

Registered Charity Number 1096655  
Registered Company Number 04393769



Report and Accounts for the year ended 31 March 2024



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

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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

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**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.

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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

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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 Blunar.

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.

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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.

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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 inspiring, 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 Blunar.

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.

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

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.

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

**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

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

**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.



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

**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**  
**Notes to the Accounts**  
**for the year ended 31 March 2024**

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 'Hamilton Coopers', with a long horizontal line extending from the end of the signature.

**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>						
<b><i>Incoming resources from generating funds</i></b>						
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	<b>5</b>	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	<b>5</b>	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>						
<b><i>Total funds brought forward</i></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>
<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>			
Unrestricted funds	12	1,121,098	1,064,168
Designated funds	12	333,000	20,000
Restricted funds	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 (Dec 13, 2024 12:47 GMT)  
**Alex Geddes**  
Chair of Finance Committee and Trustee

  
**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>£</b>	<b>£</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	<u>(3,994)</u>	<u>(2,776)</u>
	<u><u>1,653,110</u></u>	<u><u>1,462,711</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 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>
	<b>£</b>	<b>£</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>£</b>	<b>£</b>	<b>£</b>	<b>£</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	-	276,640	210,575
Nursery income	718,112	-	718,112	736,414
Other income & charges	44,528	-	44,528	60,290
	<b>1,039,280</b>	<b>-</b>	<b>1,039,280</b>	<b>1,007,279</b>

**Investments**

Interest income	4,246	-	4,246	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**

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	2024	2024	2024	2023
	£	£	£	£

**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>
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<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.

**6 Staff Costs and Emoluments**

	<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>	<b>1,121,098</b>	<b>333,000</b>	<b>171,491</b>

**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>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</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