

Registered Charity Number 1096655

Registered Company Number 04393769

Queen's Crescent Community Association  
(A company limited by guarantee)

Report and Accounts

for the year ended

31 March 2019



**Queen's Crescent Community Association  
Report and accounts  
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**Queen's Crescent Community Association**  
**Company Information**

<b>Directors</b>	Lucian Randall (Chair) Jill Fraser (Vice chair) John Cochrane Shahabeel Lone James Waite Ann Wynne (Appointed 24 April 2019) Sylvia Kluczewski James Lyons Jessica Lowe Barbara Smith Dr Ismail Jalisi (Appointed on 21 February 2019)
<b>Secretary &amp; Chief Executive</b>	Foyezur Miah
<b>Auditors</b>	Hamilton Coopers Chartered Accountants 66 Earl Street Maidstone Kent ME14 1PS
<b>Bankers</b>	HSBC 176 Camden High Street London NW1 8QL
<b>Registered office</b>	45 Ashdown Crescent Kentish Town London NW5 4QE
<b>Registered number</b>	1096655

**Queen's Crescent Community Association**  
**The report of the trustees for the year ended 31 March 2019**

The trustees present their annual report and accounts for the year ended 31st March 2019.

**Introduction**

**Mission Statement:**

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

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

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

**Directors and Trustees**

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

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

**Structure, governance and management**

**Governing document**

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

**Recruitment and appointment of management committee**

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

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

### **The report of the trustees for the year ended 31 March 2019**

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

#### **Trustees induction and training**

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

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

#### **Organisational Structure**

The Queen's Crescent Community Association Ltd has a board of 11 directors who meet quarterly and are responsible for the strategic direction and policy of the charity. The directors are from a range of professional and diverse backgrounds relevant to the work of the charity.

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

#### **Chair's report**

I will be stepping aside as Chair in June 2019 to work on a personal project in Scotland for a year. It has been an extraordinary and often humbling experience to have been a small part of something as big as QCCA. And it's not just the large, growing number of people at all stages of life who join us for the enormous array of activities we offer on a daily basis that make this community association what it is. Everyone who gets together here to talk, make, exercise, learn, eat, work and play is contributing to our most valuable asset: the big hearted warmth and energy that helps us all to build better relationships in a stronger community. Whether we're supporting and celebrating the possibilities and achievements of lives well lived, or facing up to the sometimes tragic realities of inner city life in challenging times, it's been the powerful, passionate good faith in what we can do together that QCCA collects and reflects back into our everyday lives. We're all the better for it: long may it thrive!

James Waite

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**Trustees' Report**

**Older People Services**

With the support of the City Bridge Trust (CBT), we have secured funding for a Project Coordinator for three years and some exercise classes for the over 75s. The Older People's Services only had a skeleton service of chair based exercises, bingo and reflexology which were run by volunteers. Henry Smith Charity (HSC) matched funded CBT which enabled us to provide a range of activities that will reduce loneliness and strengthen friendship networks for isolated older people in Gospel Oak and In Camden.

Our learning from working with older people for more than 15 years has significantly informed our approach. All of our activities have the values of consistency, choice, quality and friendship at their centre. We are also creative in how we involve older people in the design and delivery of our services, knowing that many older people prefer to be involved in a casual way, instead of attending meetings.

Supporting older people, particularly those who are over 75, has been a key priority at QCCA since 2002. At its peak between 2013 and 2016, our membership included 400 older people living in Camden; 70% of whom lived alone often spending days without talking to anyone and more than half of whom attended an activity 2-3 times per week.

Our Forever Young project will support some of the most vulnerable older people in our community, most of whom live within a mile of our Community Centre. About three quarters of the older people we work with live alone, many experience isolation, often not engaging socially for months. Many have ongoing health and mobility issues, restricting their ability to build networks and undertake simple tasks like food shopping.

By March 2019 we had circa 280 older people accessing services, 65% of whom are over 75. Lots of new activities have been added to our service and we run a minimum of six activities every week, all at low cost or free. The activities includes: art, drama, bingo, coffee mornings, gardening, sewing, tapestry, dancercise, 60+ gym, chair based exercise, seated yoga, flexible movement, movie matinees, a monthly cabaret, social/cook and eat lunches, master chef cooking classes, outings, multi-sports and social sessions with board games and botcha, reflexology, gardening, drama and one off health and advice workshops, e.g. cancer awareness, food as medicine, aromatherapy and osteopathy.

