 10 directors, nine of whom are named on page one and served during this financial year. They meet quarterly and are responsible for the charity's strategic direction and policy. The directors are from various professional and diverse backgrounds relevant to the charity's work.

The chair is responsible for ensuring that the charity delivers the services specified and that the key performance indicators are achieved. The Chief Executive (also Company Secretary) is responsible for the organisation's day-to-day operational management and the staff team's individual supervision to ensure that its skills and working practices align with good management practices.

### **CEO's Introduction**

Overcoming the unprecedented problems posed by the pandemic, fuel and the cost of living crises, has certainly had its challenges over the past year. Our resilience has been a testament to the unwavering commitment of the QCCA team, volunteers and the steadfast support of our community.

Our Older People's Services, Youth Services, Foodbank and Advice and Advocacy Services emerged as a beacon of strength. In the wake of the pandemic, our Older Peoples Services saw an influx of people accessing our services, reducing social isolation and improving their physical and mental well-being. We take pride in the fact that the revival of fitness activities and the monthly social lunches, fostered a sense of community and support.

The 'Covid and Beyond' film, is a testament to our journey, showcasing the profound impact on the lives of our members, which you can watch on our website.

The Healthy Families project, now in its seventh year, continued to offer a unique blend of activities that resonate with our diverse community. The engagement of disadvantaged families, with a focus on our Black and Minority Ethnic (BAME) communities, exemplifies our commitment to holistic family well-being. The testimonials speak volumes about the positive impact on families, physical health and mental well-being, and the bonds created within our community.

Our Nurseries, a cornerstone for early childhood development, have thrived; in spite of the challenges posed by parents moving out of the area due to unaffordable housing costs; resulting in four other local nurseries closing in the same year. We have seen a steady increase in enrollments, enabling us to invest in the infrastructure and building on our nurturing environment for our little ones. Both Caversham and Holly Lodge Nurseries have weathered the storm, expanded their reach, contributing to the communities well-being.

The pandemic and its aftermath has highlighted the inequalities our communities face, whether it be racial, health or financial, resulting in fuel and food poverty and the widening health inequalities in Camden. We've learned that our work is not just about recovery but about providing a holistic service to our community.

We are preparing for the future with a renewed sense of purpose. The forthcoming seven-year business plan is our compass, guiding us beyond 2030. Aligning our priorities with Camden's vision, we aim to fortify our role in the community.

Exciting discussions are ongoing for a purpose-built youth and sports centre on the Dome site. We envision a sustainable future, exploring renewable energy options to propel QCCA's headquarters toward carbon neutrality.

As we face the challenge of securing continued funding, particularly for the Older People's and Youth Services, we are grateful for the unwavering support from all those organisations and individuals that fund and support QCCA. Their support has been invaluable, and we hope will continue as we continue to navigate the competitive funding landscape.

## **Queen's Crescent Community Association**

This report encapsulates our achievements and the spirit of resilience and unity that defines QCCA. Together, we have weathered storms and emerged stronger. The coming year holds promises of new collaborations, impactful projects, and a continued commitment to building a more connected community.

### **Healthy Families**

Transforming Lives, One Family at a Time

During the past year Our Healthy Families programme, engaged over 500 unique users, improving the health and wellbeing of women, families, and children. Healthy Families provides a distinctive blend of free activities for various age groups. Members cherish the opportunity to partake in Zumba classes, while children enjoy multi-sport activities and supervised play in a soft play area. The Dome, is able to accommodate diverse groups simultaneously, offering a unique and engaging experience. For many, it's the only time in the week dedicated to self-care, away from childcare responsibilities.

Healthy families also embraces and celebrates the diversity of our communities, with 400 participants being from BAME communities. These communities often have difficulty in accessing mainstream sport and other activities, for cultural, religious or other reasons.

We are therefore proud that Healthy Families has become a beacon of well-being, fostering fitness, community bonds and improving mental health. The program's success is a testament to its unique offerings, impactful partnerships, and the unwavering support of participants.

Going forward, this vibrant and inclusive initiative, remains committed to empowering families, one joyful and health-conscious step at a time.

#### **Programme activities included:**

- Outdoor family football
- Men and boys' multi-sport
- Family and women's yoga
- Family badminton
- Family picnics on Hampstead Heath
- Nordic pole walking sessions
- Family fun days with Heath Hands

#### **Achievements:**

- Exceeded projected BAME participation, with nearly three-quarters of women being BAME.
- Successfully delivered 21 Nordic pole walking sessions and 12 family fun days.
- Collaborated effectively with Heath Hands, demonstrating the power of community partnerships.

#### **The impact of Healthy Families is evident in the positive survey responses:**

- 88% of adults feel physically fitter.
- 94% report improved health for their children.
- 94% note enhanced parent-child relationships.
- 100% experience improved mental health.
- 94% feel less isolated.
- 100% gained confidence.
- 100% formed new connections and friendships.

#### **Participant Quotes:**

- "Children are so happy to see their mum having fun, smiling, and enjoying the activities together. What a joy!"
- "These sessions make me bond better with my children."
- "Thank you to the amazing QCCA and The Dome staff."

## **Queen's Crescent Community Association**

### **The Impact of Healthy Families also:**

- Encourages families to access open spaces like Hampstead Heath and Golders' Hill Park.
- Giving those living in overcrowded conditions the opportunity to experience these beautiful areas, which they did not know about.
- Fostering a meaningful relationship with Heath Hands, enabling practical support and creative collaboration.
- Establishing a unique bond between QCCA staff and members through hands-on activities.

### **Future Initiatives:**

- Summer 2023 will feature a weekly family fun day for six weeks, each with a different theme and activity.
- Special summer activities may include swimming in the Hampstead Heath ladies' swimming pond, butterfly conservation workshops, and free Samba and Capoeira sessions.
- Themed outings for Halloween and the annual Christmas wreath-making event in December 2023.

### **Demographic Breakdown:**

- Women: 73% BAME (20% Arabic speakers)
- Men (family days): 90% BAME
- Children: 78% BAME

### **Older People's Service**

Our Older People's Services (OPS) has achieved significant milestones, successfully rebuilding activities, such as Chair based exercise, Reflexology and Yoga and the monthly social lunch club. The impact on physical and mental well-being was particularly pronounced, as many members experienced declining fitness levels and endured the mental strain of limited social interactions during lockdowns. Thank you to our funders, Masonic Charitable Foundation, City Bridge Trust and The Mercers Company.

The OPS journey during and after the COVID-19 pandemic has provided valuable insights. The experience highlighted the depth of poverty and need within the community, exacerbated by local service cuts and the shift to online platforms, disadvantaging those without digital access. The OPS response was to provide acute care for this age group. Including offering free activities and supporting members with essential needs such as food during difficult times.

The OPS takes pride in the resilience and generosity of its members, with 21 individuals aged 65 and above volunteering following support from QCCA.. Additionally, the '**Covid and Beyond**' film funded by City Bridge Trust has been a source of pride, vividly showcasing the positive impact of OPS activities on its members.

The funding from our stakeholders was instrumental in the growth and consolidation of OPS services. The core group of regular users has flourished, forging meaningful friendships while improving physical and mental health. Witnessing the centre's revival after the COVID-19 pandemic has been a testament to the positive impact of City Bridge Trust's support.

### **Achievements**

- 66 people reported improved physical health
- 208 people reported increased independence and confidence
- 181 people reported return to normal life

The figures reveal a pro-rated impact from a 2022-23 survey sample of 58 service users (18% of total unique users) aged 65+. The survey indicated positive outcomes in:

- improved physical health (65%)
- enhanced mental health (56%)
- increased social connections (93%)
- a restored sense of normalcy (81%).

## **Queen's Crescent Community Association**

### **Reflections on Progress:**

The funding from the Masonic Charitable Foundation, City Bridge Trust and The Mercers Company enabled OPS to attract new users while keeping ongoing connections with regular attendees. The volunteers' willingness to give back, showed the community's appreciation for the centre's care during the challenging pandemic. OPS has played a pivotal role in restoring physical and mental health and rebuilding members' confidence to re-engage with the outside world.

As OPS progresses into a new chapter, the challenges emphasise the critical need for sustained funding. The OPS team remains committed to providing a supportive environment for older individuals.

In conclusion, the impact of City Bridge Foundation's support on OPS has been transformative, and the OPS community expresses heartfelt gratitude for the Trust's role in this journey.

### **Client Testimony**

I am 75 and have been attending QCCA for over a year following severe illness. It is fantastic I have made new friends gained new confidence joy and love of life. Yoga has really improved my health and wellbeing. I have loved the outings, nature exhibitions and old architecture. All good for the soul My life would be bare and isolated without QCCA. Mary the over 55s coordinator is so kind and helpful and very creative in arranging new things for us to do. I would not be without QCCA.

Thank you  
Veronica Carey

### **Food Bank**

We planned to close our Covid foodbank in the summer of 2021, in line with the government's 'roadmap' out of lockdown. However it was apparent that as we came out of lockdown, this didn't mean people's problems had resolved themselves, especially in the light of the emerging Cost of Living crisis. Many in our community still needed ongoing support after months of living off savings or running up household debts.

Although COVID 19 emergency funding ran out in July, a special thanks to our foodbank coordinator Belinda Rodgers who continued to run it, unpaid, with a small team of volunteers. The volunteers are also foodbank beneficiaries and wished to show their gratitude by giving something back.

A big thank you to the Felix Project and City Harvest, who delivered excess supermarket products twice a week for us to re-distribute. We made some hot 'Lockdown Lunch' takeaway meals with the surplus at the start of the year, cooked once again by our wonderful volunteers.

The year saw us support 197 registered foodbank families on a regular basis and another 53 on an ad hoc one. We are especially grateful to those individuals and residents who donated bags of food and other goods at our reception.

The food bank was also at the heart of our second-ever Christmas appeal in December 2022. We successfully fundraised and bought food to supply more than 300 hampers for residents. Thank you to Mother Carol from St Martin's Church Gospel Oak, who added £4,000 to the pot from 'Love Christmas'.

We are now discussing plans to ensure the longevity of the service.

### **Achievements**

197	households supported by the foodbank
100	individual beneficiaries
300	Christmas hampers produced

### **Advice and Advocacy**

Alongside the Foodbank we quickly picked up that residents were turning up with complex issues and needed advice and advocacy to help them resolve them. We received funding to employ two part time advice workers, Belinda and Khadija.

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Khadija is a qualified interpreter and speaks 6 languages. Given the BAME make up of our communities, Khadija was able to provide an invaluable translation service for those that do not speak English or for whom English is a second, third plus language.

We supported 91 unique users whose issues included, council tax, housing benefit, Employment and Support Allowance (ESA), Personal Independence Payments, (PIP) Debt, Homelessness, health and mental health.

### **Achievements**

Out of 123 applications made for PIP, ESA and local authority Hardship grant 93 were successful.

On line applications made 81 – 57 successful

Hardship grant made 30 – 26 successful

PIP/ESA applications made 12 – 10 successful

71% needed interpreters to translate information and communicate

1 funeral arranged

1 pet burial arranged

2 people supported into employment

3 people successfully housed

6 council tax bills successfully challenged

40% of advice sessions – welfare benefits

12% of sessions – debt

33% sessions – housing

15% sessions – health and mental health

This area of work arose, alongside the Foodbank, as a result of the COVID 19 pandemic. We are discussing the viability of continuing the above and identifying possible funding.

### **Youth Service**

In response to the evolving landscape, QCCA recently underwent a comprehensive evaluation of its youth services, This was prompted by the COVID 19 pandemic, the looming cost-of-living crisis and severe funding cuts. The evaluation unveiled issues of social isolation, school closures, and shifts in family dynamics for our young people , as well as vital workforce issues and other challenges.. The profound impact of the pandemic on children and young people, especially in relation to their mental health, has attracted media attention. On a positive note, the above, has seen an increase in membership and attendance at our youth service.

### **Adapting to Change:**

The QCCA Youth Services team, recognising the need to adapt to new working methods, has successfully navigated the complexities of delivering system and service change in these challenging circumstances. Sustained improvement in our service hinges on fostering a skilled and dedicated workforce. While the recent draft of our youth strategy exhibits promising signs, a significant opportunity for strategic change remains to address ongoing workforce challenges.

Our new Youth Services Manager, who assumed the role in July 2022, has played a pivotal role in ensuring the effective running of core and individually funded projects. Contributions to QCCA's broad business and charitable objectives have been marked by developing new funding streams and applications aligned with compliance standards, all achieved in collaboration with the Senior Management Team.

### **The Dome**

The Dome, in the heart of Queen's Crescent is for our disadvantaged young people. Operating 348 days a year from 9 am to 10 pm, The Dome offers free sports and holiday clubs, conducted in collaboration with our youth charity partner, GOALYC. It also, continues, to enrich the lives of young people. Beyond the

## **Queen's Crescent Community Association**

above, local organisations, including the French school, College Francais Bilingue de Londres and disabled theatre group Quite Fantastic, utilise the Dome's versatile space.

Over the past year, our success has been quantifiable, with 661 unique visits from young people aged 8-19, representing a remarkable 155% increase in membership. This includes continuing successful sports and team development initiatives for younger age groups and the introduction of targeted new initiatives for older cohorts.

### **A focus group, comprised of 19 young people provided valuable insights into the impact of our youth service:**

- "(The Dome) Mentally brings the mood up."
- "This is the best place in QC (the neighbourhood). Keeps you engaged, very welcoming staff (and) loads of variety."
- "It takes people off the road for a few hours. A few hours can change your life."

Our in-person youth club and sports program at The Dome have seen an impressive, 8,223 attendances, spanning activities such as senior youth club sessions, a music studio, a junior youth club, girls-only youth and sports group, junior and senior football sessions, gym sessions, kickboxing, junior basketball and cricket clubs, mentoring, trips, and holiday clubs.

### **Youth-Centric Outcomes:**

#### **Surveys conducted in April 2023 with 79 young people yielded insightful results:**

- Over half find The Dome the only place for youth clubs and sports in their area.
- 75% agree there are enough activities at The Dome.
- 66% engage in 30 minutes or more of physical activity at The Dome each week.
- 73% enjoy sports sessions at The Dome.

For youth aged 8-12, our after-school clubs focus on enrichment, fun, and outcome-focused projects related to healthy eating and gardening. This approach develops socialising skills and ensures a minimum of 2.5 hours a week dedicated to improving physical fitness.

The popularity and success of our holiday clubs, offering essential free hot meals, sports activities, creative art sessions, and trips, underscore the critical need for providing space for physical activity. The Dome emerges as a vital haven in a community where 80% of residents live in high-density social housing.

Our Senior Youth Club (ages 13-19) has been a platform for ambitious and accessible programs, including the Off The Hook 10-week boxing and mentoring initiative in partnership with Gospel Oak Action Link Youth Club (GOALYC). Our focus on addressing inequalities and supporting minoritised young people has resulted in tangible outcomes:

- 13 Senior Youth Club members engaged in volunteering.
- 15 young people took positive steps in education or employment.
- 8 young people applied for work, education, or training placements.

In a borough marked by deprivation and where children in the most deprived areas are twice as likely to be obese, The Dome serves as a beacon of health and well-being:

- 88% of young people play sports at The Dome.
- 66% engage in 30 minutes or more of physical activity weekly.
- 73% enjoy sports sessions at The Dome.
- 71% have tried a new activity at The Dome.
- 22 young people reported improved overall health and well-being.
- 2 individuals have successfully quit smoking.

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Beyond physical well-being, The Dome provides a safe, constructive space, diverting young people from potential exploitation and gang involvement. Workshops by external partners such as Let Me Know, Brook, and Camden Council on weapons awareness, healthy relationships, grooming, sexual health, and sexual exploitation reinforce our commitment to holistic development.

Notably, our Youth Services Manager launched a campaign addressing sexual harassment, underscoring our commitment to creating a safe environment. The results of our recent survey speak volumes:

- 92% of young people would invite their friends to The Dome.
- 74% either agree or strongly agree that they know youth workers and can seek help.
- 93% rate the support offered by youth workers at The Dome as good or excellent.

### **The Dome – LB Camden consultation**

Following LB Camden's consultation on the redevelopment of West Kentish Town Estate and improvements to Queens Crescent, a number of proposals were put forward for the Dome. These included rebuilding it outside of the area. We anticipate more consultations in 2023-24, with QCCA and GOALYC firmly advocating for the Dome to remain rooted in its current location. We commit to extensive dialogues with the council, community members, and young people in the upcoming months, seeking their valuable input and perspectives on the Dome's future.

The journey of the Dome continues. In the spirit of collaboration and resilience, we embark on a new chapter dedicated to ensuring that the Dome remains a cornerstone of Queen's Crescent, fostering community spirit and empowerment.

In closing, our unwavering commitment to the youth of Queens Crescent remains steadfast. The past year's challenges have only strengthened our resolve to adapt, innovate, and continue the transformative journey we have embarked upon. We thank our dedicated team, partners, and stakeholders for their invaluable support. Together, we shape futures.

