

Registered Charity Number

1096655

Registered Company Number

04393769



Queen's Crescent

Community Association

(A company limited by guarantee)

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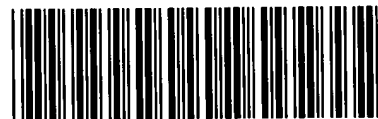
Empowering communities by providing a lifetime of support

Report and Accounts

for the year ended

31 March 2021

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

Directors	Lucian Randall (Chair) Jill Fraser (Vice chair) John Cochrane Shahabeel Lone James Waite Ann Wynne Sylvia Kluczewski (resigned on 9 December 2020) James Lyons Dr Ismail Jalisi
Secretary & Chief Executive	Foyezur Miah
Auditors	Hamilton Coopers Chartered Accountants 66 Earl Street Maidstone Kent ME14 1PS
Bankers	HSBC 176 Camden High Street London NW1 8QL
Registered office	45 Ashdown Crescent Kentish Town London NW5 4QE
Registered number	1096655

Queen's Crescent Community Association

The report of the trustees for the year ended 31 March 2021

The trustees present their annual report and accounts for the year ended 31st March 2021.

Introduction

Mission Statement:

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

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

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

Directors and Trustees

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

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

Structure, governance and management

Governing document

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

Recruitment and appointment of management committee

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

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

Queen's Crescent Community Association
The report of the trustees for the year ended 31 March 2021

Trustees induction and training

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

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

Organisational Structure

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

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

Chair's Report

QCCA has always been at the heart of the Gospel Oak community, but over the coronavirus pandemic, it has been the eye of the hurricane.

The staff have all performed outstandingly, enduring challenging conditions for many months. QCCA decided not to shutter all its services, and this has proved to be a lifeline for so many. This has tested everyone, from staff to the volunteers who stepped in to bring hope in a time of uncertainty and fear.

The community centre's newest and most unexpected function was repurposing its central hall as a food bank and food delivery hub. This has never been a QCCA service, much less a core purpose, but it has been a great success as a temporary measure in desperate circumstances.

Hundreds of people have been served, week on week, many accessing QCCA for the first time. As we move out of the initial emergency, one of the challenges will be winding down these interim services with what is forecast to be more reductions in available funding sources.

QCCA has also been proactive and innovative in preserving as many activities as possible, either by socially distancing exercise programmes or taking its offers online. There has never been such a widespread requirement for advice and guidance, and QCCA has delivered over two hundred sessions.

Alongside the emergency work, more normal work continues. QCCA's partnership with GOALYC has been strengthened and further formalised. QCCA continues to make its case in Camden's regeneration plan for Gospel Oak. In other words, once this gigantic, one-time weather system of a health emergency moves off, QCCA will still be here, planning for the future and remarkably better placed than ever to take on all comers.

Lucian Randall.

Fight C-19

The UK locked down on 23 March 2020, but for QCCA, it was the start of one of the busiest years we've ever had. 47% of the people we helped this year were new members.

The pandemic forced us to suspend our usual programmes, but not our work. We developed Fight C-19, an emergency service that responded to people's changing needs and was the only organisation of our kind in the area that never closed.

What started as a way of delivering food, medicines and befriending to our most vulnerable older members became available to everyone. The scale of our services meant we were Camden Council's lead referral partner in the area. We worked with Camden and the local NHS as a vaccination and lateral flow testing centre by the end of the year.

Food Services

QCCA's food service has been the backbone of this year's work. We provided 62,265 meal or meal equivalents in twelve months, supporting at least 662 people with food. At its height, we were delivering parcels three times a week.

The decision to provide food for the first time in QCCA's history was taken to meet local demand. Older people told us that they didn't know how they were going to shop when they were meant to be shielding. It quickly became apparent that others also needed help, including those with underlying health conditions and families struggling to feed children without free school meals.

Within a few days, we had set up a small food bank in our main hall. Initially, it was run by QCCA staff and programme managers who could not fulfil their usual roles due to lockdown. However, as demand grew, a bank of 130 amazing volunteers was also recruited. We were also collecting medicine for those in need. Funding was provided by generous trusts, individual donors and Camden Council. We forged relationships with food donation charities to supplement what we bought from cash and carry.

In April, we launched a second strand to our food service, giving away hot 'Iftar for All' meals daily from outside the centre.

Initially intended as a project for Ramadan, the meals proved so popular with non-Muslims and Muslims that we continued it first as 'Supper For All' and later 'Lockdown Lunch'. At its height, we were distributing 750 meals a week. Because we allowed people to take what they needed without question. We supported many hard-to-reach communities, including the homeless and those with mental health and addiction issues. The simple act of queuing for food (albeit at a distance) also became a social focus for people during the darkest days of lockdown. 98% of recipients said QCCA was the only organisation giving them support. 54% said they were getting no support from family, friends or carers either.