The volunteer reflexologist sees approximately 4 people every week. Jenny has been volunteering for 9 years and has over 30 people registered who attend regularly. We thank Jenny for her contribution. We estimated that her social return in monetary value exceeds £130,000 for the number of hours volunteered.

On the first year of the project older people visited Clifton Nurseries, Southall and Green Street, Kenwood House, Kew Gardens, Southend on Sea, Brighton, St. Albans Christmas Market, and the Dickens' Museum. They went fruit-picking in Essex and took a canal cruise from Camden to Little Venice. The trips have been very popular with older people from diverse cultures and everyone has enjoyed them greatly. The fruit-picking was especially popular as was the canal cruise and there have been many requests to go there again. The trips provide a great opportunity for people from different backgrounds to get to know each other which in turn helps to break down barriers and reduce loneliness.

We asked a sample of 60 people to report against the project outcomes:

- 69% reported that they had increased levels of activity and improved confidence to participate in community activities.
- 70% older people reported that they had made more healthy choices in their lives.
- 68% reported improved wellbeing
- 72% reported feeling less lonely and socially isolated.

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This is what some of members added on their feedback:

"It's a lovely place to come and be with company" KO (90 years old).

"I've made lots of friends here, as soon as you walk through the door you feel welcome and wanted" DP (87 years old).

"I've made friends here, we have a laugh and laughter is a good medicine. It's all very positive and part of my routine now, and lifestyle" MT (81 years old).

"I enjoy the writing and performing, we've got a great group. We all get on very well and it works well. It's very enjoyable." TF, (81 years old).

Over the past year, members who come on a weekly basis have really got to know each other and strong friendships have formed. People might start out just doing one activity a week, but as they begin to feel more comfortable at the Centre and get to know each other and the staff, they increase the number of activities that they attend and refer their friends. There is now a committed core group of service users and new people are joining them all the time. In addition to this, the part-time minibus service provided by funding from the Henry Smith Charity has enabled QCCA to make contact with the more isolated older people and bring them to activities at the Centre.

Thanks to the funding received from the City Bridge Trust and Henry Smith Charity, QCCA has been able to achieve, if not exceed, the targets set out in its monitoring framework.

**Camden Health Kick**

Lead by QCCA, we secured three years funding in February 2017 in partnership with Kentish Town City Farm (KTCF) and Castlehaven Community Association (CCA) from London Borough of Camden. We launched the Camden Health Kick project to reduce the health inequality gap in the community, in particular to provide healthy living activities to disadvantaged families.

In our second year we continued to work in partnership to offer 15 unique and bespoke healthy activities for families to participate across the three sites and three different geographical areas. Our goal is to improve healthy living and equip disadvantaged families with the tools and knowledge to have a sustainable active life style.

A sample of those activities included:

**1) Bananas about cooking & Healthy cooking on the budget**

Both of these cooking sessions are all about cooking together as families. Community food and health (Scotland) wanted to find out what are the benefits of cooking as a family and found out that there was a greater increase in confidence around healthy eating, cooking skills and change in behaviour when families cooked together instead of just the children or parents. For example, parents are often nervous/scared about letting their children handle knives but the lessons gave the parents the confidence to let their children replicate these activities at home. The bonding experience also increased the motivation of all family members and made the children keener to help.

Currently there are almost 90 registered participants. As can be expected there are a larger percentage of females than men attending. Age ranges from 5-65 years old. Most mum's being in their early 30s to mid-40s with kids between ages of 3-14 years old. One of the benefits that especially the kids highlighted was the opportunity to make and taste dishes from all over the world, even though they also wanted more desserts.

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**2) Horticulture hub sessions**

Increasing amount of research shows that plants and green spaces have a positive effect on mental and physical health. Just observing the nature around you reduces anxiety and stress. Some people even report reduced pain. Gardening also increases productivity (counts as exercise!) and lowers blood pressure. Studies in the UK have showed that higher amounts of green spaces have been associated with lower levels depression and stress even in the deprived areas. Horticulture hub sessions combine nature, physical and social activity into one.