### **Under 5's Services:**

In the past year, our two nonprofit nurseries continue to make positive strides.

Exploring the Enriching Journeys:

#### **Caversham Nursery: Unveiling Potential**

Caversham Nursery saw an increase from 35 to 38 attendees throughout the year. We held a families/ end of year graduation to celebrate children transitioning to school nursery or reception class. The theme was 'butterflies', butterfly eggs were bought for the children. The children then watched the eggs grow into butterflies (entire process including caterpillar, cocoon) which were released at the party.

Our Halloween party, gave children the opportunity to dress up and have their face painted by a parent who volunteered their time. , with a parent and face painting by a parent.

For our Christmas party, the children performed a musical play called 'an elf day' which all parents were invited to.

We also started a weekly Yoga session for the children which is music and story based.

We received CLIF (Camden Local Inclusion Funding), this is additional funding for children that need more support to cover the cost of additional staff or resources. Caversham continued to work with IIT, (inclusion and Intervention Team), and specialist SEN (Special Education Needs) support/trainers, who provided training for the staff on 'bucket time', 'special time' activities, enhancing the participation of children experiencing learning barriers.

### **Case Study**

One child was non-verbal (preverbal) when they she started attending Caversham nursery. Overtime with the support of IIT and the nursery staff, we began using Makaton signs to communicate with them, plus the use of PECS (Picture Exchange Communication System). Due to our support they were offered a place at Kentish Town Church of England school.

## **Queen's Crescent Community Association**

### **Statistics**

- 3 children entitled to 15 hours free childcare for 2 year old
- 5 children entitled to 15 hours universal free child care for 3 year olds
- 5 entitled to 30 hours, (universal and extended childcare) for 3 year olds
- 1 child entitled to 15 hours universal childcare, plus 15 additional hours topped up for the Camden enhanced offer

### **Holly Lodge Nursery: A Culinary and Educational Haven**

Nestled in the heart of Highgate's Holly Lodge estate, Holly Lodge Nursery continues to cultivate a strong community connection.

Staff have continued to foster great relationships with parents, through an inclusive 'whole family' approach. This approach, has successfully, earned recognition from parents who appreciate the quality care their children receive. This has resulted with some parents registering their second babies with us. This attests to the trust and satisfaction parents feel regarding the care provided by Holly Lodge.

Holly Lodge has held several events that ensures our nurturing approach is unique to each individual child and involves parents, staff and children. Parents express enthusiasm for Holly Lodge events and eagerly anticipate future gatherings.

Pivotal to our success is the continuous personal development of our staff. This investment ensures that our team has the necessary knowledge and skills to remain at the forefront of early childhood education practices.

### **Future Developments**

Following our successful navigation through the challenges of the pandemic, our organisation stands at a crucial juncture. Proudly supporting thousands of Camden residents, particularly in Gospel Oak and Haverstock, during their times of need. We have successfully responded to our communities needs, addressing food security, Cost of Living Crises, Advice and Advocacy services and providing a winter warming space.

The aftermath of the pandemic has seen the community's focus shift significantly towards holistic recovery—socially, mentally, physically, and financially—resulting from the COVID 19 pandemic and the ongoing challenges of the cost of living crises.

In Camden, persistent health inequalities plague our residents, with many spending too many years in poor health, particularly in the most deprived areas. The pandemic and cost of living crises have exacerbated these disparities, leaving communities grappling with anxiety, trauma, isolation, and grief.

QCCA is poised to be a strategic partner for Camden in facilitating its residents' physical and mental recovery. We are charting a five -year business plan to tackle these challenges and leverage opportunities, extending our vision beyond 2030. This involves a comprehensive review of QCCA's brand, values, vision, and mission, aligning them with Camden's 2030 Health and Wellbeing Strategy.

### **Financial Reserves Policy**

QCCA is dedicated to maintaining sufficient free reserves to effectively manage known liabilities and contingencies. As of March 2023, our Free Reserves, calculated as unrestricted reserves minus unrestricted tangible fixed assets, stood at £1,037k. This amount is sufficient to cover our estimated winding-up costs and also establishes a surplus above our policy of having a free reserve of at least six months of working capital or approximately 50% of the expected annual revenue of the Association.

Looking ahead to the financial year ending March 2024, our objective is to maintain a reasonable surplus, in order to allow us to meet potential shortfalls in funding in a competitive market and to meet the expected increases in utility costs and minimum wage inflation in coming years. Subject to those requirements, we continue to evaluate opportunities to invest surplus funds strategically to sustain and develop the charity.

## **Queen's Crescent Community Association**

### **Risk Management**

The directors have reviewed significant future risks that the Association faces. The directors believe some financial risks are service charges, commercial rent, business rates, and maintenance costs, which are ongoing negotiations with Camden Council. In addition, the unprecedented increase in utilities and fuel costs is considered a risk. Alongside this, general wage inflation is considered a material risk.

Directors review these risks on an ongoing basis. The board of directors, via the finance committee, implement improvements to internal control systems to mitigate other operational and business risks as and when identified. A financial and procedures policy is in place, which allows for internal accountability, financial forecasting and reporting procedures.

The procedures are in place to ensure compliance with health and safety regulations and deal with complaints. In addition, there are policies governing safeguarding vulnerable children, young people and adults.

Externally, the trustees are aware of the changing context of central and local government initiatives and policies relating to the voluntary and community sector and how these may affect future funding, partnership working and service delivery arrangements for the sector.

### **Public benefit**

We confirm that in providing the above services and in writing this report, we have had regard to the guidance issued by the Charity Commission on public benefit.

### **Statements of the Directors' Responsibilities**

The Directors are responsible for preparing the Report of the Directors and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires Directors to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the company and of the incoming resources and application of resources, including the income and expenditure, of the company for the year.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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 Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### **Statement of representation to the auditors**

Each person who was a director at the time this report was approved confirms that:

- so far as he is aware, there is no relevant audit information of which the company's auditor is unaware; and
- he has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditor is aware of that information.

A resolution proposing the reappointment of Hamilton Coopers as auditors will be put to the annual general meeting.

**Queen's Crescent Community Association**

**Method of preparation of accounts**

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

This report was approved by the board of trustees on .....

Lucian Randall  
Chair and Trustee

James Lyons  
Chair of Finance Committee and Trustee

## **Queen's Crescent Community Association**

### **Independent auditors' report to the Trustees of the Queen's Crescent Community Association**

We have audited the financial statements of Queen's Crescent Community Association for the year ended 31 March 2023 which comprise of the statement of financial activities, the balance sheets and the 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).

#### **In our opinion the financial statements:**

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

#### **Basis of opinion**

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

#### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' (who are also the directors of the company for company law purposes) use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

#### **Other information**

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

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

We have nothing to report in this regard.

## **Queen's Crescent Community Association**

### **Matters on which we are required to report by exception**

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

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

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement [set out on page 11], the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

### **Our responsibilities for the audit of the financial statements**

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

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

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

#### **Capability of the audit in detecting irregularities, including fraud**

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks.

Based on our understanding of the company and industry, and through discussion with the management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to their FCA permissions and requirements. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and taxation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. 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 increase revenue or reduce expenditure and management bias in accounting estimates and judgmental areas of the financial statements such as accrued income.

## Queen's Crescent Community Association

Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non compliance with laws and regulations and fraud; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

There are inherent limitations in the audit procedures described above 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 would become aware of it. Also, 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 or intentional misrepresentations, or through collusion.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.- Obtain an understanding of
- internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the members.
- Conclude on the appropriateness of the members' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in manner that achieves fair presentation.

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

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. The risk increases more when compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances

## **Queen's Crescent Community Association**

of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **Use of our report**

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

**Asim Malik, FCA**  
(Senior Statutory Auditor)  
for and on behalf of  
**Hamilton Coopers**  
Chartered Accountants and Statutory Auditors

66 Earl Street  
Maidstone  
Kent ME14 1PS

Date:

**Hamilton Coopers is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.**

Queen's Crescent Community Association

Statement of Financial Activities (including consolidated income and expenditure account)  
for the year ended 31 March 2023

		Unrestricted Funds	Designated Funds	Restricted Funds	Total Funds	Last Year Total Funds Reclassified
	Notes	2023	2023	2023	2023	2022
		£	£	£	£	£
<b>Incoming resources:</b>						
<i>Incoming resources from generating funds</i>						
Grants, contracts and donations		296,655		141,177	437,832	596,909
Trading activities		1,007,279		-	1,007,279	708,594
Investments		517			517	
<b>Total incoming resources</b>	<b>4</b>	<b>1,304,451</b>	<b>-</b>	<b>141,177</b>	<b>1,445,628</b>	<b>1,305,503</b>
<b>Resources expended:</b>						
<b>Resources expended:</b>						
Cost of generating voluntary income	<b>5</b>	335,182		8,708	343,890	342,756
Charitable activities		680,551		144,229	824,780	731,236
		1,015,733	-	152,937	1,168,670	1,073,992
Governance costs	<b>5</b>	26,559	-	1,427	27,986	24,399
Other resources expended		-		-	-	-
<b>Total resources expended</b>		<b>1,042,292</b>	<b>-</b>	<b>154,364</b>	<b>1,196,656</b>	<b>1,098,391</b>
<b>Net Incoming/(expenditure)</b>		<b>262,159</b>	<b>-</b>	<b>(13,187)</b>	<b>248,972</b>	<b>207,112</b>
<b>Transfers between funds</b>		<b>40,024</b>		<b>(40,024)</b>	<b>-</b>	
<b>Net movement in the funds</b>		<b>302,183</b>	<b>-</b>	<b>(53,211)</b>	<b>248,972</b>	<b>207,112</b>
<b>Net movement in funds</b>		<b>302,183</b>	<b>-</b>	<b>(53,211)</b>	<b>248,972</b>	<b>207,112</b>
<b>Reconciliation of funds</b>						
<i>Total funds brought forward</i>	<b>11</b>	761,985	20,000	188,379	970,364	763,252
<b>Total Funds carried forward</b>	<b>11</b>	<b>1,064,168</b>	<b>20,000</b>	<b>135,168</b>	<b>1,219,336</b>	<b>970,364</b>

The net movement in funds referred to above is the net incoming resources as defined in the Statement of Recommended Practice for Accounting and Reporting issued by the Charity Commission for England & Wales and is reconciled to the total funds as shown in the Balance Sheet on page 13 as required by the said statement.

The notes on pages 20 to 28 form an integral part of these accounts.

**Queen's Crescent Community Association**

**Company Number 04393769**

**Balance Sheet**

**as at 31 March 2023**

	Notes	2023		2022	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	8		26,176		33,412
<b>Current assets</b>					
Debtors	9	53,290		165,767	
Cash at bank and in hand		<u>1,465,487</u>		<u>1,055,226</u>	
<b>Total current assets</b>		<u>1,518,777</u>		<u>1,220,993</u>	
<b>Creditors:-</b>					
amounts due within one year	10	(325,617)		(284,041)	
<b>Net current assets/liabilities</b>			<u>1,193,160</u>		<u>936,952</u>
<b>Total assets less current liabilities</b>			<u>1,219,336</u>		<u>970,364</u>
<b>Net assets</b>			<u>1,219,336</u>		<u>970,364</u>
<b>The funds of the charity :</b>					
Unrestricted funds	12		1,064,168		761,985
Designated funds	12		20,000		20,000
Restricted funds	12		135,168		188,379
<b>Total charity funds</b>			<u>1,219,336</u>		<u>970,364</u>

The directors are satisfied that the company is entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006 and that no members have required the company to obtain an audit in accordance with section 476 of the Act.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

Approved by the trustees and authorised for issue on .....

Lucian Randall  
Chair and Trustee

James Lyons  
Chair of Finance Committee and Trustee

**The notes on pages 20 to 28 form an integral part of these accounts.**

**Queen's Crescent Community Association**

**Cash Flow Statement  
for the year ended 31 March 2023**

	2023	2022
	£	£
<b>Cash generated from operations</b>		
Net operating funds	248,972	207,112
Reconciliation to cash generated from operations:		
Depreciation	9,194	26,273
Decrease/(increase) in debtors	113,023	29,536
Increase in creditors	50,113	37,434
	<u>421,302</u>	<u>300,355</u>
<b>Cash from other sources</b>	<u>-</u>	<u>-</u>
<b>Application of cash</b>		
Purchase of tangible fixed assets	<u>(2,504)</u>	<u>(35,037)</u>
	<u>(2,504)</u>	<u>(35,037)</u>
<b>Net increase in cash</b>	418,798	265,318
Cash at bank and in hand less overdrafts at 1 April	<u>1,043,913</u>	<u>778,595</u>
<b>Cash at bank and in hand less overdrafts at 31 March</b>	<u>1,462,711</u>	<u>1,043,913</u>
<b>Consisting of:</b>		
Cash at bank and in hand	1,465,487	1,055,226
Overdrafts	<u>(2,776)</u>	<u>(11,313)</u>
	<u>1,462,711</u>	<u>1,043,913</u>
<b>Major non-cash transactions</b>		
Capital value of new finance lease arrangements	<u>-</u>	<u>-</u>

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2023**

**Accounting policies**

The principal accounting policies adopted in the preparation of the financial statements are set out below and have remained unchanged from the previous year and have also been consistently applied within the same accounts.

Accounting convention

Basis of preparation and assessment of going concern:

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) (effective 1 January 2019) - Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The trustees consider that there are no material uncertainties about the Association's ability to continue as a going concern.

The company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required. No restatements were required.

Incoming Resources

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants

It is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income from charitable activities includes primary purpose trading

Income from charitable activities includes primary purpose trading, income earned both from the supply of goods or services under contractual arrangements or grant agreements, which have conditions that specify the provision of particular goods or services to be provided and undertaken for the charitable purposes of the charity.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the Association's work or for specific projects being undertaken by the Association.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated or apportioned to

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2023**  
the applicable expenditure headings.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll and governance costs which support QCCA's programmes and activities. The basis, on which support costs have been allocated are set out in note 11.

Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Costs of raising funds comprise the costs of other trading activities, in which the Association does not yet engage.

Expenditure on charitable activities includes the costs of providing services and activities for our beneficiaries and the local community to further the purposes of the charity and their associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Fixed assets and depreciation

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

Equipment	Over 4 years
Building refurbishment	Over 4 years
Motor vehicles	25% per annum, reducing balance method

Debtors

Debtors are recognised at the settlement recoverable amount due. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand includes is held to meet short-term cash commitments as they fall due rather than for investment purposes and may include short-term deposits.

Creditors, deferrals and provisions

Creditors and provisions are liabilities where we have a present obligation to a third party that we shall normally pay by cash. Provisions are measured or estimated as reliably as possible.

Where performance-related conditions are specified in a grant, the income will only be recognised to the extent that the charity has provided the facility or service. Any income received in advance of the conditions being met are deferred and shown under creditors.

Pension

The charity operate a workplace pensions to which staff are encouraged to join.

**2 Legal status of the Society**

The Association is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10. Names of its directors and registered office is mentioned on page 1.

**3 Statement that no expenses were paid to trustees or connected persons**

No expenses were paid to trustees or persons connected with them.

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2023**

**4 Raising funds**

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	2023 £	2023 £	2023 £	2022 £
<b>Incoming resources</b>				
<b>Grants, contracts and donations</b>				
Core funding - LBC	100,000	-	<b>100,000</b>	100,000
Youth Club	-	102,697	<b>102,697</b>	144,843
Older people service activities	-	38,480	<b>38,480</b>	120,834
Other grants & donations	196,655	-	<b>196,655</b>	231,232
	<u><b>296,655</b></u>	<u><b>141,177</b></u>	<u><b>437,832</b></u>	<u><b>596,909</b></u>
<b>Trading activities</b>				
Income from rent and room hire	210,575	-	<b>210,575</b>	188,831
Nursery income	736,414	-	<b>736,414</b>	515,491
Other income & charges	60,290	-	<b>60,290</b>	4,272
	<u><b>1,007,279</b></u>	<u><b>-</b></u>	<u><b>1,007,279</b></u>	<u><b>708,594</b></u>
<b>Investments</b>				
Interest income	517	-	<b>517</b>	-
	<u><b>517</b></u>	<u><b>-</b></u>	<u><b>517</b></u>	<u><b>-</b></u>
<b>Total</b>	<u><b>1,304,451</b></u>	<u><b>141,177</b></u>	<u><b>1,445,628</b></u>	<u><b>1,305,503</b></u>

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2023**

**5 Charitable Activities Costs**

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds Reclassified
	2023	2023	2023	2022
	£	£	£	£
<b>Resources expended</b>				
<b>Cost of generating voluntary income</b>				
DBS check	2,120		2,120	1,824
Marketing and publicity	3,291	136	3,427	4,872
Management & Administration	280,437	8,572	289,009	279,741
LBC Rent	49,334		49,334	56,319
	<u>335,182</u>	<u>8,708</u>	<u>343,890</u>	<u>342,756</u>
<b>Charitable activities</b>				
Activity costs	60,153	10,646	70,799	32,338
MLCC Partnership activities		18,000	18,000	27,000
Youth service activities	60,034	83,266	143,300	141,829
Older people service activities		22,490	22,490	53,101
Children services activities	298,954		298,954	242,654
Premises & office cost	113,686	1,321	115,007	135,000
Other costs	141,262	8,506	149,768	73,042
Depreciation	6,462		6,462	26,272
	<u>680,551</u>	<u>144,229</u>	<u>824,780</u>	<u>731,236</u>
Governance costs	26,559	1,427	27,986	24,399
Other resources expended				
	<u>26,559</u>	<u>1,427</u>	<u>27,986</u>	<u>24,399</u>
<b>Total resources expended</b>	<u><u>1,042,292</u></u>	<u><u>154,364</u></u>	<u><u>1,196,656</u></u>	<u><u>1,098,391</u></u>

The comparatives are reclassified to show the correct classification.

