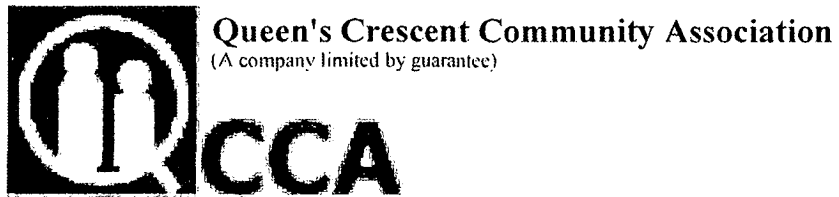



Registered Charity Number 1096655  
Registered Company Number 04393769



Report and Accounts for the year ended 31 March 2022



Prepared by  
 **Hamilton**  
**Coopers**  
Chartered Accountants  
66 Earl Street  
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## **Queen's Crescent Community Association**

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

### **Company Information**

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

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

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

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

#### **Welcome**

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

#### **Introduction**

##### Mission Statement:

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

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

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

#### **Directors and Trustees**

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

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

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

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

##### Recruitment and appointment of management committee

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

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

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

### Trustees induction and training

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

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

### Organisational Structure

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

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

### **CEO's Introduction**

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

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

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

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

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

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

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

## Queen's Crescent Community Association

### Healthy Families

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

The programme, formerly known as Camden Health Kick, was QCCA's single most popular last year with over 500 unique users, 400 of whom were from BAME communities. That figure is particularly impressive because Healthy Families didn't re-start until June 2021 and so only covers nine months of the year.

Aimed at supporting the physical and mental health of women, families and their children, the project offers a variety of free activities that different ages can do together. Users frequently told us that there was nothing else like it locally and that it take part in a Zumba class while their children do multi-sport and nursery staff look after their babies in a soft play area. It's a unique, brilliant session that regularly gets over 50 people.

It works because our sports hall, the Dome, is big enough for all these groups to exercise side-by-side (see also the Dome, page 7). For most, it's the only time in the week when they do something entirely for themselves without watching children. Nearly two-thirds of Healthy Families members are female was good for the whole family. 88% said that taking part had a positive effect on their relationships with their children.

Families supported included 69 refugees and asylum seekers housed in Camden during Covid. Sometimes living four to a room, Healthy Families gave them the chance to let off steam.

Sessions included outdoor family football, men and boys' multi-sport, family yoga, women's yoga and family badminton. There have been family picnics on Hampstead Heath with sport and craft activities, including Christmas wreath making.

Our most popular weekly activity has been family Zumba, where women take part in a Zumba class while their children do multi-sport and nursery staff look after their babies in a soft play area. It's a unique, brilliant session that regularly gets over 50 people. It works because our sports hall, the Dome, is big enough for all these groups to exercise side-by-side (see also the Dome, page 14). For most, it's the only time in the week when they do something entirely for themselves without watching children.

Nearly two-thirds of Healthy Families members are female.

507	Healthy Families users
80%	BAME
63%	women and girls
46%	children
82%	say they feel fitter
82%	say they wouldn't play sport without QCCA

*'My mental health is quite a struggle for me but this is a safe space. I might tell the staff on the way in that I'm having a bit of a wobbly day and they'll understand. I'm not sure if it's because I'm fitter or happier - but it's better than any medication I've ever had.'* Junice, 56, comes to yoga and zumba

The educational and training side of Healthy Families has also been popular. It's been particularly important for us to raise awareness of key wellbeing issues because of the high levels of poor health amongst members. A survey of 84 Healthy Families users showed 64% had underlying health conditions such as high blood pressure, diabetes or a family history of diabetes.

We've run workshops on improving sleep, healthy eating for people with diabetes and two day-long trainings on mental health for parents. The event we held for World Sight Day in October had 47 attendees.

So much was made possible by the flexibility of funders who were happy to defer pre-Covid grants until this year – including Vision Foundation, the Peter Harrison Foundation and Right to Thrive.

## Queen's Crescent Community Association

We've also made many wonderful new partnerships, working with diabetes partners Second Nature, family support charity the Wellness Action Alliance and Asian women's charity Hopscotch. Our picnics on the heath with Hampstead Heath volunteers' charity Heath Hands spawned a new pot of funding, which will allow us to run a women's Nordic Walking group next year.

### CASE STUDY

Jasmin. The 45-year-old had enjoyed an active life on the family's farm in Algeria but felt out-of-shape after a decade in the UK as a stay-at-home mum.