Currently there are 48 registered participants. The horticulture sessions are enjoyed by many different ethnicities by participants of all ages (1-47 age range).

**3) Summer Art Project**

This intergenerational art program was delivered in partnership with CSKX Studio artists in collaboration with QCCA's Camden Health Kick & KTCF. The workshops were delivered throughout the summer finalising with an art exhibition of works. Young children worked together with older community members to develop creative approaches to explore the senses and sensory stimulation using art therapy.

**4) Badminton Tournament**

Camden Health Kick held a Badminton battle at the Dome with the members receiving gift tokens and the players receiving certificates of achievement including 'player of the match' and 'best new player'.

**5) Hampstead Heath 'Give it a go festival'**

Camden Health Kick partnered with Better (GLL) and Camden Councils Community Sports Team agencies to deliver FREE family sports activities on Hampstead Heath alongside a host of other fitness agencies and family entertainers.

**6) Health Awareness Workshops**

Camden Health Kick teamed up with specialist organisation to deliver informative workshops (such as nutrition and stroke awareness) for families and people of all ages. These workshops raised awareness on preventive life skills to people. Skills that people can implement in their own daily lives to increase overall life quality. Teaching preventive life skills to people is very important as it is one of the best ways to reduce the burden on the health care system. Making people aware of how to live better has various effects such less sick days (reduced amount of lost work), increased production, shorter stays at hospitals, and reduced usage of GP appointments.

We also delivered workshops in primary schools and other community settings covering where appropriate on, healthy eating, staying active, breast cancer awareness, mental health awareness and cervical cancer awareness workshops. Participants expressed the need and desire for additional workshops on female health conditions.

**7) Women only health walks**

Currently there are 10 registered participants from various backgrounds that come together and chat as they go on planned walks. It is now lead by volunteer champions who organise walks. We find walking is a great form of exercise. It increases cardiovascular and pulmonary fitness (reduced risk of heart disease and stroke). Walking also improves the management of various health conditions such as hypertension, high cholesterol and diabetes. It increases muscle strength, creates stronger bones and endurance which leads to an increased balance. It is also one of the easiest ways to reduce body fat and its fun to meet new friends.



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**8) Indoor Gym**

The gym is open to all, Monday - Friday from 10 am - 6pm. In the first quarter we saw our gym attendances reach 220. The attendees vary in age, gender and ethnicity. By the end of the year the membership reached in the excess of 400 people. We provide 'female only' sessions twice a week to encourage those with cultural needs or for those who just prefer more privacy.

Case study:

*Averill initially started to attend the in house older people's social lunches held in January 2019. She is 75 years old and has a complex health history including breast cancer, fractured bone, brain tumors, Osteoarthritis and heart disease. She is under several different clinics to manage her various conditions but refuses to use the steroids and pain relief prescribed to manage her arthritis and spinal pain. Averill felt that the high level of drugs she is expected to take was too much and causing her to feel more unwell.*

*Averill was invited by Camden Health Kicks Fitness Instructor to our in-house gym for a fitness assessment and to provide her with a bespoke fitness and wellness program. Averill is feeling more confident, agile, fitter and is now engaging with other QCCA activities including social clubs and coffee mornings.*

*Averill said, "I've had back pain for years and since Azmal has been helping me in the gym, it's amazing, I can stretch my back and the pain has gone". I still have health problems but his has helped me so much. I didn't think could do it, but I can".*

**Youth Services**

We have been successfully delivering youth work in Gospel Oak for over a decade. We continue to engage young people by providing a wide programme of fun, free activities. This introduces them to experienced support workers, who guide them towards making positive life choices in a neighbourhood with increasing gang crime.

Young people tend to be from low-income families with health and social problems. 53.7% of children in Gospel Oak are on the children's social care system (Camden: 40.7%, Camden Neighbourhood Profile 2015).

This year our offer included 17 youth sessions a week, 12 workshops a year and ten weeks of holiday activity. We have membership of 600 individuals attending one or more activities at the Dome youth club. 70 per cent are 13-19 years old; 30 per cent are 8-13.