The association's premises are owned by London Borough of Camden. These premises are occupied under an 20 year lease agreement, with a combined premises rent of two sites of £44,500 (2022: £50,508) is payable to the landlord and the Association is responsible for the upkeep of the premises.

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2023**

<b>6     <i>Staff Costs and Emoluments</i></b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Gross Salaries	646,332	622,087
Employer's National Insurance	40,863	41,273
Pension Contributions	14,851	15,004
	<u>702,046</u>	<u>678,364</u>
<b>Numbers of full time employees or full time equivalents</b>	<b>2023</b>	<b>2022</b>
Catering	1	1
Nursery	21	22
Youth worker	6	6
Gym	-	1
Engaged on management and administration	10	12
	<u>38</u>	<u>42</u>

There were no fees or other remuneration paid to the trustees  
There was 1 employee with emoluments in excess of £60,000 per annum

**7     *Trustees' Remuneration***

Neither the trustees nor any persons connected with them have received any remuneration, either in the current year or the prior year.

Queen's Crescent Community Association  
Notes to the Accounts  
for the year ended 31 March 2023

8 *Tangible functional fixed assets*

	Leasehold Land and Buildings £	Plant, Machinery & Vehicles £	Motor Vehicles £	Total £
<b>Asset cost, valuation or revalued amount</b>				
At 1 April 2022	745,944	202,920	52,787	1,001,651
Additions	-	2,504	-	2,504
Disposal	-	(12,363)	(17,750)	(30,113)
At 31 March 2023	<u>745,944</u>	<u>193,061</u>	<u>35,037</u>	<u>974,042</u>
<b>Accumulated depreciation and impairment provisions</b>				
At 1 April 2022	745,944	195,785	26,510	968,239
Elimination on disposal	-	(11,817)	(17,750)	(29,567)
Charge for the year	-	2,415	6,779	9,194
At 31 March 2023	<u>745,944</u>	<u>186,383</u>	<u>15,539</u>	<u>947,866</u>
<b>Net book value</b>				
At 31 March 2023	<u>-</u>	<u>6,678</u>	<u>19,498</u>	<u>26,176</u>
At 31 March 2022	<u>-</u>	<u>7,135</u>	<u>26,277</u>	<u>33,412</u>

9 *Debtors*

	2023 £	2022 £
Trade debtors	104,106	165,767
Accrued income	10,861	-
Provision for bad and doubtful debts	(61,677)	-
	<u>53,290</u>	<u>165,767</u>

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2023**

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

	2023	2022
	£	£
Bank loans and overdrafts	2,776	11,313
Trade creditors	-	24,402
Accrued expenses	8,280	17,242
Taxation creditors	15,176	22,181
Other Creditors	28,202	50,505
Deferred income and grants in advance	271,183	158,398
	<u>325,617</u>	<u>284,041</u>

**11 Analysis of the Net Movement in Funds**

	Unrestricted funds	Designated funds	Restricted funds
	£	£	£
Balance as at 1st April 2022	761,985	20,000	188,379
Incoming resources	1,304,451	-	141,177
Resources expended	(1,042,292)	-	(154,364)
Net transfers between funds	40,024	-	(40,024)
<b>Balance as at 31 March 2023</b>	<u>1,064,168</u>	<u>20,000</u>	<u>135,168</u>

**12 Particulars of Individual Funds and analysis of assets and liabilities representing funds**

	Unrestricted funds	Designated funds	Restricted funds	Total Funds
	£	£	£	£
<b>At 31 March 2023</b>				
Tangible Fixed Assets	25,599	-	577	26,176
Current Assets	1,229,017	20,000	269,760	1,518,777
Current Liabilities	(190,448)	-	(135,169)	(325,617)
	<u>1,064,168</u>	<u>20,000</u>	<u>135,168</u>	<u>1,219,336</u>
<b>At 1 April 2022</b>				
Tangible Fixed Assets	32,639	-	773	33,412
Current Assets	854,967	20,000	346,026	1,220,993
Current Liabilities	(125,621)	-	(158,420)	(284,041)
	<u>761,985</u>	<u>20,000</u>	<u>188,379</u>	<u>970,364</u>

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2023**

The individual funds included above are :-

	Funds at 2022	Movements in Funds as below	Transfers Between funds	Funds at 2023
	£	£	£	£
Youth Services	116,996	(13,279)	(88,190)	15,527
Healthy Family fund			5,350	5,350
Older people services	71,383	92	42,816	114,291
	<u>188,379</u>	<u>(13,187)</u>	<u>(40,024)</u>	<u>135,168</u>
Designated funds	20,000	-		20,000
Unrestricted reserve	761,985	262,159	40,024	1,064,168
	<u>970,364</u>	<u>248,972</u>	<u>-</u>	<u>1,219,336</u>

Analysis of movements in funds as shown in the table above

	Incoming Resources	Outgoing Resources	Gains & Losses	Movement in funds
	£	£	£	£
Youth Services	102,697	115,976	-	(13,279)
Older people services	38,480	38,388	-	92
Unrestricted income	1,304,451	1,042,292	-	262,159
	<u>1,445,628</u>	<u>1,196,656</u>	<u>-</u>	<u>248,972</u>

There are sufficient resources for all funds in the appropriate form to enable each activity to be applied in accordance with any restriction.

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objective of the charity.

Restricted funds are subjected to the restriction on their expenditure imposed by the donors or through the terms of an appeal.

The net transfers between the funds represents an internal management and support supervision charge at a percentage of 10% to 25% allowed by donors on particular grants.

**13 APB ethical standard – provision available for small entities**

In common with many other charities of our size and the nature, we use our auditors to assist us with the preparation of financial statements.

**14 Financial Instruments**

Carrying amount of financial assets	2023	2022
	£	£
Financial assets measured at amortized cost	114,967	165,767
Financial liabilities measured at amortized cost	-	24,402

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2023**

**15 Other information**

Queen's Crescent Community Association is a registered charity and incorporated in England. Its registered office is:  
45 Ashdown Crescent  
Kentish Town London

**QUEENS CRESCENT COMMUNITY ASSOCIATION**

England & Wales - Charity number 1096655

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# Accounts

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Registered Charity Number 1096655  
Registered Company Number 04393769



Report and Accounts for the year ended 31 March 2022

Prepared by  
**Hamilton**  
**Coopers**  
Chartered Accountants  
66 Earl Street  
Maidstone Kent ME14 1PS

## Queen's Crescent Community Association

### Report and accounts Contents

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## **Queen's Crescent Community Association**

### **Company Information**

<b>Directors</b>	Lucian Randall (Chair) Jill Fraser (Vice chair) John Cochrane Shahabeel Lone James Waite Ann Wynne James Lyons Dr Ismail Jalisi
<b>Secretary &amp; Chief Executive</b>	Foyezur Miah
<b>Auditors</b>	Hamilton Coopers Chartered Accountants 66 Earl Street Maidstone Kent ME14 1PS
<b>Bankers</b>	HSBC 176 Camden High Street London NW1 8QL
<b>Registered office</b>	45 Ashdown Crescent Kentish Town London NW5 4QE
<b>Registered charity number</b>	1096655
<b>Registered company number</b>	04393769

## **Queen's Crescent Community Association**

### **The report of the trustees for the year ended 31 March 2022**

The trustees present their annual report and accounts for the year ended 31st March 2022.

#### **Welcome**

Welcome to this year's annual report. It's been a busy 12 months, re-setting QCCA after the emergency of the pandemic. But it's also been a good year, where we've supported large numbers of our most vulnerable members. We invite you to find out more.

#### **Introduction**

##### Mission Statement:

"We aim to foster social cohesion by enabling grassroots initiatives and providing resources and facilities in the interest of social welfare, education and leisure-time recreation. Working in partnership and across diverse networks, we aim to offer services that empower local residents, challenge disadvantage and improve the quality of life and standard of living."

Queen's Crescent Community Association was originally established in 1999 to take over and revitalise the management of the Allcroft Community Centre (now known as Queen's Crescent Community Centre), which had been left derelict for several years. Local residents, some of whom continue to sit on our Board of Trustees, sought to create a central resource for community regeneration in a severely deprived area surrounded by council estates and sheltered homes.

In setting our objectives and planning our activities our Directors have given careful consideration to the Charity Commission's general guidance on public benefit and in particular to its supplementary public benefit guidance.

#### **Directors and Trustees**

The Directors of the charitable company are its Trustees for the purpose of charity law. Throughout this report the Directors / Trustees are collectively referred to as the Directors.

The Directors who served during the year are mentioned on page 1.

##### Structure, governance and management Governing document

The Association is a charitable company limited by guarantee; it was incorporated on 13 March 2002 and registered as a charity on 24 March 2003. The charitable company took over the operations of the unincorporated association of the same name on 1 April 2002. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company, and is governed under its Articles of Association.

##### Recruitment and appointment of management committee

The Directors of the company are also the Trustees of the charity for the purpose of charity law and under the company's articles are known as members of the Board of Directors. Under the requirement of the Memorandum and Articles of Association, one third of the directors for the time being shall retire from office at each Annual General Meeting. The directors to retire are those who have been longest in office since their last election or appointment. As between directors of equal seniority, the directors to retire are selected by lot unless they agree otherwise. A retiring director shall be eligible for re-election.

No person, other than a director retiring at the meeting, shall be eligible for election as directors at any meeting; unless that person is recommended by the directors for election; or the secretary is provided in writing by a member duly qualified to attend and vote at the meeting, not less than 4 nor more than 21 clear days before the date set for the meeting, of that member's intention to propose such person and of that person's willingness to be elected. The company may at General Meeting increase the number of directors, and decide in what rotation the additional directors shall retire, and may make the appointment necessary for effecting any such increase.

## **Queen's Crescent Community Association**

### Trustees induction and training

Trustees are already familiar with the practical work of the charity having been encouraged to visit and to take responsibilities for the regular activities. Additionally, new trustees are invited and encouraged to attend a series of short training sessions delivered by Voluntary Action Camden (Charity)

A Directors' pack has also been prepared and distributed to all new trustees (directors), which includes the Memorandum of Association & Articles, latest audited accounts, annual report, child protection policy, health and safety policy, and other various policies and procedures.

### Organisational Structure

The Queen's Crescent Community Association Ltd has a board of 8 directors who meet quarterly and are responsible for the strategic direction and policy of the charity. The directors are from a range of professional and diverse backgrounds relevant to the work of the charity.

The chair is responsible for ensuring that the charity delivers the services specified and that the key performance indicators are achieved. The Chief Executive (also Company Secretary) has responsibility for the day-to-day operational management of the organisation and the individual supervision of the staff team to ensure that its skills and working practices are in line the good management practice.

### **CEO's Introduction**

Last year, we celebrated the work we did over Covid. This year, we reflect on the changes that Covid has brought to QCCA as well as the voluntary sector.

The fiscal year 2021 – 2022 saw us recover from the lost income of lockdown. Our nursery attendances rose by 15% while our venue hire went up to near pre-Covid levels. And for most people, the year was also a return to normal. Our sports were especially popular with members keen to get fit again. Our 'Healthy Family/Camden Health Kick' programme was our single biggest, with more than 500 parents and children exercising together. At our nurseries, parents who had pulled their children out during furlough returned to work and sent their little ones back. While hall and venue hire benefited from a rush of delayed wedding and party bookings.

Organisationally, it was a time to review where Covid had left us. The foodbank was meant to be an emergency measure during the pandemic, but we decided not to close it in July because of continuing need.

We refreshed QCCA's policies - most notably with a major review of safeguarding - and re-assessed fundraising. There were early signs of increasing competition for grant- funding when we lost the Children in Need grant in June that had supported our youth club for 13 years. As a result, our youth service began applying for smaller grants to spread the offer.

More generally, we started exploring ways to attract individual donors to help diversify income. We made QCCA's first promotional film narrated by Sir Michael Palin (see 'Thank You', page 10) and launched it in April at a fundraising event with 50 guests. We hope to build on this with a fundraising gala next year.

Several neighbourhood issues took up my time as CEO. In July, when Queen's Crescent shopkeepers said pedestrianisation of the market was losing them customers, QCCA organised meetings with council officials and planners so that the community could have its say. and Camden Council's on-going consultation over regenerating Gospel Oak put the spotlight on the Dome in November, where it's future was discussed in a Community Vision report. I firmly believe that re-building our wonderful facility in modern form on its current Weedington Road site is the best option for our whole community and have spent the year lobbying for this.

We've been pleased at the council's engagement in these and other conversations, which I believe shows a new era of co-operation post-Covid. If the pandemic proved anything, it's the value of the voluntary sector as a partner for statutory services when it comes to community outreach and programme delivery. In the next eighteen months, I anticipate and welcome much closer working between the council, local NHS services and the VCS sector in Camden as a whole.

## Queen's Crescent Community Association

### Healthy Families

If proof were needed that families were amongst the hardest hit by lockdown, it's the success of Healthy Families.

The programme, formerly known as Camden Health Kick, was QCCA's single most popular last year with over 500 unique users, 400 of whom were from BAME communities. That figure is particularly impressive because Healthy Families didn't re-start until June 2021 and so only covers nine months of the year.

Aimed at supporting the physical and mental health of women, families and their children, the project offers a variety of free activities that different ages can do together. Users frequently told us that there was nothing else like it locally and that it take part in a Zumba class while their children do multi-sport and nursery staff look after their babies in a soft play area. It's a unique, brilliant session that regularly gets over 50 people.

It works because our sports hall, the Dome, is big enough for all these groups to exercise side-by-side (see also the Dome, page 7). For most, it's the only time in the week when they do something entirely for themselves without watching children. Nearly two-thirds of Healthy Families members are female was good for the whole family. 88% said that taking part had a positive effect on their relationships with their children.

Families supported included 69 refugees and asylum seekers housed in Camden during Covid. Sometimes living four to a room, Healthy Families gave them the chance to let off steam.

Sessions included outdoor family football, men and boys' multi-sport, family yoga, women's yoga and family badminton. There have been family picnics on Hampstead Heath with sport and craft activities, including Christmas wreath making.

Our most popular weekly activity has been family Zumba, where women take part in a Zumba class while their children do multi-sport and nursery staff look after their babies in a soft play area. It's a unique, brilliant session that regularly gets over 50 people. It works because our sports hall, the Dome, is big enough for all these groups to exercise side-by-side (see also the Dome, page 14). For most, it's the only time in the week when they do something entirely for themselves without watching children.

Nearly two-thirds of Healthy Families members are female.

507	Healthy Families users
80%	BAME
63%	women and girls
46%	children
82%	say they feel fitter
82%	say they wouldn't play sport without QCCA

*'My mental health is quite a struggle for me but this is a safe space. I might tell the staff on the way in that I'm having a bit of a wobbly day and they'll understand. I'm not sure if it's because I'm fitter or happier - but it's better than any medication I've ever had.'* Janice, 56, comes to yoga and zumba

The educational and training side of Healthy Families has also been popular. It's been particularly important for us to raise awareness of key wellbeing issues because of the high levels of poor health amongst members. A survey of 84 Healthy Families users showed 64% had underlying health conditions such as high blood pressure, diabetes or a family history of diabetes.

We've run workshops on improving sleep, healthy eating for people with diabetes and two day-long trainings on mental health for parents. The event we held for World Sight Day in October had 47 attendees.

So much was made possible by the flexibility of funders who were happy to defer pre-Covid grants until this year – including Vision Foundation, the Peter Harrison Foundation and Right to Thrive.

## Queen's Crescent Community Association

We've also made many wonderful new partnerships, working with diabetes partners Second Nature, family support charity the Wellness Action Alliance and Asian women's charity Hopscotch. Our picnics on the heath with Hampstead Heath volunteers' charity Heath Hands spawned a new pot of funding, which will allow us to run a women's Nordic Walking group next year.

### CASE STUDY

Jasmin. The 45-year-old had enjoyed an active life on the family's farm in Algeria but felt out-of-shape after a decade in the UK as a stay-at-home mum.