In another 'first', we launched a Christmas appeal to provide 'Christmas For All' hampers in December. People were incredibly generous and donated over £5000 to our Just Giving crowdfunding page, with another £5000 fundraised by nearby St Martin's Church. 366 households received colourful boxes of food, treats and toys, including many asylum-seeking families experiencing their first UK Christmas in a Kentish Town hostel.

Food Services:

- 62,265 meals or meal equivalents distributed
- 98% of people collecting Supper For All received help from no other organisation but QCCA.

- 4,522 Iftar packs distributed in 30 days of Ramadan
- 662 people supported with food each week
- 366 households receiving Christmas hampers
- 130 volunteers recruited

Advice & Guidance

People coming to us for food gradually shared their other problems, including the strain caused by furloughing, job loss and debt. With their usual support services either suspended or accessible only by internet or phone, QCCA fundraised for extra resources to offer support.

Emergency funding from the National Lottery allowed us to run advice, guidance and advocacy from September 2020 to March 2021. Sessions were held at the centre whenever possible or by phone and Zoom when it wasn't. In emergencies, people without phones or the internet could come for socially- distanced appointments on chairs outside the centre.

The advice was offered in several community languages, from our own advice worker Khadijah and the BAME women's charity, Hopscotch, who we hosted at our building. In total, 38% of appointments were conducted in a language other than English.

People's situations were complex and multiple, but housing emerged as the main concern (33%), followed by benefits (21%), debt and immigration (16% each). It was satisfying to see gains both small and large. We advocated with councils, GPs and hospitals to get radiators fixed secure vaccinations and podiatry appointments. We successfully applied to charities for individual hardship grants. Twenty-four clients were triaged to referral partners, including three to debt councillors and seven to solicitors.

Advice & Guidance:

- 221 advice sessions in six months
- 74% of all clients were BAME
- 61 people received advice and guidance
- 33% problems housing related

Health Services

After working with Camden Council and Camden NHS throughout 2020, QCCA became an official Covid-19 testing and vaccination centre at the start of 2021.

The Dome building on Weedington Road was chosen because of QCCA's good links with the local black and minority ethnic communities. At the start of 2021, Camden Council found that only 58% of the black community were vaccinated compared to 85% of white British people. By using us as an outreach centre, they hoped to increase that number.

We promoted the services with extensive local PR and even received a video of support from Sir Lenny Henry.

The lateral flow test centre opened in February, offering a pre-booked and walk-in service. In February and March alone, it processed 1061 tests.

The first of our one-off vaccination days on 23rd March saw 111 people getting the jab, including community leaders from Christian, Muslim and Jewish faiths.

Health Services:

- 1061 lateral flow tests done
- 111 vaccinations completed

Case Study

Before she could get into the small boat to make the crossing from France to England, asylum seeker Fatma was told to leave her walking sticks on the beach.

It was a frightening thing for a disabled woman to do. But as her husband Mohammad says: 'We had two seconds where we thought 'should we choose our things or choose life and get in?' And I knew 100% we would find a solution. And we did. We found you.'

The family 'found us' whilst living in one room in a hostel with their children, a short walk from QCCA. We were able to give them 'Supper for All' meals and food parcels throughout lockdown.

'Having the food has really helped us,' says Mohammad, 'because we only have £5 each a day to live on. And we came to the UK with just our clothes, so we had many things to buy like shoes and dictionaries for the children. The money we saved on food went on them.'

QCCA has supported the needs of each family member in other ways. Our youth service gave the children a laptop during the lockdown, and we successfully applied for a hardship grant for Fatma's new walking poles.

'Me personally, I get vegetables from you,' Mohammad laughs. 'When we arrived, we were alone, but now we have people. We were afraid about coming here, but not now.'"I knew 100% we would find a solution. And we did. We found you." "We were afraid about coming here, but not now."

Youth Services

Young people in Gospel Oak were particularly badly affected by lockdown, and our youth services staff worked hard to support them through challenging times. Two hundred seventeen young people took part in our activities over the year, and another 100 engaged with us through outreach.

During the first lockdown, when schools were shut, we contacted around 100 young people and their families. A key concern was food support for children missing free school meals. We referred 40 families to our Fight C-19 food bank and raised money to provide extra meals for young people, especially over summer and Christmas. It also became clear that many children didn't have access to computers, cutting them off from school and friends. Our outreach revealed that 80% of parents wanted more online activities from us, but at least 40% didn't have access to a computer.

Additional fundraising meant that we could provide 46 families with laptops and 13 wi-fi dongles. With more young members digitally connected, the service increased its online presence.

Using Zoom and Instagram Live, we ran 31 fitness sessions, a term of whole-year dance classes in three local primary schools and a successful baking course where participants picked up free ingredients from QCCA.