The daily drop-in youth club is the bedrock of what QCCA does, offering diversionary activities such as pool, multi-sports and computer games. We delivered at least one sports or gym/fitness activity every day and three popular music studio sessions a week.

Different nights are designated for different age groups with social trips monthly. QCCA uses these to incentivise young people to attend the monthly workshops on more 'serious' subjects such as conflict resolution and sexual health. The idea of rewarding attendance came from the users through regular consultation.

15-19 year olds are offered employment and training advice twice a week.

The Multi sports and fitness programme includes:

- Football, cricket, tennis, dodgeball, basketball, parkour, gymnastics, trampolining, badminton and many more
- We encourage young people who do not normally engage in physical activity by offering a variety of sports
- Run gym sessions with a qualified personal trainer twice a week

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- Work with partner organisations to offer more sports and a pathway to reach higher levels in those sports.

We are working on the following outcomes:

- Young people's personal development skills are enhanced enabling them to make positive life choices.
- Increased learning opportunities that are educative, expressive and empowering.
- More young people are safe, off the streets and protected from becoming engaged in anti-social behaviour, criminal activity or gangs.
- Young people are more engaged in their communities.

Key highlights last year

- Over 552 young people attended our daily youth club and holiday programmes.
- 31 AQA Awards in areas such as sports, music, advice, guidance and employability.
- 8 Young people gained a first aid qualification.
- 6 young People gained a tennis coaching qualification.
- 13 Young people gained employment with the support of your youth workers.

**Caversham Nursery**

Caversham Nursery is open 51 weeks a year, from 8am - 6pm. We currently have 28 children across an average week attending the setting. Age ranging from 8 months to 4 years old. There have been 4 new staff recruited as part of our commitment to develop a multi disciplinary team.

The nursery was inspected by Ofsted in November 2018 and achieved an overall 'Good' rating. The - Ofsted report highlights our achievements and progress:

"Staff's daily cleaning routines help to ensure that children play in a clean environment. In addition, staff teach children how to avoid passing on germs to others. Staff implement consistent procedures when managing children's behaviour. They help children to understand how to behave. Partnerships with parents are good. Staff keep parents fully informed about their children's care. They encourage parents to support their children's learning at home. Children's individual care needs are met well. Staff learn some words in children's first language. Wherever possible, they use these languages to communicate with the children. Children learn to acknowledge their own first language and to appreciate other languages spoken in the nursery. Staff teach children about other cultures. This helps children to become aware and learn to appreciate diversity."

The report further noted "they successfully help children to develop their communication and language skills. For example, staff label objects and play games at turn taking with sounds and words to build babies' vocabulary. Also, they provide children with regular opportunities to talk about their experiences with others. Staff give children extended periods of time for physical exercises. They encourage babies to try out new movements, such as walking, climbing up steps and rolling a ball. This helps to support children's physical development well."

**Holly Lodge Nursery**

The nursery is open from 8am to 6pm during term time only. The nursery provides funded early years education for two, three and four year-old children. There are six members of staff who work with the children. Of these, four hold a childcare qualification at level 3.

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Ofsted inspected the nursery in March 2018, we are proud to report they rated it a 'Good'. The inspector reported "The newly appointed manager is experienced and has a comprehensive knowledge of the requirements of the early year's foundation stage. She leads a dedicated staff team that works hard to provide good-quality learning opportunities for children. The quality of teaching is consistently good. Staff are vigilant about children's safety. They undertake regular checks of the environment to help ensure it remains a safe place for children. Parents comment that they are very pleased with the progress their children make, particularly in developing their communication and social skills. Parents receive information about their children's next steps, along with suggestions on how they can support their children's learning at home. Staff teach children the importance of a healthy lifestyle effectively. Children enjoy and learn about the benefits of daily exercise and fresh air. A dedicated cook provides a good range of nutritious snacks and meals that children clearly enjoy. "

**Future Developments**

Camden produced a comprehensive report (Neighbourhood Data Profile (2015)) which reflected the local demography, deprivation and the needs in Gospel Oak. The gaps in the evidence collected doesn't have the incremental issues that are ingrained in the community which differs from culture to culture and from family to family. Several social barriers are facing the community, which remains to be a mystery. We need to conduct a study to understand why in certain families there is a cycle of unemployment, poor health outcomes, poor educational attainment, domestic violence and the culture of welfare benefits. For some families, they suffer from multiple deprivations. To reduce the multiple deprivations in LOSA, we need to understand the root causes to make real changes in communities and families.