Jasmin started coming to QCCA to do family Zumba with her daughter. But what started as a place to get fitter with her ten-year-old turned into a safe space where she was also brave enough to try new things. When we ran a series of mental health workshops for parents, Jasmin says: 'I wasn't sure whether to go or not because in my culture, mental health means you are crazy. I was a bit scared.'

But the fact that QCCA was running the courses made it easier for her to sign up - not least because her husband had no objections. 'If I say I'm going to do something at the Dome, he says that's OK,' she explains.

'If he saw me walking out the house in another direction, he would ask more questions, but when you go to the Dome, it's a positive thing. The sport there is positive, my daughter enjoys it there, I enjoy it. So he assumed that the mental health course would be a positive thing as well.'

They were both right. The workshop gave Jasmin insights and tips on how to handle a young girl going into her teenage years. 'Understanding mental health makes me a better parent,' she says. 'My daughter wants to be perfect at everything, always get good marks, and she panics when she doesn't. Sometimes I think she just needs more hugs.'

*"When you go to the Dome, it's a positive thing. The sport there is positive, my daughter enjoys it there. I enjoy it."*

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

Our older people's service added major new strands of activity this year in response to the pandemic.

Programme co-ordinator Mary Pierce welcomed three part-time staff members: Lifelines Champion Belinda Rodgers, IAG advisor Khadija Naib and health and wellbeing co-ordinator Darla Hocking.

Their roles tackled the biggest problems facing our older members coming out of Covid: a backlog of cancelled medical appointments, mounting debts and a shortage of people to advocate for them in the absence of statutory support workers, family and friends.

Darla joined in December and helped 44 people in three months. A trained nurse, she provided members with befriending and health advice in a relaxed environment at a time when it was nearly impossible to get a face-to-face GP appointment. As well as doing basic health checks like blood pressure and blood sugar, she reviewed people's medications and explained their conditions in simple terms. It gave them the confidence to go to their doctors for more help.

Exercise and gym sessions with our fitness instructor Azmal Hussein continued to be our most popular activities. His chair-based exercise classes attracted up to 30 people. Art and drama groups were well attended as were the outings and day trips – especially in the summer.

The rise of Omicron in December didn't affect attendance of our Christmas lunch which needed two sittings to meet demand.

Local people were generous with their time and skills. Celebrity photographer Rankin invited our members down to get their portraits taken in September. It was a great day and ten people can now say they've been photographed by the man who also photographed the late Queen Elizabeth II. Belsize Park hairdresser Lisa Meyer brought smiles to everyone in April when she came to the centre to give free haircuts.

## Queen's Crescent Community Association

The older people's service had an injection of £232,379 new funding this year from the Mercers' Company, the Masonic Charitable Foundation and City Bridge Trust.

But the prioritisation of funding to health and advocacy meant there were cuts to other activities. Chair-based exercise went down from five sessions a week to two; lunch went down from two sessions a week to one and there was reduced use of our new minibus.

These are all changes we want to reverse in the coming year, whilst continuing to offer active advocacy to the most vulnerable.

275	number of unique users
94%	felt happier
82%	felt more socially connected
80	older people at Christmas lunch
27	housing support grants secured

### CASE STUDY

Captain John

There aren't many people who can say they've fought in three wars, speak ten languages and helped build the 'wobbly' Millennium Bridge.

But Captain John Cameron Nixon can lay claim to all three. The 93-year-old has been coming to QCCA for nearly a decade, entertaining staff and members with his stories during lunches and trips. But this year, we found a way to get him in front of a larger audience by inviting him to give talks.

So far, he's shared his knowledge on 'The History of the Union Jack' and 'The History of the Railways'. He weaves stories about his own experiences and those of his family whilst passing around personal artifacts for people to see. His talk on the railways was especially personal. He was chief engineer at British Rail in the seventies and eighties and was responsible for the running and maintenance of the InterCity 125 train.

'90% of my talks are about things people don't know about,' he says. 'I like creating something people will be interested in. I get satisfaction from it.'

*'Initially the reason I came here was a social one, to meet people. When you are a single person on your own, it's beneficial to make friends.'*

Captain John's relationship with QCCA started because he wanted to meet people. He's lived in Kentish Town for 40 years, but his family aren't nearby. Now he comes at least once a week because: 'Everybody knows me and they're all on talking terms with me.'

And although he goes to several other community centres in Camden, there are things that especially attract him to QCCA. 'This is very different,' he says. 'It's more informal with a friendly atmosphere. Some centres charge membership fees and charge for events. Others have a religious background. But here, everyone is welcome. It's like an open house.'

### **Food Bank**

We planned to close our Covid foodbank in the summer of 2021, in line with the government's 'roadmap' out of lockdown.