Wherever possible, we took things offline to encourage real-life friendships. Last summer, we were able to run an outdoor, multi-sport holiday camp. Young people from Maiden Lane Community Centre and Project NW5 joined us - partners in our Pathways project, which integrates young people from across Camden but which was otherwise largely suspended during the lockdown.

November 2020 saw the launch of Off the Hook, an exciting boxing initiative with our local youth charity partner GOALYC, the Metropolitan Police, Camden Against Violence and Daileyfit247. The first cohort of five young people got fitter, earned AQA qualifications and engaged with their community and was spotted on social media by boxing legend Michael Watson MBE, who is now Off the Hook's ambassador

GOALYC developed many other programmes with us in addition to the Off the Hook. Our 15-year partnership went from strength to strength through projects including online fitness and the YES employment initiative. We're looking forward to renewing our formal agreement with them in the next year.

Organisationally, the past twelve months saw significant staff change. Sarah-Jane Elvin took over as youth service manager from Mohammed Walji in August; Frances White became sports development co-ordinator in November, and Karolina Ba became employment and enterprise co-ordinator in December.

The new team helped us increase the support we give young women and parents with the introduction of girls-only youth sessions and more one-to-one family work.

Youth Services:

317 total number of children helped (including outreach)

87% of children helped categorised as 'disadvantaged.'

46 number of families receiving laptops

Case Study

Kelvin had 'briefly boxed once or twice before coming to Off the Hook, but now his trainers think he has 'real potential.'

But discovering a natural sparring talent was just one of the benefits he walked away with from the boxing and engagement course, delivered with support from the Metropolitan Police. 'This has definitely helped me to see the police as people,' he says. 'It's given me a very positive outlook.'

Kelvin joined the 12-week course while preparing for his GCSEs.

Each session was split into two halves. The first combined fitness and boxing workouts in QCCA's Dome sports hall. The second moved to the youth club, where the focus was on workshops covering issues relevant to young people's lives. These ranged from drug abuse, knife crime and cyber-bullying to knowing your rights during stop and search. The programme has also had inspirational guest speakers such as former IBO world champion Hannah.

But Kelvin says spending time with local police officers was the thing he's learned most from: 'As a black person, in our community, we don't always have the best outlook on the police. But this has definitely helped me to see them as humans as well.'

"It's given me a very positive outlook."

Older People's Services

When government lockdown meant we had to suspend our usual Forever Young activities, we found new ways of giving older people the support they needed.

Many were shielding and scared of getting ill, cut off from friends and family, unable to buy food or access medical services. Loneliness was affecting mental health.

Within days of lockdown, we provided food parcel and hot meal deliveries, a prescription pick-up service and telephone befriending. This quickly developed into our Fight C-19 emergency programme for the whole community, but the over 60's remained at the heart of what we did.

We conservatively supported over 300 older people across the year, many several times a week. 41% of our new users were older people.

For the first few months of the pandemic, 40 older members were getting at least one phone call a week from older people's services coordinator Mary Pierce and her team of 20 volunteers. This was a vital lifeline for them and an important way for us to make sure they were well.

Because of the scope of our service, we saw a significant increase in referrals from external partners such as Age UK Camden and Camden adult social services. The Hampstead Wells and Campden Trust funded us to directly support 30 of their pensioners.

By early summer, we were able to re-start some of our usual activities on Zoom. This included chair-based exercises and sessions with our drama group, which was subsequently invited to produce work for the Greater London Authority and Mayor of London's prestigious online St. Patrick's Celebration. When lockdown rules allowed, we invited people back to the centre in groups of six, continuing to stream classes online for people at home.

Our BAME older people's gardening project 'Azmal's Garden' went from strength to strength as lockdown eased, with the second group of young Bangladeshi mums learning gardening from their elders.

Our future work with older people will continue to address the issues left by Covid-19. A survey of 115 older members in December 2020 told us that the pandemic had left them feeling more isolated (46%), more anxious (40%) and less fit (53%).

Many have also lost the confidence to go out again, despite double vaccinations. Group activities and exercise are a high priority going forward as is support for depression.

Despite the difficulties they have faced, our members' appreciation throughout the pandemic has been heart-warming. 68% said our support had been very helpful or helpful, and 82% said that QCCA was more important to them now than it was 12 months ago. One 82-year-old told us: 'Queen's Crescent was so helpful to me over Covid-19 when I wasn't helped by anyone else.'

82% of older people said QCCA's more important to them now than 12 months ago

62% of older members said QCCA was good for their emotional and mental wellbeing

55% of older members said QCCA activities improved their physical health

Case Study

For years, it was just unused land between blocks of flats. But QCCA has helped an inter-generational group of Bangladeshi women turn wasteland into a wonderful garden, keeping fit and forging friendships during the lockdown.

Originally started by QCCA staffer Azmal Hussain for his green-fingered 66-year-old mum Asia and her friends, the idea of growing tomatoes, carrots, beans and coriander soon caught the eye of the younger women in the community.