Our vision for Gospel Oak is for it to become an empowered neighborhood where local people are living a healthier and active life and one that doesn't have social isolation and loneliness as one of the biggest killers, particularly among the older people. An inclusive neighborhood that has young full of self-esteem, armed with good communication and employability skills to take on the challenges of adult life and driving them away from the risk of ASB.

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We will take lead from Camden's Plan and the NHS's health strategy whilst working with our VCS partners and local residents to identify a strategy by co-designing and co-producing project plans and deliverables to target specific groups, such as Children, Young People, Older People and those who are unemployed to achieve the outcome listed in section four.

We will work with Camden to deliver universal youth work in central Camden and establish a sustainable strategy to promote collaboration for effectiveness as well as to secure external funding for youth services.

Our CEO is a member of the Health and Wellbeing Board representing the Camden VCSC to ensure the voluntary sector organisations have a role in the design, co-production and delivery health care services to reduce the health inequality gap. We will continue to work with the NHS and public health to identify needs and to deliver preventative healthcare services to achieve our outcomes, to have local people living healthier and more active lives. We intend to work with the NHS to develop a health check-up point and an interactive health kiosk installed in the community centre to promote greater health consciousness amongst local people, particularly the BME community to identify poor health outcomes early.

We will have a strong commitment to work with Camden VCSC to build a stronger and resilient voluntary sector to secure a sustainable future for QCCA and the VCS community. We will develop and build on the success of the Camden Community Centres Consortium to win more contracts for Camden residents that will enable QCCA and our partners to achieve greater outcomes for children, young people, older people and those who are unemployed.

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**Financial Reserves Policy**

QCCA seeks to have sufficient free reserves to allow it to cover for known liabilities and contingencies. At March 2019 our Free Reserves were £219k (Free Reserves being defined as unrestricted reserves less unrestricted tangible fixed assets) which is sufficient to cover our estimated winding up costs.

For the year ending March 2020, the trustees intend to maintain the existing reserve policy which is to target a Free Reserve of approximately three months working capital or c. 25% of expected annual revenue cost of the Association. Based on our working capital and estimated turnover for 2020, we are targeting £250 - 270k as a free reserve.

**Risk Management**

The directors have reviewed major future risks, which the Association faces. The directors believe some of the financial risks are service charge, commercial rent, business rates, and the maintenance costs, which we inherited from Camden Council in January 2017.

Directors review these risks on an ongoing basis. The board of directors, via the finance committee implement improvements to systems of internal control in order 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. Procedures are also in place to ensure compliance with health and safety regulations and to deal with complaints. In addition there are policies governing safeguarding vulnerable children, young people and adults

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

**Public benefit**

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

**Statements of the Directors' Responsibilities**

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

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;

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- 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:

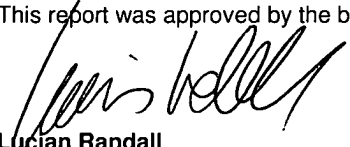
- so far as he is aware, there is no relevant audit information of which the company's auditor is unaware; and
- he has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditor is aware of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

  
**Lucian Randall**  
Chair and Trustee

11 DECEMBER 2019  
  
**James Lyons**  
Chair of Finance Committee  
and Trustee

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

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

We have audited the financial statements of Queen's Crescent Community Association for the year ended 31 March 2019 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 2019 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**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

#### **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.

We have nothing to report in this regard.

#### **Opinions on other matters prescribed by the Companies Act 2006**

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

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 require us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The company financial statements are not in agreement with the accounting records and returns; or

## Queen's Crescent Community Association

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

- Certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- The trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

#### Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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 group's and the parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

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

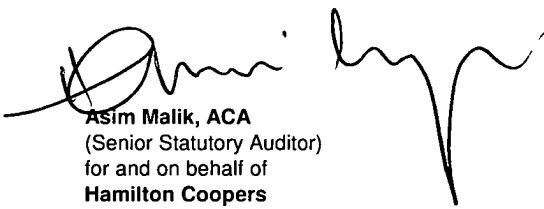
The trustees have elected for the financial statements to be audited in accordance with the Charities Act 2011 rather than the Companies Act 2006. Accordingly, we have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 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.