But it quickly became apparent that the end of the pandemic didn't mean the end of people's problems. The cost-of-living crisis was beginning to show itself and many still needed support after months of living off savings or running up household debts.

Although Covid emergency funding ran out in July, foodbank co-ordinator Belinda Rodgers stepped up and ran it unpaid with a small team of volunteers.

## Queen's Crescent Community Association

We helped 60 households throughout the year with food supplied entirely by donation. Individuals and local residents would leave bags of goods at our reception, but the mainstay came from The Felix Project and City Harvest, who delivered excess supermarket products twice a week for us to re-distribute. We managed to make some hot 'Lockdown Lunch' takeaway meals as well with the surplus at the start of the year, cooked once again by our wonderful volunteers.

In December, the foodbank was at the heart of our second ever Christmas appeal. We fundraised and bought food to supply more than 300 hampers for residents. Huge thanks to Mother Carol from St Martin's Church Gospel Oak who added £4000 to the pot from 'Love Christmas'.

As the year closed, plans were being discussed to ensure the longevity of the service. One possibility could see it being spun off as a separate entity, hosted at QCCA until a more suitable venue is found.

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

## The Dome

The Dome has been a backbone of Queen's Crescent life for eight years, used 348 days a year, 9am - 10pm. But this year it's future came under scrutiny.

In November, Camden Council published its Community Vision for Gospel Oak, with three options for the Dome: re- building on its current Weedington Road site; re-locating nearby or positioning it out of the area.

Ahead of what's likely to be another year of consultation, we want to celebrate the many people who use the Dome. QCCA both manages the space and runs free youth, sports and holiday clubs in it with our youth charity partner, GOALYC. In between, it's hired by local organisations such as French school College Francais Bilingue de Londres and disabled theatre group Quite Fantastic.

Four residents' football teams play here each week. This year, it's also been a Covid testing and vaccination centre, the HQ for packing 300 Christmas hampers and screened July's women's European Cup final.

QCCA and GOALYC believe strongly that the Dome needs to stay where it is. In the coming year, we'll be consulting with the council, our community and young people to find out what they think.

348	days open a year
130	fans watching the women's Euro finals
300	Christmas hampers packed

## CASE STUDY

Wednesday FC  
Meet the Wednesday Football Team.

It's not the most original name, but it gets to the heart of what they are about: come rain or come shine, they meet at the Dome every Wednesday evening and have done for six years

'Most of us wouldn't see each other without the football,' says part-time organiser and full-time Uber driver Mohamed Adan. 'It brings people together.'

The Wednesdays are a group of 18 men aged 20 – 40 who all live in Camden, most within walking distance of the Dome. They play in three teams on a 'winner stays on' basis, in their own monthly 'mini-league'. Mohamed is one of five Uber drivers in a squad that also includes council workers and students as well as people on Universal Credit.

They rent the pitches themselves and because not everyone can afford to pay football subs, team-mates will chip in for others when they're having a tough week. But it's the cost of the Dome that makes it sustainable.

## Queen's Crescent Community Association

'We couldn't afford to play without the Dome,' says Mohamed. 'There are some cheaper places, but they are further away and people don't have transport.'

And he says their weekly football is worth every penny.

*'There's nothing to do round here and Camden's a dodgy area so if you don't have a job or you're a student, you don't want to get in with the wrong crowd. A lot of the players say this is the only thing they look forward to all week.'*

### Youth Service

There was a huge appetite for getting out of the house, getting active and reconnecting with friends after Covid. In fact the youth service saw a 109% increase in membership year-on-year across the period.

Much of the growth was anchored by an exciting sports programme, well-funded holiday clubs and a drive to encourage more girls into the Dome.

88% of all youth club members have taken part in sport this year. 152 young people had places at our free holiday clubs and we launched a new girls'-only session which is becoming one of the most popular things we do.

Normal service was resumed at the start of the year, with minimal Omicron restrictions ending in January 2022.

Our first Easter camp in two years was over-subscribed and our full programme of in-person activities was in full swing by May 2021, including two core seniors club nights and one for juniors. Junior sessions have been particularly popular, with significant growth amongst 8-12-year-olds where parent engagement is strong. We've promoted both youth and general QCCA services by WhatsApp and email groups with mums, dads and carers.

Sport anchored everything, driven by the enthusiasm of sports development co-ordinator Frances White in her first full year. 10 out of our 14 youth sessions a week involved sport of some kind, with football and cricket continuing to be popular and a new juniors basketball team and tennis lessons. Our gym had a refurbishment and re-opened to members aged 14+ in September.