But while many of the older gardeners were born in Bangladesh and had learned how to cultivate crops there from their own parents, the younger women, most of whom were born in the UK, didn't have the same skills.

Fast-forward a year, and the older women, are teaching a new generation about rotation, inter-cropping and shielding younger plants from the wind. And in so doing, they've beaten the loneliness and isolation that's been such a problem for many older people during Covid-19.

Rulia, 39, says: 'I don't know much about gardening, so I'm pestering these ladies the whole time.' Which makes Rukeya, 61, smile. 'Actually,' she says, 'we quite like being pestered by her. I like meeting all the younger women because they challenge us, and we challenge them.'

'This project is all about bringing people out of their houses, doing exercise and improving their wellbeing,' says Azmal.

"This project is all about bringing people out of their houses, doing exercise and improving their wellbeing."

Our Nurseries

The value of having two not-for-profit nurseries in the QCCA family really became apparent during the lockdown.

Keeping both Holly Lodge and Caversham nurseries open would have been economically challenging. But by temporarily merging the two into the Holly Lodge site during the early days of Covid-19, we were able to support the children of key workers all the way through, except for a few weeks when government regulations closed all nurseries.

The temporary joint-working also meant we could offer places to children attending Le Jardin des Dyvrande Bilingual, a French nursery that rents space in QCCA's main building.

Holly Lodge Nursery

Holly Lodge Nursery met a real need during the pandemic, with 100% occupancy across the twelve-month period and attendance during the second and third stages of lockdown at 98%. Despite working to rigorous government health and safety guidelines, it continued to deliver the government's Early Years Foundation Stage (EYFS) curriculum in a creative and innovative way.

The day after the first lockdown was announced, staff put together art packs and delivered them to children's homes. Daily sessions on Zoom used singing and stories with props to engage the whole family.

After an initial period where only key worker children were allowed back in person, the nursery re-opened in stages to all pupils from June 2020. In total, 35 pupils were enrolled across the year.

Parent engagement became especially important at a time of such uncertainty. Staff shared detailed weekly lesson plans with families and tried to be available to answer questions and concerns. The many thank-you cards and emails we got show that the approach was appreciated. Several mums and dads even offered to give classes, including sessions on yoga, Mayan maths and what it's like working as a doctor for 'Occupations' week.

Alongside the creative and collaborative thinking, staff have maintained a solid focus on basics. Maths, literacy and community have been a priority for children making the transition into Reception during a difficult time. And with lockdown exacerbating issues for some, individual education plans for those children who required one-to-one support became more important than ever.

Caversham Nursery

Covid-19 had a significant financial impact on Caversham nursery. Already operating in an area with falling birth rates and more nurseries than Holly Lodge, the pandemic drove capacity down to around 40%, with 21 children enrolled at the end of the year.

For some parents, the decision to withdraw their children was financial. We had a high proportion of families experiencing furlough, job and income loss. For others, it was due to fear of infection. Many took their children in and out as the situation changed.

Whatever the reason, staff worked hard to accommodate personal needs while maintaining good relationships and offering reassurance. Strict social distancing was enforced, with only one family member allowed to enter during drop-off and pick-up times and a reduction in the number of messy play activities to avoid cross-infection.

Gradually pupils were coaxed back, and we were pleased to gain a total of 16 new pupils across the twelve-month period. Priority was given to those families entitled to free funded hours.

Educational and care standards remained high. The day after the first lockdown was announced, staff put together art packs and delivered them to children's homes.

We ran Zoom sessions during lockdown for those who could not attend in person, as well as a hugely successful Christmas musical play. The garden received a cash injection from charity Capital Growth, and there was lots of digging, seed planting and playing in the mud kitchen. Next year, there are plans for a vegetable garden.

We also built on our expertise in early intervention with two referrals to Camden's Child and Adolescent Mental Health Service (CAMHS) and Camden Mosaic.

Response from parents and children alike has been enormously positive. Like Holly Lodge Nursery, Caversham has had many touching emails, cards and letters thanking staff for all their help during a difficult year. Two pupils who left to start at schools even returned to Caversham within a few weeks because they preferred us.

The past twelve months have reminded us how generous people are. We'd like to sign off this unprecedented year with a snapshot of a few individuals and organisations who represent the many.

Our Thanks

Our local residents and businesses have been amazing. We've had donations from places as diverse as Queen's Crescent Library knitting club, Gospel Oak Football Club (pub quiz) and the London Sound Academy. Camden's local grant-givers were speedy and generous in their support. Donations from Camden Giving, the Hampstead Wells and Campden Trust and St Pancras Welfare Trust helped every aspect of our emergency work.

We received significant backing from national funders, including the National Lottery, the London Community Response Fund, the Charities Aid Foundation (CAF) and Children in Need. And all of our existing funders either allowed us to postpone projects or re-allocate spending.