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

#### Use of our report

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

  
**Asim Malik, ACA**  
(Senior Statutory Auditor)  
for and on behalf of  
**Hamilton Coopers**  
Chartered Accountants and Statutory Auditors  
.....13/12/2019

66 Earl Street  
Maidstone  
Kent ME14 1PS

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



Queen's Crescent Community Association

Statement of Financial Activities (including consolidated income and expenditure account)  
for the year ended 31 March 2019

		Unrestricted Funds	Designated Funds	Restricted Funds	Total Funds	Last Year Total Funds
	Notes	2019 £	2019 £	2019 £	2019 £	2018 £
<b>Incoming resources:</b>						
<b>Incoming resources from generating funds</b>						
Grants, contracts and donations		197,476		260,569	458,045	346,511
Trading activities		495,487		116,312	611,799	674,840
<b>Total incoming resources</b>	<b>4</b>	<b>692,963</b>		<b>376,881</b>	<b>1,069,844</b>	<b>1,021,351</b>
<b>Resources expended:</b>						
Cost of generating voluntary income	<b>4</b>	188,945		40,543	229,488	224,574
Charitable activities		497,754		312,002	809,756	715,591
		686,699		352,545	1,039,244	940,165
Governance costs	<b>4</b>	16,117	-	-	16,117	15,427
Other resources expended		-	11,000	-	11,000	-
<b>Total resources expended</b>		<b>702,816</b>	<b>11,000</b>	<b>352,545</b>	<b>1,066,361</b>	<b>955,592</b>
<b>Net Incoming/(expenditure)</b>		<b>(9,853)</b>	<b>(11,000)</b>	<b>24,336</b>	<b>3,483</b>	<b>65,759</b>
<b>Transfers between funds</b>		<b>(11,963)</b>	<b>(4,000)</b>	<b>15,963</b>	<b>-</b>	
<b>Net movement in the funds</b>		<b>(21,816)</b>	<b>(15,000)</b>	<b>40,299</b>	<b>3,483</b>	<b>65,759</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>(21,816)</b>	<b>(15,000)</b>	<b>40,299</b>	<b>3,483</b>	<b>65,759</b>
<b>Reconciliation of funds</b>						
<b>Total funds brought forward</b>	<b>11</b>	<b>254,661</b>	<b>15,000</b>	<b>2,540</b>	<b>272,201</b>	<b>206,442</b>
<b>Total Funds carried forward</b>	<b>11</b>	<b>232,845</b>	<b>-</b>	<b>42,839</b>	<b>275,684</b>	<b>272,201</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 17 to 25 form an integral part of these accounts.

**Queen's Crescent Community Association**  
**Company Number** 04393769  
**Balance Sheet**  
**as at 31 March 2019**

	Notes	2019	2018
		£	£
<b>Fixed assets</b>			
Tangible assets	7	27,721	156,330
<b>Current assets</b>			
Debtors	8	191,358	116,564
Cash at bank and in hand		<u>202,517</u>	<u>231,361</u>
<b>Total current assets</b>		<u>393,875</u>	<u>347,925</u>
<b>Creditors:-</b>			
amounts due within one year	9	(145,912)	(232,054)
<b>Net current assets/liabilities</b>		<u>247,963</u>	<u>115,871</u>
<b>Total assets less current liabilities</b>		<u>275,684</u>	<u>272,201</u>
<b>Net assets</b>		<u>275,684</u>	<u>272,201</u>
<b>The funds of the charity :</b>			
Unrestricted funds	11	232,845	254,661
Designated funds	11	-	15,000
Restricted funds	11	42,839	2,540
<b>Total charity funds</b>		<u>275,684</u>	<u>272,201</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 11 DECEMBER 2019

  
**Lucian Randall**  
Chair and Trustee

  
**James Lyons**  
Chair of Finance Committee  
and Trustee

The notes on pages 17 to 25 form an integral part of these accounts.