Our boys' football teams under senior youth worker Triston Thomas also had a good year. Our seniors Pathways squad from the Pathways project we run with NW5 Project and Maiden Lane Community Centre finished third in the London Youth Football Festival in February. They also won the London Youth Woodrow Wellbeing cup in March. Our juniors team won silver at the London Youth Football Festival.

The boxing and mentoring programme Off the Hook – run on behalf of our youth service partner GOALYC – went from strength-to-strength in its second year. GOALYC and QCCA together with the Metropolitan police ran three terms with 41 at risk young people, gaining 128 AQA's in subjects like boxing, stop and search and communicating ideas. Workshops were delivered with help from partners such as the lifesaving skills charity YourStance, positive relationships charity Let Me Know and sexual health clinic the Brook Centre.

Off the Hook was one of several activities which we encouraged girls to join. After the first term attracted only boys, we had our first girls sign up in March. 23 girls attended throughout the year. Aware of the need to support girls more broadly, we re-launched our general girls'-only group in April for 10–16 year olds.

Combining fun youth club activities with something more active, there have been tasters in more than ten sports including Zumba, tennis and street dance. No-one has (yet) refused to take part, even though 75% of our girls' group don't do sport anywhere else, including at school. The club had between 20-24 users each month.

We've also worked hard to recruit more female staff including sports trainer Sarah Bou-Abbache. A Muslim herself, she's helped us make links with other young Muslim women who are now coming to the Dome, some for the first time.

## Queen's Crescent Community Association

Most of this was delivered at a time of change. We were without a youth service manager for the last quarter of the year, but our youth team remained stable and continued to run a quality service with young people at its heart.

Our aims for the next year include re-starting our Inbetweeners group to help 10-14-year-olds into seniors' youth club; re-opening our sound studio and helping young people develop tools so that they can research and campaign for positive change.

455	unique users
6,519	attendances
88%	of users played sport
400	played sport
152	young people signed up for holiday clubs
128	AQA qualifications gained

### Nurseries

It was a good year for our two not-for-profit nurseries. Parents returned to work after Covid and local demand was driven by the closure of three competitor nurseries close to the two sites. As a result, enrolment was strong – especially at Caversham - leading to an increase of 15% in income and giving us the opportunity to invest in the infrastructure of each building.

### Caversham Nursery

Caversham Nursery saw numbers rise by a third, with 28 children registered across the year compared to 21 last year.

The loosening of Covid restrictions helped boost enrolment, with government rules lifted in January. Until then, there were a few minor disruptions. The nursery's graduation ceremony in July 2021 had to be held in the garden after a family tested positive for Covid. And Omicron meant that the Christmas nativity play was watched online by parents.

But by March 2022, things were back to normal. Parents and children finally celebrated together at a Mother's Day party, complete with cakes and cards made by the children. In classrooms, the emphasis continued to be on creativity and one-to-one support. Themes were set each term and covered 'All About Me', 'Transport' and 'People Who Help Us.'

Outdoor activities got a boost when the building's two gardens were re-landscaped with new turf and revamped play equipment. Children helped plant pear, apple and plum trees in the autumn, secured by Caversham's deputy manager Elisabeth Sather, who volunteers for a gardening charity in her spare time.

The nursery also received blackcurrant bushes as a gift from a family whose children had attended Caversham.

A lot of thought was put into helping children with additional needs. All staff benefitted from training in Makaton sign language and advanced teaching techniques including Special Time and Bucket Time. And although initiated to support a handful of children with special needs, the additional skills benefited all students. One mum whose child goes to the nursery says: 'My daughter's journey at Caversham has been exceptional. The staff worked tirelessly to ensure they met the needs of every single child, getting to know each as an individual, building on their strengths, supporting their weaknesses and encouraging growth. My daughter's made memories that will last a lifetime.'

Next year the nursery sees the potential to build capacity further, depending on recruiting quality staff in a difficult labour market.

28	children registered
8	children with free childcare

## Queen's Crescent Community Association

### Holly Lodge Nursery

Holly Lodge Nursery continued to build a special connection with its community. Based in the heart of Highgate's Holly Lodge estate and open during term-times, a sizeable number of new children this year came through personal recommendation from local residents.

Overall, registration numbers were slightly down, but still high at 33 across the year compared to 35 the previous year.

Parental involvement stands out as something the nursery does well. Mums and dads were encouraged to talk to staff about anything that concerned them, in a 'whole family' approach. They were also asked to give feedback on the curriculum, which fed into forward planning.

Also outstanding was the nursery's food, which received praise throughout the year from parents, carers and staff. The colourful, healthy lunches and teas are freshly-cooked each day by Holly Lodge's in-house cook, Eden Timerga.

The first half of the year saw some light-touch Covid restrictions remaining.