Jasmin started coming to QCCA to do family Zumba with her daughter. But what started as a place to get fitter with her ten-year-old turned into a safe space where she was also brave enough to try new things. When we ran a series of mental health workshops for parents, Jasmin says: 'I wasn't sure whether to go or not because in my culture, mental health means you are crazy. I was a bit scared.'

But the fact that QCCA was running the courses made it easier for her to sign up - not least because her husband had no objections. 'If I say I'm going to do something at the Dome, he says that's OK,' she explains.

'If he saw me walking out the house in another direction, he would ask more questions, but when you go to the Dome, it's a positive thing. The sport there is positive, my daughter enjoys it there, I enjoy it. So he assumed that the mental health course would be a positive thing as well.'

They were both right. The workshop gave Jasmin insights and tips on how to handle a young girl going into her teenage years. 'Understanding mental health makes me a better parent,' she says. 'My daughter wants to be perfect at everything, always get good marks, and she panics when she doesn't. Sometimes I think she just needs more hugs.'

*"When you go to the Dome, it's a positive thing. The sport there is positive, my daughter enjoys it there, I enjoy it."*

### **Older People's Service**

Our older people's service added major new strands of activity this year in response to the pandemic.

Programme co-ordinator Mary Pierce welcomed three part-time staff members: Lifelines Champion Belinda Rodgers, IAG advisor Khadija Naib and health and wellbeing co-ordinator Darla Hocking.

Their roles tackled the biggest problems facing our older members coming out of Covid; a backlog of cancelled medical appointments, mounting debts and a shortage of people to advocate for them in the absence of statutory support workers, family and friends.

Darla joined in December and helped 44 people in three months. A trained nurse, she provided members with befriending and health advice in a relaxed environment at a time when it was nearly impossible to get a face-to-face GP appointment. As well as doing basic health checks like blood pressure and blood sugar, she reviewed people's medications and explained their conditions in simple terms. It gave them the confidence to go to their doctors for more help.

Exercise and gym sessions with our fitness instructor Azmal Hussein continued to be our most popular activities. His chair-based exercise classes attracted up to 30 people. Art and drama groups were well attended as were the outings and day trips – especially in the summer.

The rise of Omicron in December didn't affect attendance of our Christmas lunch which needed two sittings to meet demand.

Local people were generous with their time and skills. Celebrity photographer Rankin invited our members down to get their portraits taken in September. It was a great day and ten people can now say they've been photographed by the man who also photographed the late Queen Elizabeth II. Belsize Park hairdresser Lisa Meyer brought smiles to everyone in April when she came to the centre to give free haircuts.

## Queen's Crescent Community Association

The older people's service had an injection of £232,379 new funding this year from the Mercers' Company, the Masonic Charitable Foundation and City Bridge Trust.

But the prioritisation of funding to health and advocacy meant there were cuts to other activities. Chair-based exercise went down from five sessions a week to two; lunch went down from two sessions a week to one and there was reduced use of our new minibus.

These are all changes we want to reverse in the coming year, whilst continuing to offer active advocacy to the most vulnerable.

275	number of unique users
94%	felt happier
82%	felt more socially connected
80	older people at Christmas lunch
27	housing support grants secured

### CASE STUDY

#### Captain John

There aren't many people who can say they've fought in three wars, speak ten languages and helped build the 'wobbly' Millennium Bridge.

But Captain John Cameron Nixon can lay claim to all three. The 93-year-old has been coming to QCCA for nearly a decade, entertaining staff and members with his stories during lunches and trips. But this year, we found a way to get him in front of a larger audience by inviting him to give talks.

So far, he's shared his knowledge on 'The History of the Union Jack' and 'The History of the Railways'. He weaves stories about his own experiences and those of his family whilst passing around personal artifacts for people to see. His talk on the railways was especially personal. He was chief engineer at British Rail in the seventies and eighties and was responsible for the running and maintenance of the InterCity 125 train.

'90% of my talks are about things people don't know about,' he says. 'I like creating something people will be interested in. I get satisfaction from it.'

*'Initially the reason I came here was a social one, to meet people. When you are a single person on your own, it's beneficial to make friends.'*

Captain John's relationship with QCCA started because he wanted to meet people. He's lived in Kentish Town for 40 years, but his family aren't nearby. Now he comes at least once a week because: 'Everybody knows me and they're all on talking terms with me.'

And although he goes to several other community centres in Camden, there are things that especially attract him to QCCA. 'This is very different,' he says. 'It's more informal with a friendly atmosphere. Some centres charge membership fees and charge for events. Others have a religious background. But here, everyone is welcome. It's like an open house.'

#### **Food Bank**

We planned to close our Covid foodbank in the summer of 2021, in line with the government's 'roadmap' out of lockdown.

But it quickly became apparent that the end of the pandemic didn't mean the end of people's problems. The cost-of-living crisis was beginning to show itself and many still needed support after months of living off savings or running up household debts.

Although Covid emergency funding ran out in July, foodbank co-ordinator Belinda Rodgers stepped up and ran it unpaid with a small team of volunteers.

## Queen's Crescent Community Association

We helped 60 households throughout the year with food supplied entirely by donation. Individuals and local residents would leave bags of goods at our reception, but the mainstay came from The Felix Project and City Harvest, who delivered excess supermarket products twice a week for us to re-distribute. We managed to make some hot 'Lockdown Lunch' takeaway meals as well with the surplus at the start of the year, cooked once again by our wonderful volunteers.

In December, the foodbank was at the heart of our second ever Christmas appeal. We fundraised and bought food to supply more than 300 hampers for residents. Huge thanks to Mother Carol from St Martin's Church Gospel Oak who added £4000 to the pot from 'Love Christmas'.

As the year closed, plans were being discussed to ensure the longevity of the service. One possibility could see it being spun off as a separate entity, hosted at QCCA until a more suitable venue is found.

60	households supported by the foodbank
100	individual beneficiaries
300	Christmas hampers produced

### The Dome

The Dome has been a backbone of Queen's Crescent life for eight years, used 348 days a year, 9am - 10pm. But this year it's future came under scrutiny.

In November, Camden Council published its Community Vision for Gospel Oak, with three options for the Dome: re- building on its current Weedington Road site; re-locating nearby or positioning it out of the area.

Ahead of what's likely to be another year of consultation, we want to celebrate the many people who use the Dome. QCCA both manages the space and runs free youth, sports and holiday clubs in it with our youth charity partner, GOALYC. In between, it's hired by local organisations such as French school College Francais Bilingue de Londres and disabled theatre group Quite Fantastic.

Four residents' football teams play here each week. This year, it's also been a Covid testing and vaccination centre, the HQ for packing 300 Christmas hampers and screened July's women's European Cup final.

QCCA and GOALYC believe strongly that the Dome needs to stay where it is. In the coming year, we'll be consulting with the council, our community and young people to find out what they think.

348	days open a year
130	fans watching the women's Euro finals
300	Christmas hampers packed

### CASE STUDY

Wednesday FC  
Meet the Wednesday Football Team.

It's not the most original name, but it gets to the heart of what they are about: come rain or come shine, they meet at the Dome every Wednesday evening and have done for six years

'Most of us wouldn't see each other without the football,' says part-time organiser and full-time Uber driver Mohamed Adan. 'It brings people together.'

The Wednesdays are a group of 18 men aged 20 – 40 who all live in Camden, most within walking distance of the Dome. They play in three teams on a 'winner stays on' basis, in their own monthly 'mini-league'. Mohamed is one of five Uber drivers in a squad that also includes council workers and students as well as people on Universal Credit.

They rent the pitches themselves and because not everyone can afford to pay football subs, team-mates will chip in for others when they're having a tough week. But it's the cost of the Dome that makes it sustainable.

## Queen's Crescent Community Association

'We couldn't afford to play without the Dome,' says Mohamed. 'There are some cheaper places, but they are further away and people don't have transport.'  
And he says their weekly football is worth every penny.

*'There's nothing to do round here and Camden's a dodgy area so if you don't have a job or you're a student, you don't want to get in with the wrong crowd. A lot of the players say this is the only thing they look forward to all week.'*

### Youth Service

There was a huge appetite for getting out of the house, getting active and reconnecting with friends after Covid. In fact the youth service saw a 109% increase in membership year-on-year across the period.

Much of the growth was anchored by an exciting sports programme, well-funded holiday clubs and a drive to encourage more girls into the Dome.

88% of all youth club members have taken part in sport this year. 152 young people had places at our free holiday clubs and we launched a new girls'-only session which is becoming one of the most popular things we do.

Normal service was resumed at the start of the year, with minimal Omicron restrictions ending in January 2022.

Our first Easter camp in two years was over-subscribed and our full programme of in-person activities was in full swing by May 2021, including two core seniors club nights and one for juniors. Junior sessions have been particularly popular, with significant growth amongst 8-12-year-olds where parent engagement is strong. We've promoted both youth and general QCCA services by WhatsApp and email groups with mums, dads and carers.

Sport anchored everything, driven by the enthusiasm of sports development co-ordinator Frances White in her first full year. 10 out of our 14 youth sessions a week involved sport of some kind, with football and cricket continuing to be popular and a new juniors basketball team and tennis lessons. Our gym had a refurbishment and re-opened to members aged 14+ in September.

Our boys' football teams under senior youth worker Triston Thomas also had a good year. Our seniors Pathways squad from the Pathways project we run with NW5 Project and Maiden Lane Community Centre finished third in the London Youth Football Festival in February. They also won the London Youth Woodrow Wellbeing cup in March. Our juniors team won silver at the London Youth Football Festival.

The boxing and mentoring programme Off the Hook – run on behalf of our youth service partner GOALYC - went from strength-to-strength in its second year. GOALYC and QCCA together with the Metropolitan police ran three terms with 41 at risk young people, gaining 128 AQA's in subjects like boxing, stop and search and communicating ideas. Workshops were delivered with help from partners such as the lifesaving skills charity YourStance, positive relationships charity Let Me Know and sexual health clinic the Brook Centre.

Off the Hook was one of several activities which we encouraged girls to join. After the first term attracted only boys, we had our first girls sign up in March. 23 girls attended throughout the year. Aware of the need to support girls more broadly, we re-launched our general girls'-only group in April for 10–16 year olds.

Combining fun youth club activities with something more active, there have been tasters in more than ten sports including Zumba, tennis and street dance. No-one has (yet) refused to take part, even though 75% of our girls' group don't do sport anywhere else, including at school. The club had between 20-24 users each month.

We've also worked hard to recruit more female staff including sports trainer Sarah Bou-Abbache. A Muslim herself, she's helped us make links with other young Muslim women who are now coming to the Dome, some for the first time.

## Queen's Crescent Community Association

Most of this was delivered at a time of change. We were without a youth service manager for the last quarter of the year, but our youth team remained stable and continued to run a quality service with young people at its heart.

Our aims for the next year include re-starting our Inbetweeners group to help 10-14-year-olds into seniors' youth club; re-opening our sound studio and helping young people develop tools so that they can research and campaign for positive change.

455	unique users
6,519	attendances
88%	of users played sport
400	played sport
152	young people signed up for holiday clubs
128	AQA qualifications gained

### Nurseries

It was a good year for our two not-for-profit nurseries. Parents returned to work after Covid and local demand was driven by the closure of three competitor nurseries close to the two sites. As a result, enrolment was strong – especially at Caversham - leading to an increase of 15% in income and giving us the opportunity to invest in the infrastructure of each building.

#### Caversham Nursery

Caversham Nursery saw numbers rise by a third, with 28 children registered across the year compared to 21 last year.

The loosening of Covid restrictions helped boost enrolment, with government rules lifted in January. Until then, there were a few minor disruptions. The nursery's graduation ceremony in July 2021 had to be held in the garden after a family tested positive for Covid. And Omicron meant that the Christmas nativity play was watched online by parents.

But by March 2022, things were back to normal. Parents and children finally celebrated together at a Mother's Day party, complete with cakes and cards made by the children. In classrooms, the emphasis continued to be on creativity and one-to-one support. Themes were set each term and covered 'All About Me', 'Transport' and 'People Who Help Us.'

Outdoor activities got a boost when the building's two gardens were re-landscaped with new turf and revamped play equipment. Children helped plant pear, apple and plum trees in the autumn, secured by Caversham's deputy manager Elisabeth Sather, who volunteers for a gardening charity in her spare time.

The nursery also received blackcurrant bushes as a gift from a family whose children had attended Caversham.

A lot of thought was put into helping children with additional needs. All staff benefitted from training in Makaton sign language and advanced teaching techniques including Special Time and Bucket Time. And although initiated to support a handful of children with special needs, the additional skills benefitted all students. One mum whose child goes to the nursery says: 'My daughter's journey at Caversham has been exceptional. The staff worked tirelessly to ensure they met the needs of every single child, getting to know each as an individual, building on their strengths, supporting their weaknesses and encouraging growth. My daughter's made memories that will last a lifetime.'

Next year the nursery sees the potential to build capacity further, depending on recruiting quality staff in a difficult labour market.

28	children registered
8	children with free childcare

## Queen's Crescent Community Association

### Holly Lodge Nursery

Holly Lodge Nursery continued to build a special connection with its community. Based in the heart of Highgate's Holly Lodge estate and open during term-times, a sizeable number of new children this year came through personal recommendation from local residents.

Overall, registration numbers were slightly down, but still high at 33 across the year compared to 35 the previous year.

Parental involvement stands out as something the nursery does well. Mums and dads were encouraged to talk to staff about anything that concerned them, in a 'whole family' approach. They were also asked to give feedback on the curriculum, which fed into forward planning.

Also outstanding was the nursery's food, which received praise throughout the year from parents, carers and staff. The colourful, healthy lunches and teas are freshly-cooked each day by Holly Lodge's in-house cook, Eden Timerga.

The first half of the year saw some light-touch Covid restrictions remaining.

Parents still dropped off their children outside while doors stayed open and mechanical ventilators remained in use. Graduation in July was live-streamed so that parents could watch. By Christmas, however, even Omicron could not dim the appetite for a nativity play, the nursery staged a live performance. Children were allowed to have one guest each. By January, like its sister Caversham Nursery, all restrictions were lifted.

In the classroom, weekly lesson themes were published a term in advance to allow teachers to plan. There were special activities around Black History Month in October and a 'Let's Get Creative' day where parents were invited in to make art with their children.

Staff took the teaching experience outside whenever possible. Teachers and children particularly enjoyed joining forces with local residents in the autumn to plant trees around the estate for Remembrance Day.

It was also the year that Ofsted awarded Holly Lodge a rating of 'Good'. It praised staff for helping children 'get the best start in their early education' and developing independence.

33	children registered
7,600	freshly-cooked meals annually
GOOD	new Ofsted rating

### Thank You

After the worst of the Covid emergency was over, people might have assumed their help wasn't needed. But the opposite was true. We'd like to sign off this year with a snapshot of a few individuals and organisations that represent the many.

Thank you to the well-known local residents who stepped forward to offer their support without charge. Photographer Rankin has been a friend to QCCA in the past but generously gave over his Kentish Town studio for the day to welcome our older people and take their portraits in September

Uli Meyer, the acclaimed director and animator behind 'Who Framed Roger Rabbit', became a very familiar figure around Queen's Crescent for four months over the winter, shooting and editing our first ever promotional film.

Sir Michael Palin did us a huge favour by agreeing to present and narrate the film during a flying visit to London in between making a television series in Iraq.

And QCCA foodbank volunteer Lindsay Mackie warmly offered her home and hospitality for the film's launch, hosted by her husband Alan Rusbridger, former editor of the Guardian and guest speaker Alastair Campbell, Tony Blair's former director of communications and strategy.

## **Queen's Crescent Community Association**

Grant-givers continued to back the work we do in a sector where demands are higher than ever. Last year, we were particularly grateful to the organisations that gave us money to keep our older people's service open for two years: the Masonic Charitable Foundation, the Mercers' Company and City Bridge Trust.

Hearty thanks as well to our corporate partner, Neuberger Berman, who continues to donate to keep our work going, while sending a steady stream of good-humoured volunteers our way.

And finally, to Camden Council, for its manifold support but especially this year's Community Infrastructure Levy (CiL) funding when we needed a new minibus. We were delighted to take delivery of our shiny new ULEZ-compliant vehicle at the start of 2022.

We couldn't have done this without any of you.

### **Future Developments**

We find the organisation at another turning point after successfully surviving the pandemic. We've come out of it proudly to have supported thousands of Camden residents, particularly those living in Gospel Oak and Haverstock, during their hours of need with our Fight C19 programme. The priority for the community has significantly shifted to socially, mentally, physically and financially recovering from the aftermath of the pandemic. Some residents remain hesitant, particularly those vulnerable, while 33% of the population in Camden remain unvaccinated. We have a lot of work to do.

In Camden, too many people live in poor health for too many years of their lives, and the gap in healthy life expectancy between the poorest and wealthiest parts of the borough continues to widen. Those living in the most deprived areas spend 20 years of their life living in poor health and die around ten years earlier than those living in the least deprived areas.