Our food service was supported by so many people and organisations; it's hard to pick out a few. The big guns were stalwarts – the Felix Project and City Harvest– but smaller supporters punched above their weight. Restaurants Punjab Covent Garden and Sizzling Bombay supplied us with food for months, as did Andy from Primrose Hill Butchers and the Camden New Journal, spearheaded by the irrepressible Dan Carrier.

St Martin's Church Gospel Oak and Mother Carol fundraised £5000 towards our Christmas hampers.

This year we were also backed by our first corporate partner, investment management firm Neuberger Berman a welcome endorsement in difficult times.

A big thank you to the high-profile individuals who advocated for our work throughout the year, including Sir Keir Starmer, Sir Michael Palin, Dame Louise Casey, Sir Lenny Henry and Michael Watson MBE.

And finally, huge thank you to the staff who came into work to support community on the front line during the lock down when many worked from home.

We couldn't have done this without any of you.

Queen's Crescent Community Association
The report of the trustees for the year ended 31 March 2021

Future Developments

We find the organisation at another turning point after successfully surviving the pandemic. We've come out of it proudly to have supported thousands of Camden residents, particularly those living in Gospel Oak and Haverstock, during their hours of need with our Fight C19 programme. The priority for the community has significantly shifted to socially, mentally, physically and financially recovering from the aftermath of the pandemic. Some residents remain hesitant, particularly those vulnerable, while 60% of the population in Camden remain unvaccinated. We have a lot of work to do.

In Camden, too many people live in poor health for too many years of their lives, and the gap in healthy life expectancy between the poorest and wealthiest parts of the borough continues to widen. Those living in the most deprived areas spend 20 years of their life living in poor health and die around ten years earlier than those living in the least deprived areas.

The pandemic has widened existing health inequalities, and it has had a damaging effect on our communities. Many people experience periods of anxiety, trauma and isolation, and people are grieving for loved ones who sadly died. QCCA will work as a strategic partner to Camden to help people recover physically and mentally.

To address the significant challenges and build on the many opportunities we have in QCCA, we will be setting out a new five-year business plan and one that looks beyond the 2030 horizon. This will include reviewing QCCA's current brand, our values, vision and mission statements. We will particularly look to align our priorities with Camden's 2030 plan for children, young people, families and older people.

We are excited to start talks with Camden to co-produce a master plan for a purpose-built youth and sports centre on the Dome site located on Weedington Road. We plan to secure investment from developers through the Section 106 and CIL funding to unlock external match funding to introduce the full range of renewable energy options for QCCA's headquarter (Queen's Crescent Community Centre) to reach carbon neutrality. We hope to assess the potential for both a photovoltaic solar array and a ground source heat pump to the current design of the building.

For the short term, we have designated funds and resources for the development of:

- Revamp the outdoor play area at Caversham Nursery and Holly lodge Nursery to encourage more natural play to support children's learning and development, and place every child registered at a QCCA nursery on par to reach their full potential. A budget of £15,000 will be ringfenced.
- Investing in all our premises to reduce carbon footprint and reduce energy costs. We will explore quick wins and affordable options like changing all light fittings to LED and recycling options.
- A succession plan to empower groups of residents and volunteers to run and manage QCCA's Foodbank independently under a new governance and management structure. QCCA launched the foodbank on the 23rd March 2020 during the first lock-in responses to the food crises and the complete shut of vital services that people depended on. QCCA is not a food bank provider, but it inadvertently became one of Camden's largest, with an army of 130 volunteers delivering various food and essential parcels across Camden and neighbouring boroughs. We will look to support the group to find appropriate premises, funding and professional support to develop a governance model with charitable status.

Queen's Crescent Community Association
The report of the trustees for the year ended 31 March 2021

Financial Reserves Policy

QCCA seeks to have sufficient free reserves to allow it to cover known liabilities and contingencies. In March 2021, our Free Reserves were £553k (Free Reserves being defined as unrestricted reserves less unrestricted tangible fixed assets) which is sufficient to cover our estimated winding-up costs.

For the year ending March 2021, the trustees intend to maintain the existing reserve policy to target a Free Reserve of approximately five months working capital or c. 45% of the expected annual revenue cost of the Association. Based on our working capital and estimated turnover for 2022, we are targeting £550 - 570k as a free reserve.

Risk Management

The directors have reviewed significant future risks that the Association faces. The directors believe some financial risks are service charges, commercial rent, business rates, and maintenance costs, which we inherited from Camden Council in January 2017. The increase to utilities by over 50% and fuel cost is considered a risk.

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

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

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

Public benefit

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

Queen's Crescent Community Association
The report of the trustees for the year ended 31 March 2021

Statements of the Directors' Responsibilities

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

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement of representation to the auditors

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

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

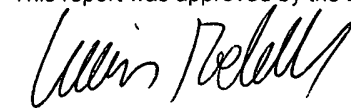
A resolution proposing the reappointment of Hamilton Coopers as auditors will be put to the annual general meeting.