Parents still dropped off their children outside while doors stayed open and mechanical ventilators remained in use. Graduation in July was live-streamed so that parents could watch. By Christmas, however, even Omicron could not dim the appetite for a nativity play, the nursery staged a live performance. Children were allowed to have one guest each. By January, like its sister Caversham Nursery, all restrictions were lifted.

In the classroom, weekly lesson themes were published a term in advance to allow teachers to plan. There were special activities around Black History Month in October and a 'Let's Get Creative' day where parents were invited in to make art with their children.

Staff took the teaching experience outside whenever possible. Teachers and children particularly enjoyed joining forces with local residents in the autumn to plant trees around the estate for Remembrance Day.

It was also the year that Ofsted awarded Holly Lodge a rating of 'Good'. It praised staff for helping children 'get the best start in their early education' and developing independence.

33	children registered
7,600	freshly-cooked meals annually
GOOD	new Ofsted rating

### Thank You

After the worst of the Covid emergency was over, people might have assumed their help wasn't needed. But the opposite was true. We'd like to sign off this year with a snapshot of a few individuals and organisations that represent the many.

Thank you to the well-known local residents who stepped forward to offer their support without charge. Photographer Rankin has been a friend to QCCA in the past but generously gave over his Kentish Town studio for the day to welcome our older people and take their portraits in September.

Uli Meyer, the acclaimed director and animator behind 'Who Framed Roger Rabbit', became a very familiar figure around Queen's Crescent for four months over the winter, shooting and editing our first ever promotional film.

Sir Michael Palin did us a huge favour by agreeing to present and narrate the film during a flying visit to London in between making a television series in Iraq.

And QCCA foodbank volunteer Lindsay Mackie warmly offered her home and hospitality for the film's launch, hosted by her husband Alan Rusbridger, former editor of the Guardian and guest speaker Alastair Campbell, Tony Blair's former director of communications and strategy.

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

Grant-givers continued to back the work we do in a sector where demands are higher than ever. Last year, we were particularly grateful to the organisations that gave us money to keep our older people's service open for two years: the Masonic Charitable Foundation, the Mercers' Company and City Bridge Trust.

Hearty thanks as well to our corporate partner, Neuberger Berman, who continues to donate to keep our work going, while sending a steady stream of good-humoured volunteers our way.

And finally, to Camden Council, for its manifold support but especially this year's Community Infrastructure Levy (CiL) funding when we needed a new minibus. We were delighted to take delivery of our shiny new ULEZ-compliant vehicle at the start of 2022.

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

### **Future Developments**

We find the organisation at another turning point after successfully surviving the pandemic. We've come out of it proudly to have supported thousands of Camden residents, particularly those living in Gospel Oak and Haverstock, during their hours of need with our Fight C19 programme. The priority for the community has significantly shifted to socially, mentally, physically and financially recovering from the aftermath of the pandemic. Some residents remain hesitant, particularly those vulnerable, while 33% of the population in Camden remain unvaccinated. We have a lot of work to do.

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

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

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

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

### **Financial Reserves Policy**

QCCA seeks to have sufficient free reserves to allow it to cover known liabilities and contingencies. In March 2022, our Free Reserves were £729k (Free Reserves being defined as unrestricted reserves less unrestricted tangible fixed assets) which is sufficient to cover our estimated winding-up costs.

For the year ending March 2023, the trustees intend to increase the existing reserve policy to target a Free Reserve of approximately six months of working capital or c. 50% of the expected annual revenue of the Association. Based on our working capital and estimated turnover for 2023, we are targeting £650k - 700k as a free reserve. We anticipate a significant increase in the cost of the utilities across four of the premises when our existing fixed-term contract expires. The board also discussed the need to designate reasonable funds to cover shortfalls in funding to meet the living cost crises and the minimum wage increase by 9.7% to ensure staff retention.

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

### **Risk Management**

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

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

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

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

### **Public benefit**

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

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

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

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

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

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

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

## Queen's Crescent Community Association

### Statement of representation to the auditors

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

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

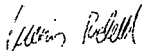
A resolution proposing the reappointment of Hamilton Coopers as auditors will be put to the annual general meeting.

### Method of preparation of accounts

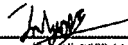
These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Dec 15, 2022

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



Lucian Randall  
Chair and Trustee

  
James Lyons 15/12/2022 14:51 GMT

James Lyons  
Chair of Finance Committee and Trustee

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

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

We have audited the financial statements of Queen's Crescent Community Association for the year ended 31 March 2022 which comprise of the statement of financial activities, the balance sheets and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

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

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

#### **Basis of opinion**

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

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

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

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

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

#### **Other information**

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

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

We have nothing to report in this regard.