The pandemic has widened existing health inequalities, and it has had a damaging effect on our communities. Many people experience periods of anxiety, trauma and isolation, and people are grieving for loved ones who sadly died. QCCA will work as a strategic partner to Camden to help people recover physically and mentally.

To address the significant challenges and build on the many opportunities we have in QCCA, we will be setting out a new five-year business plan and one that looks beyond the 2030 horizon. This will include reviewing QCCA's current brand, our values, vision and mission statements. We will particularly look to align our priorities with Camden's 2030 plan for children, young people, families and older people.

We are excited to start talks with Camden to co-produce a master plan for a purpose-built youth and sports centre on the Dome site located on Weedington Road. We plan to secure investment from developers through the Section 106 and CIL funding to unlock external match funding to introduce the full range of renewable energy options for QCCA's headquarter (Queen's Crescent Community Centre) to reach carbon neutrality. We hope to assess the potential for both a photovoltaic solar array and a ground source heat pump to the current design of the building.

### **Financial Reserves Policy**

QCCA seeks to have sufficient free reserves to allow it to cover known liabilities and contingencies. In March 2022, our Free Reserves were £729k (Free Reserves being defined as unrestricted reserves less unrestricted tangible fixed assets) which is sufficient to cover our estimated winding-up costs.

For the year ending March 2023, the trustees intend to increase the existing reserve policy to target a Free Reserve of approximately six months of working capital or c. 50% of the expected annual revenue of the Association. Based on our working capital and estimated turnover for 2023, we are targeting £650k - 700k as a free reserve. We anticipate a significant increase in the cost of the utilities across four of the premises when our existing fixed-term contract expires. The board also discussed the need to designate reasonable funds to cover shortfalls in funding to meet the living cost crises and the minimum wage increase by 9.7% to ensure staff retention.

## **Queen's Crescent Community Association**

### Risk Management

The directors have reviewed significant future risks that the Association faces. The directors believe some financial risks are service charges, commercial rent, business rates, and maintenance costs, which are ongoing negotiations with Camden Council. In addition, the unprecedented increase in utilities and fuel costs is considered a risk. Alongside this, general wage inflation is considered a material risk.

Directors review these risks on an ongoing basis. The board of directors, via the finance committee, implement improvements to internal control systems to mitigate other operational and business risks as and when identified. A financial and procedures policy is in place, which allows for internal accountability, financial forecasting and reporting procedures.

The procedures are in place to ensure compliance with health and safety regulations and deal with complaints. In addition, there are policies governing safeguarding vulnerable children, young people and adults

Externally, the trustees are aware of the changing context of central and local government initiatives and policy relating to the voluntary and community sector and how these may affect future funding, partnership working and service delivery arrangements for the sector.

### **Public benefit**

We confirm that in providing the above services and in writing this report, we have had regard to the guidance issued by the Charity Commission on public benefit.

### **Statements of the Directors' Responsibilities**

The Directors are responsible for preparing the Report of the Directors and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires Directors to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the company and of the incoming resources and application of resources, including the income and expenditure, of the company for the year.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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 Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## Queen's Crescent Community Association

### Statement of representation to the auditors

Each person who was a director at the time this report was approved confirms that:

- so far as he is aware, there is no relevant audit information of which the company's auditor is unaware; and
- he has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditor is aware of that information.

A resolution proposing the reappointment of Hamilton Coopers as auditors will be put to the annual general meeting.

### Method of preparation of accounts

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Dec 15, 2022

This report was approved by the board of trustees on .....



Lucian Randall  
Chair and Trustee

  
James Lyons 01/15/2022 14:51 GMT

James Lyons  
Chair of Finance Committee and Trustee

## **Queen's Crescent Community Association**

### **Independent auditors' report to the Trustees of the Queen's Crescent Community Association**

We have audited the financial statements of Queen's Crescent Community Association for the year ended 31 March 2022 which comprise of the statement of financial activities, the balance sheets and the 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).

#### **In our opinion the financial statements:**

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

#### **Basis of opinion**

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

#### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' (who are also the directors of the company for company law purposes) use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

#### **Other information**

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

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

We have nothing to report in this regard.

## Queen's Crescent Community Association

### **Matters on which we are required to report by exception**

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

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

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement [set out on page 8], the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

### **Our responsibilities for the audit of the financial statements**

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

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

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

Capability of the audit in detecting irregularities, including fraud

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks.

Based on our understanding of the company and industry, and through discussion with the management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to their FCA permissions and requirements. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and taxation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. 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 increase revenue or reduce expenditure and management bias in accounting estimates and judgmental areas of the financial statements such as accrued income.

## Queen's Crescent Community Association

Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non compliance with laws and regulations and fraud; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

There are inherent limitations in the audit procedures described above 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 would become aware of it. Also, 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 or intentional misrepresentations, or through collusion.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.- Obtain an understanding of
- internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the members.
- Conclude on the appropriateness of the members' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in manner that achieves fair presentation.

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

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. The risk increases more when compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances

## Queen's Crescent Community Association

of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Use of our report

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



Asim Malik, FCA  
(Senior Statutory Auditor)  
for and on behalf of  
**Hamilton Coopers**  
Chartered Accountants and Statutory Auditors

66 Earl Street  
Maidstone  
Kent ME14 1PS

Date: **December 15, 2022**

**Hamilton Coopers is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.**

Queen's Crescent Community Association

Statement of Financial Activities (including consolidated income and expenditure account)  
for the year ended 31 March 2022

		Unrestricted Funds	Designated Funds	Restricted Funds	Total Funds	Last Year Total Funds
	Notes	2022 £	2022 £	2022 £	2022 £	2021 £
<b>Incoming resources:</b>						
<i>Incoming resources from generating funds</i>						
Grants, contracts and donations		331,232		265,677	596,909	581,954
Trading activities		708,594		-	708,594	837,522
<b>Total incoming resources</b>	<b>4</b>	<b>1,039,826</b>	<b>-</b>	<b>265,677</b>	<b>1,305,503</b>	<b>1,419,476</b>
<b>Resources expended</b>						
<b>Resources expended:</b>						
Cost of generating voluntary income	5	352,532		1,103	353,635	299,744
Charitable activities		541,384		197,914	739,298	733,563
		893,916	-	199,017	1,092,933	1,033,307
Governance costs	5	5,458	-	-	5,458	14,947
Other resources expended		-		-	-	-
<b>Total resources expended</b>		<b>899,374</b>	<b>-</b>	<b>199,017</b>	<b>1,098,391</b>	<b>1,048,254</b>
<b>Net Incoming/(expenditure)</b>		<b>140,452</b>	<b>-</b>	<b>66,660</b>	<b>207,112</b>	<b>371,222</b>
<b>Transfers between funds</b>		<b>47,062</b>		<b>(47,062)</b>	<b>-</b>	
<b>Net movement in the funds</b>		<b>187,514</b>	<b>-</b>	<b>19,598</b>	<b>207,112</b>	<b>371,222</b>
<b>Net movement in funds</b>		<b>187,514</b>	<b>-</b>	<b>19,598</b>	<b>207,112</b>	<b>371,222</b>
<b>Reconciliation of funds</b>						
<i>Total funds brought forward</i>	11	574,471	20,000	168,781	763,252	392,030
<b>Total Funds carried forward</b>	<b>11</b>	<b>761,985</b>	<b>20,000</b>	<b>188,379</b>	<b>970,364</b>	<b>763,252</b>

The net movement in funds referred to above is the net incoming resources as defined in the Statement of Recommended Practice for Accounting and Reporting issued by the Charity Commission for England & Wales and is reconciled to the total funds as shown in the Balance Sheet on page 13 as required by the said statement.

The notes on pages 21 to 28 form an integral part of these accounts.

**Queen's Crescent Community Association**

**Company Number 04393769**

**Balance Sheet**


**as at 31 March 2022**

	Notes	2022		2021	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	8		33,412		24,648
<b>Current assets</b>					
Debtors	9	165,767		195,303	
Cash at bank and in hand		1,055,226		785,102	
<b>Total current assets</b>		<u>1,220,993</u>		<u>980,405</u>	
<b>Creditors:-</b>					
amounts due within one year	10	(284,041)		(241,801)	
<b>Net current assets/liabilities</b>			<u>936,952</u>		<u>738,604</u>
<b>Total assets less current liabilities</b>			<u>970,364</u>		<u>763,252</u>
<b>Net assets</b>			<u>970,364</u>		<u>763,252</u>
<b>The funds of the charity :</b>					
<b>Unrestricted funds</b>	12		761,985		574,471
<b>Designated funds</b>	12		20,000		20,000
<b>Restricted funds</b>	12		188,379		168,781
<b>Total charity funds</b>			<u>970,364</u>		<u>763,252</u>

The directors are satisfied that the company is entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006 and that no members have required the company to obtain an audit in accordance with section 476 of the Act.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

Approved by the trustees and authorised for issue on Dec 15, 2022

  
Lucian Randall  
Chair and Trustee

  
James Lyons (15 Dec 2022 14:51 GMT)  
James Lyons  
Chair of Finance Committee and Trustee

**The notes on pages 21 to 28 form an integral part of these accounts.**

**Queen's Crescent Community Association**

**Cash Flow Statement  
for the year ended 31 March 2022**

	2022	2021
	£	£
<b>Cash generated from operations</b>		
Net operating funds	207,112	371,222
Reconciliation to cash generated from operations:		
Depreciation	26,273	8,217
Decrease/(increase) in debtors	29,536	(45,172)
Increase in creditors	37,434	73,184
	<u>300,355</u>	<u>407,451</u>
<b>Cash from other sources</b>	<u>-</u>	<u>-</u>
<b>Application of cash</b>		
Purchase of tangible fixed assets	<u>(35,037)</u>	<u>(12,464)</u>
	<u>(35,037)</u>	<u>(12,464)</u>
<b>Net increase in cash</b>	265,318	394,987
Cash at bank and in hand less overdrafts at 1 April	<u>778,595</u>	<u>383,608</u>
<b>Cash at bank and in hand less overdrafts at 31 March</b>	<u>1,043,913</u>	<u>778,595</u>
<b>Consisting of:</b>		
Cash at bank and in hand	1,055,226	785,102
Overdrafts	<u>(11,313)</u>	<u>(6,507)</u>
	<u>1,043,913</u>	<u>778,595</u>
<b>Major non-cash transactions</b>		
Capital value of new finance lease arrangements	<u>-</u>	<u>-</u>

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**

**Accounting policies**

The principal accounting policies adopted in the preparation of the financial statements are set out below and have remained unchanged from the previous year and have also been consistently applied within the same accounts.

Accounting convention

Basis of preparation and assessment of going concern:

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) (effective 1 January 2019) - Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The trustees consider that there are no material uncertainties about the Association's ability to continue as a going concern.

The company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required. No restatements were required.

Incoming Resources

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants

It is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income from charitable activities includes primary purpose trading

Income from charitable activities includes primary purpose trading, income earned both from the supply of goods or services under contractual arrangements or grant agreements, which have conditions that specify the provision of particular goods or services to be provided and undertaken for the charitable purposes of the charity.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the Association's work or for specific projects being undertaken by the Association.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated or apportioned to

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**  
the applicable expenditure headings.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll and governance costs which support QCCA's programmes and activities. The basis, on which support costs have been allocated are set out in note 11.

Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Costs of raising funds comprise the costs of other trading activities, in which the Association does not yet engage.

Expenditure on charitable activities includes the costs of providing services and activities for our beneficiaries and the local community to further the purposes of the charity and their associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Fixed assets and depreciation

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

Equipment	Over 4 years
Building refurbishment	Over 4 years
Motor vehicles	25% per annum, reducing balance method

Debtors

Debtors are recognised at the settlement recoverable amount due. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand includes is held to meet short-term cash commitments as they fall due rather than for investment purposes and may include short-term deposits.

Creditors, deferrals and provisions

Creditors and provisions are liabilities where we have a present obligation to a third party that we shall normally pay by cash. Provisions are measured or estimated as reliably as possible.

Where performance-related conditions are specified in a grant, the income will only be recognised to the extent that the charity has provided the facility or service. Any income received in advance of the conditions being met are deferred and shown under creditors.

Pension

On 1 October 2016, the Workplace Pensions commenced at QCCA, to which staff are encouraged to join.

**2 Legal status of the Society**

The Association is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10. Names of its directors and registered office is mentioned on page 1.

**3 Statement that no expenses were paid to trustees or connected persons**

No expenses were paid to trustees or persons connected with them.

Queen's Crescent Community Association  
Notes to the Accounts  
for the year ended 31 March 2022

4 Raising funds

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	2022	2022	2022	2021
	£	£	£	£
<b>Incoming resources</b>				
<b>Grants, contracts and donations</b>				
Core funding - LBC	100,000	-	100,000	100,000
Youth Club	-	144,843	144,843	152,727
Older people service activitie	-	120,834	120,834	32,068
Other grants & donations	231,232	-	231,232	297,159
	<u>331,232</u>	<u>265,677</u>	<u>596,909</u>	<u>581,954</u>
<b>Trading activities</b>				
Income from rent and room hire	188,831	-	188,831	93,156
Nursery income	515,491	-	515,491	636,790
Other income & charges	4,272	-	4,272	107,576
	<u>708,594</u>	<u>-</u>	<u>708,594</u>	<u>837,522</u>
<b>Investments</b>				
Interest income	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total</b>	<u>1,039,826</u>	<u>265,677</u>	<u>1,305,503</u>	<u>1,419,476</u>

Queen's Crescent Community Association  
Notes to the Accounts  
for the year ended 31 March 2022

5 Charitable Activities Costs

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	2022	2022	2022	2021
	£	£	£	£
<b>Resources expended</b>				
<b>Cost of generating voluntary income</b>				
DBS check	1,824		1,824	1,616
Marketing and publicity	3,769	1,103	4,872	914
Management & Administration	290,620		290,620	280,890
LBC Rent	56,319		56,319	16,324
	<u>352,532</u>	<u>1,103</u>	<u>353,635</u>	<u>299,744</u>
<b>Charitable activities</b>				
Activity costs	34,468	54,283	88,751	142,001
CCC Partnership activities		27,000	27,000	12,813
Youth service activities	63,982	48,886	112,868	120,533
Older people service activities		53,101	53,101	63,777
Children services activities	242,654		242,654	235,384
Premises & office cost	145,061		145,061	124,451
Other costs	32,537	11,054	43,591	26,388
Depreciation	22,682	3,590	26,272	8,216
	<u>541,384</u>	<u>197,914</u>	<u>739,298</u>	<u>733,563</u>
Governance costs	5,458	-	5,458	14,947
Other resources expended				
	<u>5,458</u>	<u>-</u>	<u>5,458</u>	<u>14,947</u>
<b>Total resources expended</b>	<u><b>899,374</b></u>	<u><b>199,017</b></u>	<u><b>1,098,391</b></u>	<u><b>1,048,254</b></u>

The association's premises are owned by London Borough of Camden. These premises are occupied under an 20 year lease agreement, with a combined premises rent of two sites of £56,319 (2021: £16,234) is payable to the landlord and the Association is responsible for the upkeep of the premises.

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**

<b>6     <i>Staff Costs and Emoluments</i></b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Gross Salaries	622,087	572,010
Employer's National Insurance	41,273	37,913
Pension Contributions	15,004	13,313
	<u>678,364</u>	<u>623,236</u>
<b>Numbers of full time employees or full time equivalents</b>	<b>2022</b>	<b>2021</b>
Catering	1	1
Nursery	22	20
Youth worker	6	6
Gym	1	1
Engaged on management and administration	12	11
	<u>42</u>	<u>39</u>

There were no fees or other remuneration paid to the trustees  
There was 1 employee with emoluments in excess of £60,000 per annum

**7     *Trustees' Remuneration***

Neither the trustees nor any persons connected with them have received any remuneration, either in the current year or the prior year.

