

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
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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**

Trustees	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)
Company Secretary	F Miah
Chief Executive	F Miah
Charity Number	1096655
Company Number	04393769
Principal Address	45 Ashdown Crescent London NW5 4QE
Registered Office	45 Ashdown Crescent London NW5 4QE
Accountants	Hamilton Coopers Chartered Accountants 66 Earl Street Maidstone Kent ME14 1PS
Auditors	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

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**

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**

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**

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**

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**

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."

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"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

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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**

Achievements and Performance - continued

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

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**

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
-
- 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**

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**

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**

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**

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**

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**

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:

...CONTINUED

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

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. This description forms part of our auditor's report.

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

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 stroke 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
		Unrestricted funds	Restricted funds	Total funds	Total funds
	Notes	£	£	£	£
INCOME AND ENDOWMENTS FROM:					
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>
EXPENDITURE ON:					
Charitable activities:	7				
Charitable activities		(1,267,604)	(231,714)	(1,499,318)	(1,224,833)
NET INCOME		<u>265,860</u>	<u>29,803</u>	<u>295,663</u>	<u>406,253</u>
Transfers between funds	17	(32,998)	32,998	-	-
NET MOVEMENT IN FUNDS		<u>232,862</u>	<u>62,801</u>	<u>295,663</u>	<u>406,253</u>
RECONCILIATION OF FUNDS:					
Total funds brought forward		<u>1,454,098</u>	<u>171,491</u>	<u>1,625,589</u>	<u>1,219,336</u>
TOTAL FUNDS CARRIED FORWARD	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

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

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

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

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

		2025	2024
	Notes	£	£
Cash flows from operating activities			
Net cash generated from operations	1	303,704	194,993
Net cash generated from operating activities		<u>303,704</u>	<u>194,993</u>
Cash flows from investing activities			
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

	2025	2024
	£	£
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	<u>303,704</u>	<u>194,993</u>

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:

	2025	2024
	£	£
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	<u>1,935,483</u>	<u>1,653,110</u>

3. Analysis of changes in net funds

	As at 1 April 2024	Cash flows	As at 31 March 2025
	£	£	£
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)
Cash and cash equivalents	<u>1,653,110</u>	<u>282,373</u>	<u>1,935,483</u>

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

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

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

	Unrestricted	Restricted	2025
	funds	funds	Total
	£	£	£
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>
			2024
	Unrestricted	Restricted	Total
	funds	funds	funds
	£	£	£
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

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

5. Investment Income

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

6. Net Income/(Expenditure)

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

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

7. Analysis of Expenditure

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

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

8. Support Costs

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

9. Auditor's Remuneration

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

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

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:

	2025	2024
	£	£
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:

	2025	2024
£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:

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

12. Tangible Assets

	Land & Property Leasehold	Plant & Machinery	Motor Vehicles	Total
	£	£	£	£
Cost				
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>
Depreciation				
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>
Net Book Value				
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

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

14. Creditors: Amounts Falling Due Within One Year

	2025	2024
	£	£
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
	<u>137,151</u>	<u>104,724</u>

15. Deferred Income

Deferred income movements in the year were as follows:

	2025	2024
	£	£
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	<u>57,207</u>	<u>53,221</u>

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

	As at 1 April 2024	Income	Expenditure	Transfers	As at 31 March 2025
	£	£	£	£	£
Unrestricted funds					
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
Total unrestricted funds	1,454,098	1,533,464	(1,267,604)	(32,998)	1,686,960
Restricted funds					
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	-
Total restricted funds	171,491	261,517	(231,714)	32,998	234,292
Total funds	1,625,589	1,794,981	(1,499,318)	-	1,921,252
	As at 1 April 2023	Income	Expenditure	Transfers	As at 31 March 2024
	£	£	£	£	£
Unrestricted funds					
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
Total unrestricted funds	1,084,168	1,498,689	(1,087,600)	(41,159)	1,454,098
Restricted funds					
Youth Services	15,527	84,318	(85,034)	41,159	55,970

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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
Total restricted funds	<u>135,168</u>	<u>132,397</u>	<u>(137,233)</u>	<u>41,159</u>	<u>171,491</u>
Total funds	<u>1,219,336</u>	<u>1,631,086</u>	<u>(1,224,833)</u>	<u>-</u>	<u>1,625,589</u>

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.