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

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

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

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

### **Responsibilities of trustees**

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

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

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

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

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

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

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

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

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

## Queen's Crescent Community Association

Audit procedures performed by the engagement team included:

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

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

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

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

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

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

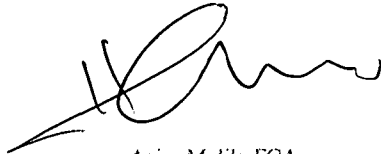
### **Queen's Crescent Community Association**

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

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

### **Use of our report**

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



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



66 Earl Street  
Maidstone  
Kent ME14 1PS

Date:

15/12/2022

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

Queen's Crescent Community Association

Statement of Financial Activities (including consolidated income and expenditure account)  
for the year ended 31 March 2022

		Unrestricted Funds	Designated Funds	Restricted Funds	Total Funds	Last Year Total Funds
Notes	✓	2022 £	2022 £	2022 £	2022 £	2021 £
<b>Incoming resources:</b>						
<i>Incoming resources from generating funds</i>						
		331,232		265,677	596,909	581,954
		708,594		-	708,594	837,522
<b>Total incoming resources</b>	<b>4</b>	<b>1,039,826</b>	<b>-</b>	<b>265,677</b>	<b>1,305,503</b>	<b>1,419,476</b>
<b>Resources expended</b>						
<b>Resources expended:</b>						
	<b>5</b>	352,532		1,103	353,635	299,744
		541,384		197,914	739,298	733,563
		893,916	-	199,017	1,092,933	1,033,307
	<b>5</b>	5,458	-	-	5,458	14,947
		-		-	-	-
<b>Total resources expended</b>		<b>899,374</b>	<b>-</b>	<b>199,017</b>	<b>1,098,391</b>	<b>1,048,254</b>
<b>Net Incoming/(expenditure)</b>		<b>140,452</b>	<b>-</b>	<b>66,660</b>	<b>207,112</b>	<b>371,222</b>
<b>Transfers between funds</b>		<b>47,062</b>		<b>(47,062)</b>	<b>-</b>	
<b>Net movement in the funds</b>		<b>187,514</b>	<b>-</b>	<b>19,598</b>	<b>207,112</b>	<b>371,222</b>
<b>Net movement in funds</b>		<b>187,514</b>	<b>-</b>	<b>19,598</b>	<b>207,112</b>	<b>371,222</b>
<b>Reconciliation of funds</b>						
<i>Total funds brought forward</i>	<b>11</b>	<b>574,471</b>	<b>20,000</b>	<b>168,781</b>	<b>763,252</b>	<b>392,030</b>
<b>Total Funds carried forward</b>	<b>11</b>	<b>761,985</b>	<b>20,000</b>	<b>188,379</b>	<b>970,364</b>	<b>763,252</b>

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

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

Queen's Crescent Community Association

Company Number 04393769

Balance Sheet

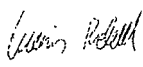
as at 31 March 2022

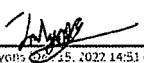
	Notes	2022		2021	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	8		33,412		24,648
<b>Current assets</b>					
Debtors	9	165,767		195,303	
Cash at bank and in hand		<u>1,055,226</u>		<u>785,102</u>	
<b>Total current assets</b>		<u>1,220,993</u>		<u>980,405</u>	
<b>Creditors:-</b>					
amounts due within one year	10	(284,041)		(241,801)	
<b>Net current assets/liabilities</b>			<u>936,952</u>		<u>738,604</u>
<b>Total assets less current liabilities</b>			<u>970,364</u>		<u>763,252</u>
<b>Net assets</b>			<u>970,364</u>		<u>763,252</u>
<b>The funds of the charity:</b>					
Unrestricted funds	12	761,985		574,471	
Designated funds	12	20,000		20,000	
Restricted funds	12	188,379		168,781	
<b>Total charity funds</b>			<u>970,364</u>		<u>763,252</u>