Queen's Crescent Community Association  
Notes to the Accounts  
for the year ended 31 March 2022

8 *Tangible functional fixed assets*

	Leasehold Land and Buildings £	Plant, Machinery & Vehicles £	Motor Vehicles £	Total £
<b>Asset cost, valuation or revalued amount</b>				
At 1 April 2021	745,944	202,920	17,750	966,614
Additions	-	-	35,037	35,037
At 31 March 2022	<u>745,944</u>	<u>202,920</u>	<u>52,787</u>	<u>1,001,651</u>
<b>Accumulated depreciation and impairment provisions</b>				
At 1 April 2021	744,938	180,226	16,802	941,966
Charge for the year	1,006	15,559	9,708	26,273
At 31 March 2022	<u>745,944</u>	<u>195,785</u>	<u>26,510</u>	<u>968,239</u>
<b>Net book value</b>				
At 31 March 2022	<u>-</u>	<u>7,135</u>	<u>26,277</u>	<u>33,412</u>
At 31 March 2021	<u>1,006</u>	<u>22,694</u>	<u>948</u>	<u>24,648</u>

9 *Debtors*

	2022 £	2021 £
Trade debtors	165,767	195,303

10 *Creditors: amounts falling due within one year*

	2022 £	2021 £
Bank loans and overdrafts	11,313	6,507
Trade creditors	24,402	20,279
Accrued expenses	17,242	3,240
Taxation creditors	22,181	13,457
Other Creditors	50,505	63,843
Deferred income and grants in advance	158,398	134,475
	<u>284,041</u>	<u>241,801</u>

Queen's Crescent Community Association  
Notes to the Accounts  
for the year ended 31 March 2022

11 Analysis of the Net Movement in Funds

	Unrestricted funds £	Designated funds £	Restricted funds £
Balance as at 1st April 2021	574,471	20,000	168,781
Incoming resources	1,039,826	-	265,677
Resources expended	(899,374)	-	(199,017)
Net transfers between funds	47,062	-	(47,062)
<b>Balance as at 31 March 2022</b>	<b>761,985</b>	<b>20,000</b>	<b>188,379</b>

12 Particulars of Individual Funds and analysis of assets and liabilities representing funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total Funds £
<b>At 31 March 2022</b>				
Tangible Fixed Assets	32,639	-	773	33,412
Current Assets	854,967	20,000	346,026	1,220,993
Current Liabilities	(125,621)	-	(158,420)	(284,041)
	<u>761,985</u>	<u>20,000</u>	<u>188,379</u>	<u>970,364</u>
<b>At 1 April 2021</b>				
Tangible Fixed Assets	21,458	-	3,190	24,648
Current Assets	706,473	20,000	253,932	980,405
Current Liabilities	(153,460)	-	(88,341)	(241,801)
	<u>574,471</u>	<u>20,000</u>	<u>168,781</u>	<u>763,252</u>

The individual funds included above are :-

	Funds at 2021 £	Movements in Funds as below £	Transfers Between funds £	Funds at 2022 £
Youth Services	158,425	7,937	(49,366)	116,996
Cultural and Environment	6,420	-	(6,420)	-
Older people services	3,936	58,723	8,724	71,383
	<u>168,781</u>	<u>66,660</u>	<u>(47,062)</u>	<u>188,379</u>
Designated funds	20,000	-		20,000
Unrestricted reserve	574,471	140,452	47,062	761,985
	<u>763,252</u>	<u>207,112</u>	<u>-</u>	<u>970,364</u>

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**

Analysis of movements in funds as shown in the table above

	<b>Incoming Resources</b>	<b>Outgoing Resources</b>	<b>Gains &amp; Losses</b>	<b>Movement in funds</b>
	£	£	£	£
Youth Services	144,843	136,906	-	7,937
Cultural and Environment	-	-	-	-
Older people services	120,834	62,111	-	58,723
Unrestricted income	1,039,826	899,374	-	140,452
	<u>1,305,503</u>	<u>1,098,391</u>	<u>-</u>	<u>207,112</u>

There are sufficient resources for all funds in the appropriate form to enable each activity to be applied in accordance with any restriction.

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objective of the charity.

Restricted funds are subjected to the restriction on their expenditure imposed by the donors or through the terms of an appeal.

The net transfers between the funds represents an internal management and support supervision charge at a percentage of 10% to 25% allowed by donors on particular grants.

**13 APB ethical standard – provision available for small entities**

In common with many other charities of our size and the nature, we use our auditors to assist us with the preparation of financial statements.

**14 Financial Instruments**

<b>Carrying amount of financial assets</b>	<b>2022</b>	<b>2021</b>
	£	£
Financial assets measured at amortized cost	165,767	195,303
Financial liabilities measured at amortized cost	24,402	20,279

**15 Other information**

Queen's Crescent Community Association is a registered charity and incorporated in England. Its registered office is:

45 Ashdown Crescent  
 Kentish Town London

**QUEENS CRESCENT COMMUNITY ASSOCIATION**

England & Wales - Charity number 1096655

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# Accounts

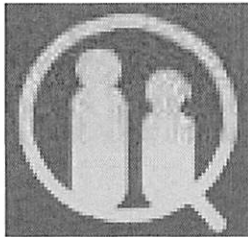
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Registered Charity Number

1096655

Registered Company Number

04393769



**Queen's Crescent**

**Community Association**

(A company limited by guarantee)

**CCA**

*Empowering communities by providing a lifetime of support*

Report and Accounts

for the year ended

31 March 2021



Prepared by  
Hamilton Coopers  
Chartered Accountants  
66 Earl Street  
Maidstone  
Kent ME14 1PS

**Queen's Crescent Community Association  
Report and accounts  
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**Queen's Crescent Community Association  
Company Information**

<b>Directors</b>	Lucian Randall (Chair) Jill Fraser (Vice chair) John Cochrane Shahabeel Lone James Waite Ann Wynne Sylvia Kluczewski (resigned on 9 December 2020) James Lyons Dr Ismail Jalisi
<b>Secretary &amp; Chief Executive</b>	Foyezur Miah
<b>Auditors</b>	Hamilton Coopers Chartered Accountants 66 Earl Street Maidstone Kent ME14 1PS
<b>Bankers</b>	HSBC 176 Camden High Street London NW1 8QL
<b>Registered office</b>	45 Ashdown Crescent Kentish Town London NW5 4QE
<b>Registered number</b>	1096655

## **Queen's Crescent Community Association**

### **The report of the trustees for the year ended 31 March 2021**

The trustees present their annual report and accounts for the year ended 31st March 2021.

#### **Introduction**

##### **Mission Statement:**

"We aim to foster social cohesion by enabling grassroots initiatives and providing resources and facilities in the interest of social welfare, education and leisure-time recreation. Working in partnership and across diverse networks, we aim to offer services that empower local residents, challenge disadvantage and improve the quality of life and standard of living."

Queen's Crescent Community Association was originally established in 1999 to take over and revitalise the management of the Allcroft Community Centre (now known as Queen's Crescent Community Centre), which had been left derelict for several years. Local residents, some of whom continue to sit on our Board of Trustees, sought to create a central resource for community regeneration in a severely deprived area surrounded by council estates and sheltered homes.

In setting our objectives and planning our activities our Directors have given careful consideration to the Charity Commission's general guidance on public benefit and in particular to its supplementary public benefit guidance.

#### **Directors and Trustees**

The Directors of the charitable company are its Trustees for the purpose of charity law. Throughout this report the Directors / Trustees are collectively referred to as the Directors.

The Directors who served during the year are mentioned on page 1.

#### **Structure, governance and management**

##### **Governing document**

The Association is a charitable company limited by guarantee; it was incorporated on 13 March 2002 and registered as a charity on 24 March 2003. The charitable company took over the operations of the unincorporated association of the same name on 1 April 2002. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company, and is governed under its Articles of Association.

##### **Recruitment and appointment of management committee**

The Directors of the company are also the Trustees of the charity for the purpose of charity law and under the company's articles are known as members of the Board of Directors. Under the requirement of the Memorandum and Articles of Association, one third of the directors for the time being shall retire from office at each Annual General Meeting. The directors to retire are those who have been longest in office since their last election or appointment. As between directors of equal seniority, the directors to retire are selected by lot unless they agree otherwise. A retiring director shall be eligible for re-election.

No person, other than a director retiring at the meeting, shall be eligible for election as directors at any meeting; unless that person is recommended by the directors for election; or the secretary is provided in writing by a member duly qualified to attend and vote at the meeting, not less than 4 nor more than 21 clear days before the date set for the meeting, of that member's intention to propose such person and of that person's willingness to be elected. The company may at General Meeting increase the number of directors, and decide in what rotation the additional directors shall retire, and may make the appointment necessary for effecting any such increase.

**Queen's Crescent Community Association**  
**The report of the trustees for the year ended 31 March 2021**

**Trustees induction and training**

Trustees are already familiar with the practical work of the charity having been encouraged to visit and to take responsibilities for the regular activities. Additionally, new trustees are invited and encouraged to attend a series of short training sessions delivered by Voluntary Action Camden (Charity)

A Directors' pack has also been prepared and distributed to all new trustees (directors), which includes the Memorandum of Association & Articles, latest audited accounts, annual report, child protection policy, health and safety policy, and other various policies and procedures.

**Organisational Structure**

The Queen's Crescent Community Association Ltd has a board of 8 directors who meet quarterly and are responsible for the strategic direction and policy of the charity. The directors are from a range of professional and diverse backgrounds relevant to the work of the charity.

The chair is responsible for ensuring that the charity delivers the services specified and that the key performance indicators are achieved. The Chief Executive (also Company Secretary) has responsibility for the day-to-day operational management of the organisation and the individual supervision of the staff team to ensure that its skills and working practices are in line the good management practice.

### **Chair's Report**

QCCA has always been at the heart of the Gospel Oak community, but over the coronavirus pandemic, it has been the eye of the hurricane.

The staff have all performed outstandingly, enduring challenging conditions for many months. QCCA decided not to shutter all its services, and this has proved to be a lifeline for so many. This has tested everyone, from staff to the volunteers who stepped in to bring hope in a time of uncertainty and fear.

The community centre's newest and most unexpected function was repurposing its central hall as a food bank and food delivery hub. This has never been a QCCA service, much less a core purpose, but it has been a great success as a temporary measure in desperate circumstances.

Hundreds of people have been served, week on week, many accessing QCCA for the first time. As we move out of the initial emergency, one of the challenges will be winding down these interim services with what is forecast to be more reductions in available funding sources.

QCCA has also been proactive and innovative in preserving as many activities as possible, either by socially distancing exercise programmes or taking its offers online. There has never been such a widespread requirement for advice and guidance, and QCCA has delivered over two hundred sessions.

Alongside the emergency work, more normal work continues. QCCA's partnership with GOALYC has been strengthened and further formalised. QCCA continues to make its case in Camden's regeneration plan for Gospel Oak. In other words, once this gigantic, one-time weather system of a health emergency moves off, QCCA will still be here, planning for the future and remarkably better placed than ever to take on all comers.

Lucian Randall.

## **Fight C-19**

The UK locked down on 23 March 2020, but for QCCA, it was the start of one of the busiest years we've ever had. 47% of the people we helped this year were new members.

The pandemic forced us to suspend our usual programmes, but not our work. We developed Fight C-19, an emergency service that responded to people's changing needs and was the only organisation of our kind in the area that never closed.

What started as a way of delivering food, medicines and befriending to our most vulnerable older members became available to everyone. The scale of our services meant we were Camden Council's lead referral partner in the area. We worked with Camden and the local NHS as a vaccination and lateral flow testing centre by the end of the year.

## **Food Services**

QCCA's food service has been the backbone of this year's work. We provided 62,265 meal or meal equivalents in twelve months, supporting at least 662 people with food. At its height, we were delivering parcels three times a week.

The decision to provide food for the first time in QCCA's history was taken to meet local demand. Older people told us that they didn't know how they were going to shop when they were meant to be shielding. It quickly became apparent that others also needed help, including those with underlying health conditions and families struggling to feed children without free school meals.

Within a few days, we had set up a small food bank in our main hall. Initially, it was run by QCCA staff and programme managers who could not fulfil their usual roles due to lockdown. However, as demand grew, a bank of 130 amazing volunteers was also recruited. We were also collecting medicine for those in need. Funding was provided by generous trusts, individual donors and Camden Council. We forged relationships with food donation charities to supplement what we bought from cash and carry.

In April, we launched a second strand to our food service, giving away hot 'Iftar for All' meals daily from outside the centre.

Initially intended as a project for Ramadan, the meals proved so popular with non-Muslims and Muslims that we continued it first as 'Supper For All' and later 'Lockdown Lunch'. At its height, we were distributing 750 meals a week. Because we allowed people to take what they needed without question. We supported many hard-to-reach communities, including the homeless and those with mental health and addiction issues. The simple act of queuing for food (albeit at a distance) also became a social focus for people during the darkest days of lockdown. 98% of recipients said QCCA was the only organisation giving them support. 54% said they were getting no support from family, friends or carers either.

In another 'first', we launched a Christmas appeal to provide 'Christmas For All' hampers in December. People were incredibly generous and donated over £5000 to our Just Giving crowdfunding page, with another £5000 fundraised by nearby St Martin's Church. 366 households received colourful boxes of food, treats and toys, including many asylum-seeking families experiencing their first UK Christmas in a Kentish Town hostel.

### **Food Services:**

- 62,265 meals or meal equivalents distributed
- 98% of people collecting Supper For All received help from no other organisation but QCCA.

Queen's Crescent Community Association  
The report of the trustees for the year ended 31 March 2021

- 4,522 Iftar packs distributed in 30 days of Ramadan
- 662 people supported with food each week
- 366 households receiving Christmas hampers
- 130 volunteers recruited

### **Advice & Guidance**

People coming to us for food gradually shared their other problems, including the strain caused by furloughing, job loss and debt. With their usual support services either suspended or accessible only by internet or phone, QCCA fundraised for extra resources to offer support.

Emergency funding from the National Lottery allowed us to run advice, guidance and advocacy from September 2020 to March 2021. Sessions were held at the centre whenever possible or by phone and Zoom when it wasn't. In emergencies, people without phones or the internet could come for socially- distanced appointments on chairs outside the centre.

The advice was offered in several community languages, from our own advice worker Khadijah and the BAME women's charity, Hopscotch, who we hosted at our building. In total, 38% of appointments were conducted in a language other than English.

People's situations were complex and multiple, but housing emerged as the main concern (33%), followed by benefits (21%), debt and immigration (16% each). It was satisfying to see gains both small and large. We advocated with councils, GPs and hospitals to get radiators fixed secure vaccinations and podiatry appointments. We successfully applied to charities for individual hardship grants. Twenty-four clients were triaged to referral partners, including three to debt councillors and seven to solicitors.

Advice & Guidance:

- 221 advice sessions in six months
- 74% of all clients were BAME
- 61 people received advice and guidance
- 33% problems housing related

### **Health Services**

After working with Camden Council and Camden NHS throughout 2020, QCCA became an official Covid-19 testing and vaccination centre at the start of 2021.

The Dome building on Weedington Road was chosen because of QCCA's good links with the local black and minority ethnic communities. At the start of 2021, Camden Council found that only 58% of the black community were vaccinated compared to 85% of white British people. By using us as an outreach centre, they hoped to increase that number.

We promoted the services with extensive local PR and even received a video of support from Sir Lenny Henry.

The lateral flow test centre opened in February, offering a pre-booked and walk-in service. In February and March alone, it processed 1061 tests.

The first of our one-off vaccination days on 23rd March saw 111 people getting the jab, including community leaders from Christian, Muslim and Jewish faiths.

Health Services:

- 1061 lateral flow tests done
- 111 vaccinations completed

**Case Study**

Before she could get into the small boat to make the crossing from France to England, asylum seeker Fatma was told to leave her walking sticks on the beach.

It was a frightening thing for a disabled woman to do. But as her husband Mohammad says: 'We had two seconds where we thought 'should we choose our things or choose life and get in?' And I knew 100% we would find a solution. And we did. We found you.'

The family 'found us' whilst living in one room in a hostel with their children, a short walk from QCCA. We were able to give them 'Supper for All' meals and food parcels throughout lockdown.

'Having the food has really helped us,' says Mohammad, 'because we only have £5 each a day to live on. And we came to the UK with just our clothes, so we had many things to buy like shoes and dictionaries for the children. The money we saved on food went on them.'

QCCA has supported the needs of each family member in other ways. Our youth service gave the children a laptop during the lockdown, and we successfully applied for a hardship grant for Fatma's new walking poles.

'Me personally, I get vegetables from you,' Mohammad laughs. 'When we arrived, we were alone, but now we have people. We were afraid about coming here, but not now.' 'I knew 100% we would find a solution. And we did. We found you.' "We were afraid about coming here, but not now."

## **Youth Services**

Young people in Gospel Oak were particularly badly affected by lockdown, and our youth services staff worked hard to support them through challenging times. Two hundred seventeen young people took part in our activities over the year, and another 100 engaged with us through outreach.

During the first lockdown, when schools were shut, we contacted around 100 young people and their families. A key concern was food support for children missing free school meals. We referred 40 families to our Fight C-19 food bank and raised money to provide extra meals for young people, especially over summer and Christmas. It also became clear that many children didn't have access to computers, cutting them off from school and friends. Our outreach revealed that 80% of parents wanted more online activities from us, but at least 40% didn't have access to a computer.

Additional fundraising meant that we could provide 46 families with laptops and 13 wi-fi dongles. With more young members digitally connected, the service increased its online presence.

Using Zoom and Instagram Live, we ran 31 fitness sessions, a term of whole-year dance classes in three local primary schools and a successful baking course where participants picked up free ingredients from QCCA.

Wherever possible, we took things offline to encourage real-life friendships. Last summer, we were able to run an outdoor, multi-sport holiday camp. Young people from Maiden Lane Community Centre and Project NW5 joined us - partners in our Pathways project, which integrates young people from across Camden but which was otherwise largely suspended during the lockdown.