Queen's Crescent Community Association
The report of the trustees for the year ended 31 March 2021

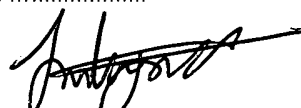
Method of preparation of accounts

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

This report was approved by the board of trustees on 28/03/2022



Lucian Randall
Chair and Trustee



James Lyons
Chair of Finance Committee
and Trustee

Queen's Crescent Community Association

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

We have audited the financial statements of Queen's Crescent Community Association for the year ended 31 March 2021 which comprise of the statement of financial activities, the balance sheets and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis of opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or

Queen's Crescent Community Association

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

- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement [set out on page 8], the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Our responsibilities for the audit of the financial statements

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

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

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

Capability of the audit in detecting irregularities, including fraud

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

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

Audit procedures performed by the engagement team included:

Queen's Crescent Community Association

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

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

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

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

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

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

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. The risk increases more when compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

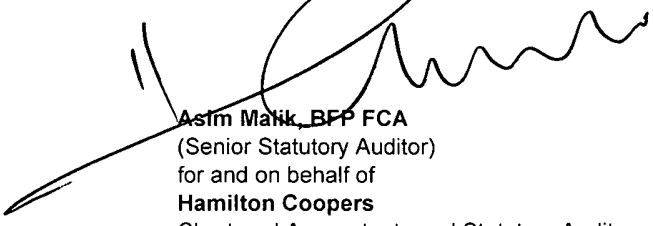
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Queen's Crescent Community Association

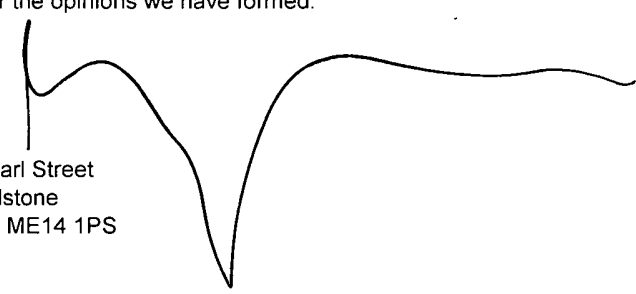
Independent auditors' report to the Trustees of the Queen's Crescent Community Association

Use of our report

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



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



66 Earl Street
Maidstone
Kent ME14 1PS

..... **29/MARCH/2022**

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

Queen's Crescent Community Association

Statement of Financial Activities (including consolidated income and expenditure account)
for the year ended 31 March 2021

		Unrestricted Funds	Designated Funds	Restricted Funds	Total Funds	Last Year Total Funds
	Notes	2021 £	2021 £	2021 £	2021 £	2020 £
Incoming resources:						
Incoming resources from generating funds						
Grants, contracts and donations		397,159		184,795	581,954	460,279
Trading activities		743,389		94,133	837,522	712,943
Total incoming resources	4	1,140,548		278,928	1,419,476	1,173,222
Resources expended:						
Cost of generating voluntary income	4	284,382		15,362	299,744	281,369
Charitable activities		570,332		163,231	733,563	762,748
		854,714		178,593	1,033,307	1,044,117
Governance costs	4	14,947	-	-	14,947	12,759
Total resources expended		869,661	-	178,593	1,048,254	1,056,876
Net Incoming/(expenditure)		270,887	-	100,335	371,222	116,346
Transfers between funds		-		-	-	
Net movement in the funds		270,887	-	100,335	371,222	116,346
Other recognised gains and losses		-	-	-	-	-
Net movement in funds		270,887	-	100,335	371,222	116,346
Reconciliation of funds						
Total funds brought forward	11	303,584	20,000	68,446	392,030	275,684
Total Funds carried forward	11	574,471	20,000	168,781	763,252	392,030

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

The notes on pages 26 to 33 form an integral part of these accounts.

Queen's Crescent Community Association
Company Number 04393769
Balance Sheet
as at 31 March 2021

	Notes	2021		2020	
		£	£	£	£
Fixed assets					
Tangible assets	7		24,648		20,401
Current assets					
Debtors	8	195,303		150,131	
Cash at bank and in hand		<u>785,102</u>		<u>383,744</u>	
Total current assets		<u>980,405</u>		<u>533,875</u>	
Creditors:-					
amounts due within one year	9	(241,801)		(162,246)	
Net current assets/liabilities			738,604		371,629
Total assets less current liabilities			<u>763,252</u>		<u>392,030</u>
Net assets			<u>763,252</u>		<u>392,030</u>
The funds of the charity :					
Unrestricted funds	11		574,471		303,584
Designated funds	11		20,000		20,000
Restricted funds	11		168,781		68,446
Total charity funds			<u>763,252</u>		<u>392,030</u>

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

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

Approved by the trustees and authorised for issue on 28/03/2022



Lucian Randall
Chair and Trustee



James Lyons
Chair of Finance Committee
and Trustee

The notes on pages 26 to 33 form an integral part of these accounts.