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

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

Approved by the trustees and authorised for issue on Dec 15, 2022

  
Lucian Randall  
Chair and Trustee

  
James Lyons  
Chair of Finance Committee and Trustee

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

**Queen's Crescent Community Association**

**Cash Flow Statement  
for the year ended 31 March 2022**

	2022 £	2021 £
<b>Cash generated from operations</b>		
Net operating funds	207,112	371,222
Reconciliation to cash generated from operations:		
Depreciation	26,273	8,217
Decrease/(increase) in debtors	29,536	(45,172)
Increase in creditors	37,434	73,184
	<u>300,355</u>	<u>407,451</u>
<b>Cash from other sources</b>		
	<u>-</u>	<u>-</u>
<b>Application of cash</b>		
Purchase of tangible fixed assets	(35,037)	(12,464)
	<u>(35,037)</u>	<u>(12,464)</u>
<b>Net increase in cash</b>	265,318	394,987
Cash at bank and in hand less overdrafts at 1 April	<u>778,595</u>	<u>383,608</u>
<b>Cash at bank and in hand less overdrafts at 31 March</b>	<u>1,043,913</u>	<u>778,595</u>
<b>Consisting of:</b>		
Cash at bank and in hand	1,055,226	785,102
Overdrafts	(11,313)	(6,507)
	<u>1,043,913</u>	<u>778,595</u>
<b>Major non-cash transactions</b>		
Capital value of new finance lease arrangements	<u>-</u>	<u>-</u>

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**

**Accounting policies**

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

Accounting convention

Basis of preparation and assessment of going concern:

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The trustees consider that there are no material uncertainties about the Association's ability to continue as a going concern.

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

Reconciliation with previous Generally Accepted Accounting Practice

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

Incoming Resources

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

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

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

Income from charitable activities includes primary purpose trading

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

Interest receivable

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

Fund accounting

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

Expenditure recognition

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

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**  
the applicable expenditure headings.

Allocation of support costs

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

Expenditure and irrecoverable VAT

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

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

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

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

Fixed assets and depreciation

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

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

Debtors

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

Cash at bank and in hand

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

Creditors, deferrals and provisions

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

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

Pension

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

**2 Legal status of the Society**

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

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

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

Queen's Crescent Community Association  
Notes to the Accounts  
for the year ended 31 March 2022

4 Raising funds

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	2022	2022	2022	2021
	£	£	£	£
<b>Incoming resources</b>				
<b>Grants, contracts and donations</b>				
Core funding - LBC	100,000	-	100,000	100,000
Youth Club	-	144,843	144,843	152,727
Older people service activities	-	120,834	120,834	32,068
Other grants & donations	231,232	-	231,232	297,159
	<u>331,232</u>	<u>265,677</u>	<u>596,909</u>	<u>581,954</u>
<b>Trading activities</b>				
Income from rent and room hire	188,831	-	188,831	93,156
Nursery income	515,491	-	515,491	636,790
Other income & charges	4,272	-	4,272	107,576
	<u>708,594</u>	<u>-</u>	<u>708,594</u>	<u>837,522</u>
<b>Investments</b>				
Interest income	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total</b>	<u>1,039,826</u>	<u>265,677</u>	<u>1,305,503</u>	<u>1,419,476</u>

Queen's Crescent Community Association  
Notes to the Accounts  
for the year ended 31 March 2022

5 Charitable Activities Costs

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	2022	2022	2022	2021
	£	£	£	£
<b>Resources expended</b>				
<b>Cost of generating voluntary income</b>				
DBS check	1,824		1,824	1,616
Marketing and publicity	3,769	1,103	4,872	914
Management & Administration	290,620		290,620	280,890
LBC Rent	56,319		56,319	16,324
	<u>352,532</u>	<u>1,103</u>	<u>353,635</u>	<u>299,744</u>
<b>Charitable activities</b>				
Activity costs	34,468	54,283	88,751	142,001
CCC Partnership activities		27,000	27,000	12,813
Youth service activities	63,982	48,886	112,868	120,533
Older people service activities		53,101	53,101	63,777
Children services activities	242,654		242,654	235,384
Premises & office cost	145,061		145,061	124,451
Other costs	32,537	11,054	43,591	26,388
Depreciation	22,682	3,590	26,272	8,216
	<u>541,384</u>	<u>197,914</u>	<u>739,298</u>	<u>733,563</u>
Governance costs	5,458	-	5,458	14,947
Other resources expended				
	<u>5,458</u>	<u>-</u>	<u>5,458</u>	<u>14,947</u>
<b>Total resources expended</b>	<u><b>899,374</b></u>	<u><b>199,017</b></u>	<u><b>1,098,391</b></u>	<u><b>1,048,254</b></u>

The association's premises are owned by London Borough of Camden. These premises are occupied under an 20 year lease agreement, with a combined premises rent of two sites of £56,319 (2021: £16,234) is payable to the landlord and the Association is responsible for the upkeep of the premises.