November 2020 saw the launch of Off the Hook, an exciting boxing initiative with our local youth charity partner GOALYC, the Metropolitan Police, Camden Against Violence and Daileyfit247. The first cohort of five young people got fitter, earned AQA qualifications and engaged with their community and was spotted on social media by boxing legend Michael Watson MBE, who is now Off the Hook's ambassador

GOALYC developed many other programmes with us in addition to the Off the Hook. Our 15-year partnership went from strength to strength through projects including online fitness and the YES employment initiative. We're looking forward to renewing our formal agreement with them in the next year.

Organisationally, the past twelve months saw significant staff change. Sarah-Jane Elvin took over as youth service manager from Mohammed Walji in August; Frances White became sports development co-ordinator in November, and Karolina Ba became employment and enterprise co-ordinator in December.

The new team helped us increase the support we give young women and parents with the introduction of girls-only youth sessions and more one-to-one family work.

Youth Services:

317 total number of children helped (including outreach)

87% of children helped categorised as 'disadvantaged.'

46 number of families receiving laptops

## **Case Study**

Kelvin had 'briefly boxed once or twice before coming to Off the Hook, but now his trainers think he has 'real potential.'

Queen's Crescent Community Association  
The report of the trustees for the year ended 31 March 2021

But discovering a natural sparring talent was just one of the benefits he walked away with from the boxing and engagement course, delivered with support from the Metropolitan Police. 'This has definitely helped me to see the police as people,' he says. 'It's given me a very positive outlook.'

Kelvin joined the 12-week course while preparing for his GCSEs. Each session was split into two halves. The first combined fitness and boxing workouts in QCCA's Dome sports hall. The second moved to the youth club, where the focus was on workshops covering issues relevant to young people's lives. These ranged from drug abuse, knife crime and cyber-bullying to knowing your rights during stop and search. The programme has also had inspirational guest speakers such as former IBO world champion Hannah.

But Kelvin says spending time with local police officers was the thing he's learned most from: 'As a black person, in our community, we don't always have the best outlook on the police. But this has definitely helped me to see them as humans as well.'

"It's given me a very positive outlook."

## **Older People's Services**

When government lockdown meant we had to suspend our usual Forever Young activities, we found new ways of giving older people the support they needed.

Many were shielding and scared of getting ill, cut off from friends and family, unable to buy food or access medical services. Loneliness was affecting mental health.

Within days of lockdown, we provided food parcel and hot meal deliveries, a prescription pick-up service and telephone befriending. This quickly developed into our Fight C-19 emergency programme for the whole community, but the over 60's remained at the heart of what we did.

We conservatively supported over 300 older people across the year, many several times a week. 41% of our new users were older people.

For the first few months of the pandemic, 40 older members were getting at least one phone call a week from older people's services coordinator Mary Pierce and her team of 20 volunteers. This was a vital lifeline for them and an important way for us to make sure they were well.

Because of the scope of our service, we saw a significant increase in referrals from external partners such as Age UK Camden and Camden adult social services. The Hampstead Wells and Campden Trust funded us to directly support 30 of their pensioners.

By early summer, we were able to re-start some of our usual activities on Zoom. This included chair-based exercises and sessions with our drama group, which was subsequently invited to produce work for the Greater London Authority and Mayor of London's prestigious online St. Patrick's Celebration. When lockdown rules allowed, we invited people back to the centre in groups of six, continuing to stream classes online for people at home.

Our BAME older people's gardening project 'Azmal's Garden' went from strength to strength as lockdown eased, with the second group of young Bangladeshi mums learning gardening from their elders.

Our future work with older people will continue to address the issues left by Covid-19. A survey of 115 older members in December 2020 told us that the pandemic had left them feeling more isolated (46%), more anxious (40%) and less fit (53%).

Many have also lost the confidence to go out again, despite double vaccinations. Group activities and exercise are a high priority going forward as is support for depression.

Despite the difficulties they have faced, our members' appreciation throughout the pandemic has been heart-warming. 68% said our support had been very helpful or helpful, and 82% said that QCCA was more important to them now than it was 12 months ago. One 82-year-old told us: 'Queen's Crescent was so helpful to me over Covid-19 when I wasn't helped by anyone else.'

82% of older people said QCCA's more important to them now than 12 months ago

62% of older members said QCCA was good for their emotional and mental wellbeing

55% of older members said QCCA activities improved their physical health

## **Case Study**

For years, it was just unused land between blocks of flats. But QCCA has helped an inter-generational group of Bangladeshi women turn wasteland into a wonderful garden, keeping fit and forging friendships during the lockdown.

Originally started by QCCA staffer Azmal Hussain for his green-fingered 66-year-old mum Asia and her friends, the idea of growing tomatoes, carrots, beans and coriander soon caught the eye of the younger women in the community.

But while many of the older gardeners were born in Bangladesh and had learned how to cultivate crops there from their own parents, the younger women, most of whom were born in the UK, didn't have the same skills.

Fast-forward a year, and the older women, are teaching a new generation about rotation, inter-cropping and shielding younger plants from the wind. And in so doing, they've beaten the loneliness and isolation that's been such a problem for many older people during Covid-19.

Rulia, 39, says: 'I don't know much about gardening, so I'm pestering these ladies the whole time.' Which makes Rukeya, 61, smile. 'Actually,' she says, 'we quite like being pestered by her. I like meeting all the younger women because they challenge us, and we challenge them.'

'This project is all about bringing people out of their houses, doing exercise and improving their wellbeing,' says Azmal.

"This project is all about bringing people out of their houses, doing exercise and improving their wellbeing."

## **Our Nurseries**

The value of having two not-for-profit nurseries in the QCCA family really became apparent during the lockdown.

Keeping both Holly Lodge and Caversham nurseries open would have been economically challenging. But by temporarily merging the two into the Holly Lodge site during the early days of Covid-19, we were able to support the children of key workers all the way through, except for a few weeks when government regulations closed all nurseries.

The temporary joint-working also meant we could offer places to children attending Le Jardin des Dyvrande Bilingual, a French nursery that rents space in QCCA's main building.

### **Holly Lodge Nursery**

Holly Lodge Nursery met a real need during the pandemic, with 100% occupancy across the twelve-month period and attendance during the second and third stages of lockdown at 98%. Despite working to rigorous government health and safety guidelines, it continued to deliver the government's Early Years Foundation Stage (EYFS) curriculum in a creative and innovative way.

The day after the first lockdown was announced, staff put together art packs and delivered them to children's homes. Daily sessions on Zoom used singing and stories with props to engage the whole family.

After an initial period where only key worker children were allowed back in person, the nursery reopened in stages to all pupils from June 2020. In total, 35 pupils were enrolled across the year.

Parent engagement became especially important at a time of such uncertainty. Staff shared detailed weekly lesson plans with families and tried to be available to answer questions and concerns. The many thank-you cards and emails we got show that the approach was appreciated. Several mums and dads even offered to give classes, including sessions on yoga, Mayan maths and what it's like working as a doctor for 'Occupations' week.

Alongside the creative and collaborative thinking, staff have maintained a solid focus on basics. Maths, literacy and community have been a priority for children making the transition into Reception during a difficult time. And with lockdown exacerbating issues for some, individual education plans for those children who required one-to-one support became more important than ever.

### **Caversham Nursery**

Covid-19 had a significant financial impact on Caversham nursery. Already operating in an area with falling birth rates and more nurseries than Holly Lodge, the pandemic drove capacity down to around 40%, with 21 children enrolled at the end of the year.

For some parents, the decision to withdraw their children was financial. We had a high proportion of families experiencing furlough, job and income loss. For others, it was due to fear of infection. Many took their children in and out as the situation changed.

Whatever the reason, staff worked hard to accommodate personal needs while maintaining good relationships and offering reassurance. Strict social distancing was enforced, with only one family member allowed to enter during drop-off and pick-up times and a reduction in the number of messy play activities to avoid cross-infection.

Gradually pupils were coaxed back, and we were pleased to gain a total of 16 new pupils across the twelve-month period. Priority was given to those families entitled to free funded hours.

Educational and care standards remained high. The day after the first lockdown was announced, staff put together art packs and delivered them to children's homes.

We ran Zoom sessions during lockdown for those who could not attend in person, as well as a hugely successful Christmas musical play. The garden received a cash injection from charity Capital Growth, and there was lots of digging, seed planting and playing in the mud kitchen. Next year, there are plans for a vegetable garden.

We also built on our expertise in early intervention with two referrals to Camden's Child and Adolescent Mental Health Service (CAMHS) and Camden Mosaic.

Response from parents and children alike has been enormously positive. Like Holly Lodge Nursery, Caversham has had many touching emails, cards and letters thanking staff for all their help during a difficult year. Two pupils who left to start at schools even returned to Caversham within a few weeks because they preferred us.

The past twelve months have reminded us how generous people are. We'd like to sign off this unprecedented year with a snapshot of a few individuals and organisations who represent the many.

## **Our Thanks**

Our local residents and businesses have been amazing. We've had donations from places as diverse as Queen's Crescent Library knitting club, Gospel Oak Football Club (pub quiz) and the London Sound Academy. Camden's local grant-givers were speedy and generous in their support. Donations from Camden Giving, the Hampstead Wells and Campden Trust and St Pancras Welfare Trust helped every aspect of our emergency work.

We received significant backing from national funders, including the National Lottery, the London Community Response Fund, the Charities Aid Foundation (CAF) and Children in Need. And all of our existing funders either allowed us to postpone projects or re-allocate spending.

Our food service was supported by so many people and organisations; it's hard to pick out a few. The big guns were stalwarts – the Felix Project and City Harvest– but smaller supporters punched above their weight. Restaurants Punjab Covent Garden and Sizzling Bombay supplied us with food for months, as did Andy from Primrose Hill Butchers and the Camden New Journal, spearheaded by the irrepressible Dan Carrier.

St Martin's Church Gospel Oak and Mother Carol fundraised £5000 towards our Christmas hampers.

This year we were also backed by our first corporate partner, investment management firm Neuberger Berman a welcome endorsement in difficult times.

A big thank you to the high-profile individuals who advocated for our work throughout the year, including Sir Keir Starmer, Sir Michael Palin, Dame Louise Casey, Sir Lenny Henry and Michael Watson MBE.

And finally, huge thank you to the staff who came into work to support community on the front line during the lock down when many worked from home.

We couldn't have done this without any of you.

**Queen's Crescent Community Association**  
**The report of the trustees for the year ended 31 March 2021**

**Future Developments**

We find the organisation at another turning point after successfully surviving the pandemic. We've come out of it proudly to have supported thousands of Camden residents, particularly those living in Gospel Oak and Haverstock, during their hours of need with our Fight C19 programme. The priority for the community has significantly shifted to socially, mentally, physically and financially recovering from the aftermath of the pandemic. Some residents remain hesitant, particularly those vulnerable, while 60% of the population in Camden remain unvaccinated. We have a lot of work to do.

In Camden, too many people live in poor health for too many years of their lives, and the gap in healthy life expectancy between the poorest and wealthiest parts of the borough continues to widen. Those living in the most deprived areas spend 20 years of their life living in poor health and die around ten years earlier than those living in the least deprived areas.

The pandemic has widened existing health inequalities, and it has had a damaging effect on our communities. Many people experience periods of anxiety, trauma and isolation, and people are grieving for loved ones who sadly died. QCCA will work as a strategic partner to Camden to help people recover physically and mentally.

To address the significant challenges and build on the many opportunities we have in QCCA, we will be setting out a new five-year business plan and one that looks beyond the 2030 horizon. This will include reviewing QCCA's current brand, our values, vision and mission statements. We will particularly look to align our priorities with Camden's 2030 plan for children, young people, families and older people.

We are excited to start talks with Camden to co-produce a master plan for a purpose-built youth and sports centre on the Dome site located on Weedington Road. We plan to secure investment from developers through the Section 106 and CIL funding to unlock external match funding to introduce the full range of renewable energy options for QCCA's headquarter (Queen's Crescent Community Centre) to reach carbon neutrality. We hope to assess the potential for both a photovoltaic solar array and a ground source heat pump to the current design of the building.

For the short term, we have designated funds and resources for the development of:

- Revamp the outdoor play area at Caversham Nursery and Holly lodge Nursery to encourage more natural play to support children's learning and development, and place every child registered at a QCCA nursery on par to reach their full potential. A budget of £15,000 will be ringfenced.
- Investing in all our premises to reduce carbon footprint and reduce energy costs. We will explore quick wins and affordable options like changing all light fittings to LED and recycling options.
- A succession plan to empower groups of residents and volunteers to run and manage QCCA's Foodbank independently under a new governance and management structure. QCCA launched the foodbank on the 23rd March 2020 during the first lock-in responses to the food crises and the complete shut of vital services that people depended on. QCCA is not a food bank provider, but it inadvertently became one of Camden's largest, with an army of 130 volunteers delivering various food and essential parcels across Camden and neighbouring boroughs. We will look to support the group to find appropriate premises, funding and professional support to develop a governance model with charitable status.

**Queen's Crescent Community Association**  
**The report of the trustees for the year ended 31 March 2021**

**Financial Reserves Policy**

QCCA seeks to have sufficient free reserves to allow it to cover known liabilities and contingencies. In March 2021, our Free Reserves were £553k (Free Reserves being defined as unrestricted reserves less unrestricted tangible fixed assets) which is sufficient to cover our estimated winding-up costs.

For the year ending March 2021, the trustees intend to maintain the existing reserve policy to target a Free Reserve of approximately five months working capital or c. 45% of the expected annual revenue cost of the Association. Based on our working capital and estimated turnover for 2022, we are targeting £550 - 570k as a free reserve.

**Risk Management**

The directors have reviewed significant future risks that the Association faces. The directors believe some financial risks are service charges, commercial rent, business rates, and maintenance costs, which we inherited from Camden Council in January 2017. The increase to utilities by over 50% and fuel cost is considered a risk.

Directors review these risks on an ongoing basis. The board of directors, via the finance committee, implement improvements to internal control systems to mitigate other operational and business risks as and when identified. A financial and procedures policy is in place, which allows for internal accountability, financial forecasting and reporting procedures.

The procedures are in place to ensure compliance with health and safety regulations and deal with complaints. In addition, there are policies governing safeguarding vulnerable children, young people and adults

Externally, the trustees are aware of the changing context of central and local government initiatives and policy relating to the voluntary and community sector and how these may affect future funding, partnership working and service delivery arrangements for the sector.

**Public benefit**

We confirm that in providing the above services and in writing this report, we have had regard to the guidance issued by the Charity Commission on public benefit.

**Queen's Crescent Community Association**  
**The report of the trustees for the year ended 31 March 2021**

**Statements of the Directors' Responsibilities**

The Directors are responsible for preparing the Report of the Directors and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires Directors to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the company and of the incoming resources and application of resources, including the income and expenditure, of the company for the year.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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 Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Statement of representation to the auditors**

Each person who was a director at the time this report was approved confirms that:

- so far as he is aware, there is no relevant audit information of which the company's auditor is unaware; and
- he has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditor is aware of that information.

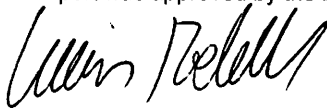
A resolution proposing the reappointment of Hamilton Coopers as auditors will be put to the annual general meeting.

**Queen's Crescent Community Association**  
**The report of the trustees for the year ended 31 March 2021**

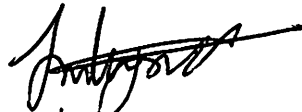
**Method of preparation of accounts**

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

This report was approved by the board of trustees on 28/03/2022



**Lucian Randall**  
Chair and Trustee



**James Lyons**  
Chair of Finance Committee  
and Trustee

## **Queen's Crescent Community Association**

### **Independent auditors' report to the Trustees of the Queen's Crescent Community Association**

We have audited the financial statements of Queen's Crescent Community Association for the year ended 31 March 2021 which comprise of the statement of financial activities, the balance sheets and the 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).

In our opinion the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

#### **Basis of opinion**

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

#### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' (who are also the directors of the company for company law purposes) use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

#### **Other information**

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

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

We have nothing to report in this regard.

#### **Matters on which we are required to report by exception**

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

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

## **Queen's Crescent Community Association**

### **Independent auditors' report to the Trustees of the Queen's Crescent Community Association**

- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

#### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement [set out on page 8], the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

#### **Our responsibilities for the audit of the financial statements**

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

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

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

#### **Capability of the audit in detecting irregularities, including fraud**

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks.

Based on our understanding of the company and industry, and through discussion with the management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to their FCA permissions and requirements. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and taxation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. 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 increase revenue or reduce expenditure and management bias in accounting estimates and judgmental areas of the financial statements such as accrued income.

Audit procedures performed by the engagement team included:

## Queen's Crescent Community Association

### Independent auditors' report to the Trustees of the Queen's Crescent Community Association

- Discussions with management and assessment of known or suspected instances of non compliance with laws and regulations and fraud; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

There are inherent limitations in the audit procedures described above 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 would become aware of it. Also, 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 or intentional misrepresentations, or through collusion.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the members.
- Conclude on the appropriateness of the members' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in manner that achieves fair presentation.