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2019**

**1 Accounting policies**

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

**Accounting convention**

a) Basis of preparation and assessment of going concern:

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The trustees consider that there are no material uncertainties about the Association's ability to continue as a going concern.

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

b) Reconciliation with previous Generally Accepted Accounting Practice

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

**Incoming Resources**

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

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

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

Income from charitable activities includes primary purpose trading

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

Interest receivable

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

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2019**

***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	25% per annum, reducing balance method
Building refurbishment	25% per annum, reducing balance method / over 5 years
Motor vehicles	25% per annum, reducing balance method

***Debtors***

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

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2019**

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

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

***Creditors, deferrals and provisions***

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

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

***Pension***

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

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

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

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

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

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2019**

**4 Detailed analysis of certain transactions required by the 2005 revision to the Statement of Recommended Practice for Accounting and Reporting issued by the Charity Commissioners for England & Wales (effective April 2005)**

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	2019	2019	2019	2018
	£	£	£	£
<b>Incoming resources</b>				
<b>Grants, contracts and donations</b>				
Core funding - LBC	106,000	-	106,000	100,000
Youth Club	-	194,264	194,264	115,567
Older people service activities	-	65,555	65,555	-
Other grants & donations	91,476	750	92,226	130,944
	<u>197,476</u>	<u>260,569</u>	<u>458,045</u>	<u>346,511</u>
<b>Trading activities</b>				
Income from rent and room hire	140,712	-	140,712	120,941
Income from gym members	-	-	-	249
Nursery income	308,234	-	308,234	380,349
Rental income from CFBL	-	89,000	89,000	89,000
Other income & charges	46,541	27,312	73,853	84,301
	<u>495,487</u>	<u>116,312</u>	<u>611,799</u>	<u>674,840</u>
<b>Investments</b>				
Interest income	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total</b>	<u>692,963</u>	<u>376,881</u>	<u>1,069,844</u>	<u>1,021,351</u>

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2019**

**Note 4 (cont)**

	Unrestricted Funds	Designated Funds	Restricted Funds	Total Funds	Total Funds
	2019 £	2019 £	2019 £	2019 £	2018 £
<b>Resources expended</b>					
<b>Cost of generating voluntary income</b>					
DBS check	5,368			5,368	6,983
Marketing and publicity	1,348		1,330	2,678	6,069
Management & Administration	130,830		39,213	170,043	161,825
LBC Rent	51,399			51,399	49,697
	<u>188,945</u>		<u>40,543</u>	<u>229,488</u>	<u>224,574</u>
<b>Charitable activities</b>					
Activity costs	13,046		16,309	29,355	25,226
CCC Partnership activities	14,204		45,750	59,954	62,449
Youth service activities	82,796		77,413	160,209	99,319
Older people service activities			30,641	30,641	13,343
Children services activities	253,487			253,487	251,132
Premises & office cost	105,116		6,434	111,550	107,321
Other costs	24,508		4,488	28,996	21,521
Depreciation	4,597		130,967	135,564	135,280
	<u>497,754</u>	<u>-</u>	<u>312,002</u>	<u>809,756</u>	<u>715,591</u>
Governance costs	16,117	-	-	16,117	15,427
Other resources expended		11,000		11,000	-
	<u>16,117</u>	<u>11,000</u>	<u>-</u>	<u>27,117</u>	<u>15,427</u>
<b>Total resources expended</b>	<u><b>702,816</b></u>	<u><b>11,000</b></u>	<u><b>352,545</b></u>	<u><b>1,066,361</b></u>	<u><b>955,592</b></u>
<b>Grant income</b>					
All grant income is included above					

The association's premises are owned by London Borough of Camden. These premises are occupied under an 20 year lease agreement, with a combined premises rent of two sites of £44,500 (2018: £44,500) is payable to the landlord and the Association is responsible for the upkeep of the premises.

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2019**

**5 Staff Costs and Emoluments**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Gross Salaries	470,580	427,865
Employer's National Insurance	31,146	29,570
Pension Contributions	16,260	7,831
	<u>517,986</u>	<u>465,266</u>

<b>Numbers of full time employees or full time equivalents</b>	<b>2019</b>	<b>2018</b>
Catering	1	1
Nursery	15	14
Youth worker	4	4
Engaged on management and administration	6	4
	<u>26</u>	<u>23</u>

There were no fees or other remuneration paid to the trustees

There was one employees with emoluments in excess of £60,000 per annum.