Queen's Crescent Community Association
Cash Flow Statement
for the year ended 31 March 2021

	2021 £	2020 £
Cash generated from operations		
Operating profit	371,222	116,346
Reconciliation to cash generated from operations:		
Depreciation	8,217	16,195
(Increase)/decrease in debtors	(45,172)	41,227
Increase in creditors	73,184	17,064
	<u>407,451</u>	<u>190,832</u>
Cash from other sources		
	<u>-</u>	<u>-</u>
Application of cash		
Purchase of tangible fixed assets	(12,464)	(8,875)
	<u>(12,464)</u>	<u>(8,875)</u>
Net increase in cash	394,987	181,957
Cash at bank and in hand less overdrafts at 1 April	<u>383,608</u>	<u>201,651</u>
Cash at bank and in hand less overdrafts at 31 March	<u><u>778,595</u></u>	<u><u>383,608</u></u>
Consisting of:		
Cash at bank and in hand	785,102	383,744
Overdrafts	<u>(6,507)</u>	<u>(136)</u>
	<u><u>778,595</u></u>	<u><u>383,608</u></u>
Major non-cash transactions		
Capital value of new finance lease arrangements	<u>-</u>	<u>-</u>

Queen's Crescent Community Association
Notes to the Accounts
for the year ended 31 March 2021

1 Accounting policies

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

Accounting convention

a) Basis of preparation and assessment of going concern:

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

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

b) Reconciliation with previous Generally Accepted Accounting Practice

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

Incoming Resources

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

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

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

Income from charitable activities includes primary purpose trading

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

Interest receivable

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

Fund accounting

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

Queen's Crescent Community Association
Notes to the Accounts
for the year ended 31 March 2021

Expenditure recognition

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

Allocation of support costs

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

Expenditure and irrecoverable VAT

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

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

Fixed assets and depreciation

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

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

Debtors

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

Cash at bank and in hand

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

Creditors, deferrals and provisions

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

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

Queen's Crescent Community Association
Notes to the Accounts
for the year ended 31 March 2021

Pension

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

2 *Legal status of the Society*

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

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

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

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

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	2021 £	2021 £	2021 £	2020 £
Incoming resources				
Grants, contracts and donations				
Core funding - LBC	100,000	-	100,000	100,000
Youth Club	-	152,727	152,727	107,388
Older people service activities	-	32,068	32,068	121,857
Other grants & donations	297,159	-	297,159	131,034
	397,159	184,795	581,954	460,279
Trading activities				
Income from rent and room hire	93,156	-	93,156	172,486
Nursery income	636,790	-	636,790	423,261
Other income & charges	13,443	94,133	107,576	117,196
	743,389	94,133	837,522	712,943
Investments				
Interest income	-	-	-	-
	-	-	-	-
Total	1,140,548	278,928	1,419,476	1,173,222

Queen's Crescent Community Association
Notes to the Accounts
for the year ended 31 March 2021

Note 4 (cont)

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	2021 £	2021 £	2021 £	2020 £
Resources expended				
Cost of generating voluntary income				
DBS check	1,616		1,616	3,724
Marketing and publicity	876	38	914	1,646
Management & Administration	265,566	15,324	280,890	225,131
LBC Rent	16,324		16,324	50,868
	<u>284,382</u>	<u>15,362</u>	<u>299,744</u>	<u>281,369</u>
Charitable activities				
Activity costs	139,091	2,910	142,001	72,067
CCC Partnership activities		12,813	12,813	48,253
Youth service activities	45,171	75,362	120,533	170,805
Older people service activities		63,777	63,777	57,118
Children services activities	235,384		235,384	264,209
Premises & office cost	120,440	4,011	124,451	105,202
Other costs	23,626	2,762	26,388	28,901
Depreciation	6,620	1,596	8,216	16,193
	<u>570,332</u>	<u>163,231</u>	<u>733,563</u>	<u>762,748</u>
Governance costs	14,947	-	14,947	12,759
Other resources expended				
	<u>14,947</u>	<u>-</u>	<u>14,947</u>	<u>12,759</u>
Total resources expended	<u>869,661</u>	<u>178,593</u>	<u>1,048,254</u>	<u>1,056,876</u>
Grant income				
All grant income is included above				

The association's premises are owned by London Borough of Camden. These premises are occupied under an 20 year lease agreement, with a combined premises rent of two sites of £16,234 (2020: £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 2021