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

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


A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Queen's Crescent Community Association**

**Independent auditors' report  
to the Trustees of the Queen's Crescent Community Association**

**Use of our report**

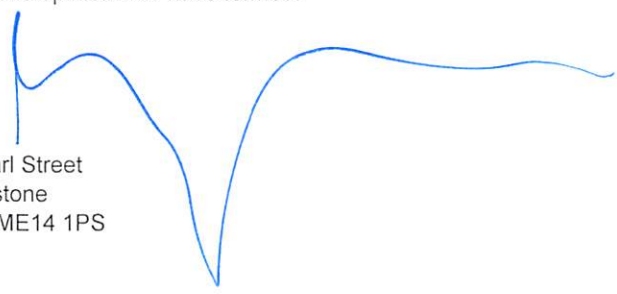
This report is made solely to the Charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and the regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the Charity's trustees those matters we are required to state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



**Asim Malik, BFP FCA**  
(Senior Statutory Auditor)  
for and on behalf of

**Hamilton Coopers**  
Chartered Accountants and Statutory Auditors

..... **29/MARCH/2022**



66 Earl Street  
Maidstone  
Kent ME14 1PS

Hamilton Coopers is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Queen's Crescent Community Association

Statement of Financial Activities (including consolidated income and expenditure account)  
for the year ended 31 March 2021

	Notes	Unrestricted Funds	Designated Funds	Restricted Funds	Total Funds	Last Year Total Funds
		2021 £	2021 £	2021 £	2021 £	2020 £
<b>Incoming resources:</b>						
<b><i>Incoming resources from generating funds</i></b>						
Grants, contracts and donations		397,159		184,795	581,954	460,279
Trading activities		743,389		94,133	837,522	712,943
<b>Total incoming resources</b>	<b>4</b>	<b>1,140,548</b>		<b>278,928</b>	<b>1,419,476</b>	<b>1,173,222</b>
<b>Resources expended:</b>						
Cost of generating voluntary income	4	284,382		15,362	299,744	281,369
Charitable activities		570,332		163,231	733,563	762,748
		854,714		178,593	1,033,307	1,044,117
Governance costs	4	14,947	-	-	14,947	12,759
<b>Total resources expended</b>		<b>869,661</b>	<b>-</b>	<b>178,593</b>	<b>1,048,254</b>	<b>1,056,876</b>
<b>Net Incoming/(expenditure)</b>		<b>270,887</b>	<b>-</b>	<b>100,335</b>	<b>371,222</b>	<b>116,346</b>
<b>Transfers between funds</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net movement in the funds</b>		<b>270,887</b>	<b>-</b>	<b>100,335</b>	<b>371,222</b>	<b>116,346</b>
<b>Other recognised gains and losses</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds</b>		<b>270,887</b>	<b>-</b>	<b>100,335</b>	<b>371,222</b>	<b>116,346</b>
<b>Reconciliation of funds</b>						
<b>Total funds brought forward</b>	<b>11</b>	<b>303,584</b>	<b>20,000</b>	<b>68,446</b>	<b>392,030</b>	<b>275,684</b>
<b>Total Funds carried forward</b>	<b>11</b>	<b>574,471</b>	<b>20,000</b>	<b>168,781</b>	<b>763,252</b>	<b>392,030</b>

The net movement in funds referred to above is the net incoming resources as defined in the Statement of Recommended Practice for Accounting and Reporting issued by the Charity Commission for England & Wales and is reconciled to the total funds as shown in the Balance Sheet on page 13 as required by the said statement.

The notes on pages 26 to 33 form an integral part of these accounts.

Queen's Crescent Community Association  
 Company Number 04393769  
 Balance Sheet  
 as at 31 March 2021

	Notes	2021		2020	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	7		24,648		20,401
<b>Current assets</b>					
Debtors	8	195,303		150,131	
Cash at bank and in hand		<u>785,102</u>		<u>383,744</u>	
<b>Total current assets</b>		<u>980,405</u>		<u>533,875</u>	
<b>Creditors:-</b>					
amounts due within one year	9	(241,801)		(162,246)	
<b>Net current assets/liabilities</b>			<u>738,604</u>		<u>371,629</u>
<b>Total assets less current liabilities</b>			<u>763,252</u>		<u>392,030</u>
<b>Net assets</b>			<u>763,252</u>		<u>392,030</u>
<b>The funds of the charity :</b>					
Unrestricted funds	11		574,471		303,584
Designated funds	11		20,000		20,000
Restricted funds	11		168,781		68,446
<b>Total charity funds</b>			<u>763,252</u>		<u>392,030</u>

The directors are satisfied that the company is entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006 and that no members have required the company to obtain an audit in accordance with section 476 of the Act.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

Approved by the trustees and authorised for issue on 28/03/2022



Lucian Randall  
 Chair and Trustee



James Lyons  
 Chair of Finance Committee  
 and Trustee

The notes on pages 26 to 33 form an integral part of these accounts.

**Queen's Crescent Community Association**  
**Cash Flow Statement**  
**for the year ended 31 March 2021**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Cash generated from operations</b>		
Operating profit	371,222	116,346
Reconciliation to cash generated from operations:		
Depreciation	8,217	16,195
(Increase)/decrease in debtors	(45,172)	41,227
Increase in creditors	73,184	17,064
	<u>407,451</u>	<u>190,832</u>
<b>Cash from other sources</b>	<u>-</u>	<u>-</u>
<b>Application of cash</b>		
Purchase of tangible fixed assets	<u>(12,464)</u>	<u>(8,875)</u>
	<u>(12,464)</u>	<u>(8,875)</u>
<b>Net increase in cash</b>	394,987	181,957
Cash at bank and in hand less overdrafts at 1 April	<u>383,608</u>	<u>201,651</u>
<b>Cash at bank and in hand less overdrafts at 31 March</b>	<u><u>778,595</u></u>	<u><u>383,608</u></u>
<b>Consisting of:</b>		
Cash at bank and in hand	785,102	383,744
Overdrafts	<u>(6,507)</u>	<u>(136)</u>
	<u><u>778,595</u></u>	<u><u>383,608</u></u>
<b>Major non-cash transactions</b>		
Capital value of new finance lease arrangements	<u>-</u>	<u>-</u>

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2021**

**1 Accounting policies**

The principal accounting policies adopted in the preparation of the financial statements are set out below and have remained unchanged from the previous year and have also been consistently applied within the same accounts.

**Accounting convention**

a) Basis of preparation and assessment of going concern:

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) (effective 1 January 2015) - Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The trustees consider that there are no material uncertainties about the Association's ability to continue as a going concern.

The company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

b) Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required. No restatements were required.

**Incoming Resources**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants

It is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income from charitable activities includes primary purpose trading

Income from charitable activities includes primary purpose trading, income earned both from the supply of goods or services under contractual arrangements or grant agreements, which have conditions that specify the provision of particular goods or services to be provided and undertaken for the charitable purposes of the charity.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

**Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the Association's work or for specific projects being undertaken by the Association.

**Queen's Crescent Community Association  
Notes to the Accounts  
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***Expenditure recognition***

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated or apportioned to the applicable expenditure headings.

***Allocation of support costs***

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll and governance costs which support QCCA's programmes and activities. The basis, on which support costs have been allocated are set out in note 11.

***Expenditure and irrecoverable VAT***

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- \* Costs of raising funds comprise the costs of other trading activities, in which the Association does not yet engage.
- \* Expenditure on charitable activities includes the costs of providing services and activities for our beneficiaries and the local community to further the purposes of the charity and their associated support costs.
- \* Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

***Fixed assets and depreciation***

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

Equipment	25% per annum, reducing balance method
Building refurbishment	25% per annum, reducing balance method / over 5 years
Motor vehicles	25% per annum, reducing balance method

***Debtors***

Debtors are recognised at the settlement recoverable amount due. Prepayments are valued at the amount prepaid.

***Cash at bank and in hand***

Cash at bank and in hand includes is held to meet short-term cash commitments as they fall due rather than for investment purposes and may include short-term deposits.

***Creditors, deferrals and provisions***

Creditors and provisions are liabilities where we have a present obligation to a third party that we shall normally pay by cash. Provisions are measured or estimated as reliably as possible.

Where performance-related conditions are specified in a grant, the income will only be recognised to the extent that the charity has provided the facility or service. Any income received in advance of the conditions being met are deferred and shown under creditors.

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***Pension***

On 1 October 2016, the Workplace Pensions commenced at QCCA, to which staff are encouraged to join.

**2 *Legal status of the Society***

The Association is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10. Names of its directors and registered office is mentioned on page 1.

**3**

***Statement that no expenses were paid to trustees or connected persons***

No expenses were paid to trustees or persons connected with them.

**4 *Detailed analysis of certain transactions required by the 2005 revision to the Statement of Recommended Practice for Accounting and Reporting issued by the Charity Commissioners for England & Wales (effective April 2005)***

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	2021 £	2021 £	2021 £	2020 £
<b>Incoming resources</b>				
<b>Grants, contracts and donations</b>				
Core funding - LBC	100,000	-	100,000	100,000
Youth Club	-	152,727	152,727	107,388
Older people service activities	-	32,068	32,068	121,857
Other grants & donations	297,159	-	297,159	131,034
	<u>397,159</u>	<u>184,795</u>	<u>581,954</u>	<u>460,279</u>
<b>Trading activities</b>				
Income from rent and room hire	93,156	-	93,156	172,486
Nursery income	636,790	-	636,790	423,261
Other income & charges	13,443	94,133	107,576	117,196
	<u>743,389</u>	<u>94,133</u>	<u>837,522</u>	<u>712,943</u>
<b>Investments</b>				
Interest income	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total</b>	<u>1,140,548</u>	<u>278,928</u>	<u>1,419,476</u>	<u>1,173,222</u>

**Queen's Crescent Community Association**  
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**Note 4 (cont)**

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	2021	2021	2021	2020
	£	£	£	£
<b>Resources expended</b>				
<b>Cost of generating voluntary income</b>				
DBS check	1,616		1,616	3,724
Marketing and publicity	876	38	914	1,646
Management & Administration	265,566	15,324	280,890	225,131
LBC Rent	16,324		16,324	50,868
	<u>284,382</u>	<u>15,362</u>	<u>299,744</u>	<u>281,369</u>
<b>Charitable activities</b>				
Activity costs	139,091	2,910	142,001	72,067
CCC Partnership activities		12,813	12,813	48,253
Youth service activities	45,171	75,362	120,533	170,805
Older people service activities		63,777	63,777	57,118
Children services activities	235,384		235,384	264,209
Premises & office cost	120,440	4,011	124,451	105,202
Other costs	23,626	2,762	26,388	28,901
Depreciation	6,620	1,596	8,216	16,193
	<u>570,332</u>	<u>163,231</u>	<u>733,563</u>	<u>762,748</u>
Governance costs	14,947	-	14,947	12,759
Other resources expended				
	<u>14,947</u>	<u>-</u>	<u>14,947</u>	<u>12,759</u>
<b>Total resources expended</b>	<u><u>869,661</u></u>	<u><u>178,593</u></u>	<u><u>1,048,254</u></u>	<u><u>1,056,876</u></u>
<b>Grant income</b>				
All grant income is included above				

The association's premises are owned by London Borough of Camden. These premises are occupied under an 20 year lease agreement, with a combined premises rent of two sites of £16,234 (2020: £44,500) is payable to the landlord and the Association is responsible for the upkeep of the premises.

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<b>5 Staff Costs and Emoluments</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Gross Salaries	572,010	557,148
Employer's National Insurance	37,913	39,941
Pension Contributions	13,313	26,303
	<u>623,236</u>	<u>623,392</u>

<b>Numbers of full time employees or full time equivalents</b>	<b>2021</b>	<b>2020</b>
Catering	1	1
Nursery	20	20
Youth worker	6	6
Gym	1	1
Engaged on management and administration	11	11
	<u>39</u>	<u>39</u>

There were no fees or other remuneration paid to the trustees  
There was 1 employee with emoluments in excess of £60,000 per annum

**6 Trustees' Remuneration**

Neither the trustees nor any persons connected with them have received any remuneration, either in the current year or the prior year.

**7 Tangible functional fixed assets**

	Leasehold Land and Buildings £	Plant, Machinery & Vehicles £	Motor Vehicles £	Total £
<b>Asset cost, valuation or revalued amount</b>				
At 1 April 2020	745,944	190,456	17,750	954,150
Additions	-	12,464	-	12,464
At 31 March 2021	<u>745,944</u>	<u>202,920</u>	<u>17,750</u>	<u>966,614</u>
<b>Accumulated depreciation and impairment provisions</b>				
At 1 April 2020	744,435	172,986	16,328	933,749
Charge for the year	503	7,240	474	8,217
At 31 March 2021	<u>744,938</u>	<u>180,226</u>	<u>16,802</u>	<u>941,966</u>
<b>Net book value</b>				
At 31 March 2021	<u>1,006</u>	<u>22,694</u>	<u>948</u>	<u>24,648</u>
At 31 March 2020	<u>1,509</u>	<u>17,470</u>	<u>1,422</u>	<u>20,401</u>

**8 Debtors**

	2021 £	2020 £
Trade debtors	195,303	185,211
Other Debtors	-	458
Provision for bad and doubtful debts	-	(35,538)
	<u>195,303</u>	<u>150,131</u>

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

	2021 £	2020 £
Bank loans and overdrafts	6,507	136
Trade creditors	20,279	36,572
Accrued expenses	3,240	13,796
Taxation creditors	13,457	21,434
Other Creditors	63,843	59,516
Deferred income and grants in advance	134,475	30,792
	<u>241,801</u>	<u>162,246</u>

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10 Analysis of the Net Movement in Funds	Unrestricted funds £	Designated funds £	Restricted funds £
Balance as at 1st April 2020	303,584	20,000	68,446
Incoming resources	1,140,548	-	278,928
Resources expended	(869,661)	-	(178,593)
Net transfers between funds	-	-	-
<b>Balance as at 31 March 2021</b>	<b>574,471</b>	<b>20,000</b>	<b>168,781</b>

11 funds  
*Particulars of Individual Funds and analysis of assets and liabilities representing*

	Unrestricted funds £	Designated funds £	Restricted funds £	Total Funds £
<b>At 31 March 2021</b>				
Tangible Fixed Assets	21,458	-	3,190	24,648
Current Assets	706,473	20,000	253,932	980,405
Current Liabilities	(153,460)	-	(88,341)	(241,801)
	<u>574,471</u>	<u>20,000</u>	<u>168,781</u>	<u>763,252</u>
	£	£	£	£
<b>At 1 April 2020</b>				
Tangible Fixed Assets	15,616	-	4,785	20,401
Current Assets	428,374	20,000	85,501	533,875
Current Liabilities	(140,406)	-	(21,840)	(162,246)
	<u>303,584</u>	<u>20,000</u>	<u>68,446</u>	<u>392,030</u>

The individual funds included above are :-

	Funds at 2020 £	Movements in Funds as below £	Transfers Between funds £	Funds at 2021 £
Youth Services	22,500	135,925	-	158,425
Cultural and Environment	6,420	-	-	6,420
Older people services	39,526	(35,590)	-	3,936
	<u>68,446</u>	<u>100,335</u>	<u>-</u>	<u>168,781</u>
Designated funds	20,000	-	-	20,000
Unrestricted reserve	303,584	270,887	-	574,471
	<u>392,030</u>	<u>371,222</u>	<u>-</u>	<u>763,252</u>

**Queen's Crescent Community Association  
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**Analysis of movements in funds as shown in the table above**

	Incoming Resources £	Outgoing Resources £	Gains & Losses £	Movement in funds £
Youth Services	246,860	110,935	-	135,925
Cultural and Environment	-	-	-	-
Older people services	32,068	67,658	-	(35,590)
Unrestricted income	1,140,548	869,661	-	270,887
	<u>1,419,476</u>	<u>1,048,254</u>	-	<u>371,222</u>

There are sufficient resources for all funds in the appropriate form to enable each activity to be applied in accordance with any restriction.

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objective of the charity.

Restricted funds are subjected to the restriction on their expenditure imposed by the donors or through the terms of an appeal.

The net transfers between the funds represents an internal management and support supervision charge at a percentage of 10% to 25% allowed by donors on particular grants.

**12 APB ethical standard – provision available for small entities**

In common with many other charities of our size and the nature, we use our auditors to assist us with the preparation of financial statements.

**13 Financial Instruments**

	2021 £	2020 £
<b>Carrying amount of financial assets</b>		
Debt instruments measured at amortized	<u>195,303</u>	<u>185,211</u>
cost Measured at amortized cost	<u>20,279</u>	<u>36,572</u>

**14 Other information**

Queen's Crescent Community Association is a registered charity and incorporated in England. Its registered office is:  
45 Ashdown Crescent  
Kentish Town  
London