**6 Trustees' Remuneration**

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



**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2019**

**7 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 2018	745,944	174,627	17,750	938,321
Additions	-	6,954	-	6,954
At 31 March 2019	<u>745,944</u>	<u>181,581</u>	<u>17,750</u>	<u>945,275</u>
<b>Accumulated depreciation and impairment provisions</b>				
At 1 April 2018	604,412	162,357	15,222	781,991
Charge for the year	<u>130,126</u>	<u>4,806</u>	<u>631</u>	<u>135,563</u>
At 31 March 2019	<u>734,538</u>	<u>167,163</u>	<u>15,853</u>	<u>917,554</u>
<b>Net book value</b>				
At 31 March 2019	<u>11,406</u>	<u>14,418</u>	<u>1,897</u>	<u>27,721</u>
At 31 March 2018	<u>141,532</u>	<u>12,270</u>	<u>2,528</u>	<u>156,330</u>

**8 Debtors**

	<b>2019 £</b>	<b>2018 £</b>
Trade debtors	215,314	153,831
Other Debtors	11,583	458
Provision for bad and doubtful debts	<u>(35,539)</u>	<u>(37,725)</u>
	<u>191,358</u>	<u>116,564</u>

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

	<b>2019 £</b>	<b>2018 £</b>
Bank loans and overdrafts	866	1,632
Trade creditors	58,633	37,831
Accrued expenses	3,000	3,000
Taxation creditors	9,760	8,056
Other Creditors	53,890	40,096
Deferred income and grants in advance	<u>19,763</u>	<u>141,439</u>
	<u>145,912</u>	<u>232,054</u>

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2019**

<b>10 Analysis of the Net Movement in Funds</b>	<b>Unrestricted funds</b>	<b>Designated funds</b>	<b>Restricted funds</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Balance as at 1st April 2018	254,661	15,000	2,540
Incoming resources	692,963	-	376,881
Resources expended	(702,816)	(11,000)	(352,545)
Net transfers between funds	(11,963)	(4,000)	15,963
<b>Balance as at 31 March 2019</b>	<b>232,845</b>	<b>-</b>	<b>42,839</b>

**11 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>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>At 31 March 2019</b>				
Tangible Fixed Assets	13,792	-	13,929	27,721
Current Assets	331,878	-	61,997	393,875
Current Liabilities	(112,825)	-	(33,087)	(145,912)
	<u>232,845</u>	<u>-</u>	<u>42,839</u>	<u>275,684</u>
<b>At 1 April 2018</b>				
Tangible Fixed Assets	11,434	-	144,896	156,330
Current Assets	313,883	15,000	19,042	347,925
Current Liabilities	(70,656)	-	(161,398)	(232,054)
	<u>254,661</u>	<u>15,000</u>	<u>2,540</u>	<u>272,201</u>

The individual funds included above are :-

	<b>Funds at 2018</b>	<b>Movements in Funds as below</b>	<b>Transfers Between funds</b>	<b>Funds at 2019</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Youth services - Dome	-	6,288	13,476	19,764
Youth Services - others	-	(2,487)	2,487	-
Older people services	2,540	20,535	-	23,075
	<u>2,540</u>	<u>24,336</u>	<u>15,963</u>	<u>42,839</u>
Designated funds	15,000	(11,000)	(4,000)	-
Unrestricted reserve	254,661	(9,853)	(11,963)	232,845
	<u>272,201</u>	<u>3,483</u>	<u>-</u>	<u>275,684</u>

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2019**

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

	<b>Incoming Resources</b>	<b>Outgoing Resources</b>	<b>Gains &amp; Losses</b>	<b>Movement in funds</b>
	£	£	£	£
Youth services - Dome	310,576	304,288	-	6,288
Youth Services - others	750	3,237	-	(2,487)
Older people services	65,555	45,020	-	20,535
Unrestricted reserve	692,963	702,816	-	(9,853)
Designated funds		11,000		(11,000)
	<u>1,069,844</u>	<u>1,066,361</u>	<u>-</u>	<u>3,483</u>

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

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

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

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

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

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