5 Staff Costs and Emoluments

	2021	2020
	£	£
Gross Salaries	572,010	557,148
Employer's National Insurance	37,913	39,941
Pension Contributions	13,313	26,303
	<u>623,236</u>	<u>623,392</u>

Numbers of full time employees or full time equivalents	2021	2020
Catering	1	1
Nursery	20	20
Youth worker	6	6
Gym	1	1
Engaged on management and administration	11	11
	<u>39</u>	<u>39</u>

There were no fees or other remuneration paid to the trustees

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

6 Trustees' Remuneration

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

Queen's Crescent Community Association
Notes to the Accounts
for the year ended 31 March 2021

7 Tangible functional fixed assets

	Leasehold Land and Buildings £	Plant, Machinery & Vehicles £	Motor Vehicles £	Total £
Asset cost, valuation or revalued amount				
At 1 April 2020	745,944	190,456	17,750	954,150
Additions	-	12,464	-	12,464
At 31 March 2021	<u>745,944</u>	<u>202,920</u>	<u>17,750</u>	<u>966,614</u>
Accumulated depreciation and impairment provisions				
At 1 April 2020	744,435	172,986	16,328	933,749
Charge for the year	503	7,240	474	8,217
At 31 March 2021	<u>744,938</u>	<u>180,226</u>	<u>16,802</u>	<u>941,966</u>
Net book value				
At 31 March 2021	<u>1,006</u>	<u>22,694</u>	<u>948</u>	<u>24,648</u>
At 31 March 2020	<u>1,509</u>	<u>17,470</u>	<u>1,422</u>	<u>20,401</u>

8 Debtors

	2021 £	2020 £
Trade debtors	195,303	185,211
Other Debtors	-	458
Provision for bad and doubtful debts	-	(35,538)
	<u>195,303</u>	<u>150,131</u>

9 Creditors: amounts falling due within one year

	2021 £	2020 £
Bank loans and overdrafts	6,507	136
Trade creditors	20,279	36,572
Accrued expenses	3,240	13,796
Taxation creditors	13,457	21,434
Other Creditors	63,843	59,516
Deferred income and grants in advance	134,475	30,792
	<u>241,801</u>	<u>162,246</u>

Queen's Crescent Community Association
Notes to the Accounts
for the year ended 31 March 2021

10 Analysis of the Net Movement in Funds

	Unrestricted funds	Designated funds	Restricted funds
	£	£	£
Balance as at 1st April 2020	303,584	20,000	68,446
Incoming resources	1,140,548	-	278,928
Resources expended	(869,661)	-	(178,593)
Net transfers between funds	-	-	-
Balance as at 31 March 2021	574,471	20,000	168,781

Particulars of Individual Funds and analysis of assets and liabilities representing

11 funds

	Unrestricted funds	Designated funds	Restricted funds	Total Funds
	£	£	£	£
At 31 March 2021				
Tangible Fixed Assets	21,458	-	3,190	24,648
Current Assets	706,473	20,000	253,932	980,405
Current Liabilities	(153,460)	-	(88,341)	(241,801)
	<u>574,471</u>	<u>20,000</u>	<u>168,781</u>	<u>763,252</u>
At 1 April 2020				
Tangible Fixed Assets	15,616	-	4,785	20,401
Current Assets	428,374	20,000	85,501	533,875
Current Liabilities	(140,406)	-	(21,840)	(162,246)
	<u>303,584</u>	<u>20,000</u>	<u>68,446</u>	<u>392,030</u>

The individual funds included above are :-

	Funds at 2020	Movements in Funds as below	Transfers Between funds	Funds at 2021
	£	£	£	£
Youth Services	22,500	135,925	-	158,425
Cultural and Environment	6,420	-	-	6,420
Older people services	39,526	(35,590)	-	3,936
	<u>68,446</u>	<u>100,335</u>	<u>-</u>	<u>168,781</u>
Designated funds	20,000	-	-	20,000
Unrestricted reserve	303,584	270,887	-	574,471
	<u>392,030</u>	<u>371,222</u>	<u>-</u>	<u>763,252</u>

Queen's Crescent Community Association
Notes to the Accounts
for the year ended 31 March 2021

Analysis of movements in funds as shown in the table above

	Incoming Resources £	Outgoing Resources £	Gains & Losses £	Movement in funds £
Youth Services	246,860	110,935	-	135,925
Cultural and Environment	-	-	-	-
Older people services	32,068	67,658	-	(35,590)
Unrestricted income	1,140,548	869,661	-	270,887
	<u>1,419,476</u>	<u>1,048,254</u>	<u>-</u>	<u>371,222</u>

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

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

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

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

12 APB ethical standard – provision available for small entities

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

13 Financial Instruments

	2021 £	2020 £
Carrying amount of financial assets		
Debt instruments measured at amortised cost	<u>195,303</u>	<u>185,211</u>
Measured at amortised cost	<u>20,279</u>	<u>36,572</u>

14 Other information

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