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**

<b>6</b>	<b><i>Staff Costs and Emoluments</i></b>	<b>2022</b>	<b>2021</b>
		<b>£</b>	<b>£</b>
	Gross Salaries	622,087	572,010
	Employer's National Insurance	41,273	37,913
	Pension Contributions	15,004	13,313
		<u>678,364</u>	<u>623,236</u>
	<b>Numbers of full time employees or full time equivalents</b>	<b>2022</b>	<b>2021</b>
	Catering	1	1
	Nursery	22	20
	Youth worker	6	6
	Gym	1	1
	Engaged on management and administration	12	11
		<u>42</u>	<u>39</u>

There were no fees or other remuneration paid to the trustees

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

**7** ***Trustees' Remuneration***

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

Queen's Crescent Community Association  
Notes to the Accounts  
for the year ended 31 March 2022

8 *Tangible functional fixed assets*

	Leasehold Land and Buildings £	Plant, Machinery & Vehicles £	Motor Vehicles £	Total £
<b>Asset cost, valuation or revalued amount</b>				
At 1 April 2021	745,944	202,920	17,750	966,614
Additions	-	-	35,037	35,037
At 31 March 2022	<u>745,944</u>	<u>202,920</u>	<u>52,787</u>	<u>1,001,651</u>
<b>Accumulated depreciation and impairment provisions</b>				
At 1 April 2021	744,938	180,226	16,802	941,966
Charge for the year	1,006	15,559	9,708	26,273
At 31 March 2022	<u>745,944</u>	<u>195,785</u>	<u>26,510</u>	<u>968,239</u>
<b>Net book value</b>				
At 31 March 2022	<u>-</u>	<u>7,135</u>	<u>26,277</u>	<u>33,412</u>
At 31 March 2021	<u>1,006</u>	<u>22,694</u>	<u>948</u>	<u>24,648</u>

9 *Debtors*

	2022 £	2021 £
Trade debtors	165,767	195,303

10 *Creditors: amounts falling due within one year*

	2022 £	2021 £
Bank loans and overdrafts	11,313	6,507
Trade creditors	24,402	20,279
Accrued expenses	17,242	3,240
Taxation creditors	22,181	13,457
Other Creditors	50,505	63,843
Deferred income and grants in advance	158,398	134,475
	<u>284,041</u>	<u>241,801</u>

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**

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

	Unrestricted funds	Designated funds	Restricted funds
	£	£	£
Balance as at 1st April 2021	574,471	20,000	168,781
Incoming resources	1,039,826	-	265,677
Resources expended	(899,374)	-	(199,017)
Net transfers between funds	47,062	-	(47,062)
<b>Balance as at 31 March 2022</b>	<b>761,985</b>	<b>20,000</b>	<b>188,379</b>

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

	Unrestricted funds	Designated funds	Restricted funds	Total Funds
	£	£	£	£
<b>At 31 March 2022</b>				
Tangible Fixed Assets	32,639	-	773	33,412
Current Assets	854,967	20,000	346,026	1,220,993
Current Liabilities	(125,621)	-	(158,420)	(284,041)
	<u>761,985</u>	<u>20,000</u>	<u>188,379</u>	<u>970,364</u>
<b>At 1 April 2021</b>				
Tangible Fixed Assets	21,458	-	3,190	24,648
Current Assets	706,473	20,000	253,932	980,405
Current Liabilities	(153,460)	-	(88,341)	(241,801)
	<u>574,471</u>	<u>20,000</u>	<u>168,781</u>	<u>763,252</u>

The individual funds included above are :-

	Funds at 2021	Movements in Funds as below	Transfers Between funds	Funds at 2022
	£	£	£	£
Youth Services	158,425	7,937	(49,366)	116,996
Cultural and Environment	6,420	-	(6,420)	-
Older people services	3,936	58,723	8,724	71,383
	<u>168,781</u>	<u>66,660</u>	<u>(47,062)</u>	<u>188,379</u>
Designated funds	20,000	-	-	20,000
Unrestricted reserve	<u>574,471</u>	<u>140,452</u>	<u>47,062</u>	<u>761,985</u>
	<u>763,252</u>	<u>207,112</u>	<u>-</u>	<u>970,364</u>

**Queen's Crescent Community Association**  
**Notes to the Accounts**  
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Analysis of movements in funds as shown in the table above

	Incoming Resources £	Outgoing Resources £	Gains & Losses £	Movement in funds £
Youth Services	144,843	136,906	-	7,937
Cultural and Environment	-	-	-	-
Older people services	120,834	62,111	-	58,723
Unrestricted income	1,039,826	899,374	-	140,452
	<u>1,305,503</u>	<u>1,098,391</u>	<u>-</u>	<u>207,112</u>

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

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

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

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

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

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

**14 Financial Instruments**

Carrying amount of financial assets	2022 £	2021 £
Financial assets measured at amortized cost	165,767	195,303
Financial liabilities measured at amortized cost	24,402	20,279

**15 Other information**

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

