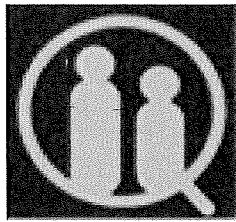


Registered Charity Number

1096655

Registered Company Number

04393769



Queen's Crescent

Community Association

(A company limited by guarantee)

CCA

Empowering communities by providing a lifetime of support

Report and Accounts

for the year ended

31 March 2020



Prepared by
Hamilton Coopers
Chartered Accountants
66 Earl Street
Maidstone
Kent ME14 1PS

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 James Lyons Jessica Lowe Barbara Smith 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 2020

The trustees present their annual report and accounts for the year ended 31st March 2020.

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 2020

Trustees induction and training

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

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

Organisational Structure

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

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

Chair's report

When the pandemic hit in March 2020, it was evident that QCCA needed to respond with lightning speed to the entirely unprecedented situation. And the organisation has not disappointed, with all staff and volunteers showing quite extraordinary determination, resilience and ingenuity in refocusing their fire power on new priorities. They had just days to turn around provisions for local needs that in normal times might take months if not years to redraft. The community association cemented itself even more firmly in the heart of the area, changing everything around to provide hundreds of meals every week to those affected by Covid-19. In November, Channel 4 News ran a lengthy feature on QCCA's role in the fight against food poverty. No surprise, then, that the organisation was also nominated in this year's Queen's Awards for Voluntary Services.

QCCA has remained committed to providing or returning its core services to the local community despite all the upheavals and difficulties. The two nurseries were re-opened as soon as restrictions were altered and with planning permission secured on the site of the Dome for fifteen years, QCCA has further extended its roots in Camden.

Hope has now appeared on the horizon that the year 2021 will be less dominated by the immediate global health crisis and, whatever happens, QCCA will still be here to address the needs of everyone who has come to rely on it and each other in the area. Young people at risk of becoming drawn into gangs; those looking to move into training and work; older people who take part in the activities and join QCCA for meals - as the community begins to return to some kind of normality, the organisation's core responsibilities have not changed. Despite the unique challenges of 2020, QCCA faces the decade in stronger shape than ever.

The report from each department highlights the summary of events and successes for year ending March 2020:

Queen's Crescent Community Association
The report of the trustees for the year ended 31 March 2020

Older People Services

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

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

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

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

The Older People's Services registered 135 new members in this financial year, 58% of whom were 75+. Members took part in a wide range of activities such as chair based exercises, yoga, coffee mornings, drama, art, tapestry, sewing, bingo, lunches, gardening, shopping, minibus service, outings, 60+ gym, bingo and reflexology and the OPS ran twenty-one sessions a week. All the activities were very popular, and helped to improve members' physical and emotional wellbeing. The drama group had the opportunity to take part in monthly live broadcasts for K2K radio, a community radio station based in Kilburn and had great success with their play readings. The monthly social lunches with live entertainment attracted lots of members, especially the Robbie Burns lunch in January and the high tea for St. Valentine's, and the chair based exercise sessions, reflexology sessions and gym are always popular as so many people find them beneficial for their health, improving overall mobility and flexibility. Since the project started in May 2018, the service has really developed and QCCA is now on the map for older people as a place to go to, where they will be made welcome and have fun!

Case study

JS is 73 years old, he is an artist, a teacher and a writer, and someone who is recovering from a stroke and a serious fall. He sent a very positive letter, thanking QCCA, for saving his life and giving him the opportunity to transform his mundane existence into something productive.

In his own words he says *"Invited to have lunch, I arrived to find a feast with many happy service users enjoying a healthy Mediterranean diet. Followed by exercises designed to loosen the limbs and thought it an ideal place to contribute my skills as an artist and teacher"*. The Older People Services Coordinator took him up on his offer to teach art and he now runs a weekly art class.

He is very passionate about his teaching and it has been great to see the group rapport. He also benefits from the minibus service, as he is picked up by the minibus for the class and stays on for lunch afterwards. He also goes on the monthly outings and attends the gym once a week to do exercises to strengthen his arms and legs, following a personal fitness programme designed by the QCCA fitness instructor. He has made improvements in his mobility through using the gym and this has given him hope that he can make some recovery.

He has been attending the Centre since August 2019 and in that time, he has become so much more confident and positive about life. For an artist, it must be especially hard to lose mobility in your arms and not be able to paint freely. He himself considers that his own parlous condition has prospered beyond all expectations.

Queen's Crescent Community Association
The report of the trustees for the year ended 31 March 2020

Camden Health Kick

Camden Health Kick firmly established itself within Gospel Oak since January 2017, as an intergenerational, user led health and wellbeing service. Through partnership working it has reinforced the need for 'grass roots' intergenerational family focused sports and fitness activities in local community settings.

The project directly tackles specific health emergencies identified in Camden's Joint Health and Well-being Strategy. It has fully achieved its initial brief of improving the health and well-being of Camden families. Through reducing client isolation, teaching skills and improving their knowledge of how to maintain health and fitness, families are now living healthier, more active lives.

The project has, in it's fourth year, proved successful in creating a GP referral pathway with Camden's health practitioners. Further enhancing the 'wrap around' support, patients requiring motivation and education on nutrition and fitness receive. Those referred, require lifestyle alternations to reduce the serious health risks associated with obesity and sedentary lives.

Camden Health Kick has over 1065 clients registered and is 'user led'. These individuals are essential in shaping the activity content, project impact and performance. Quarterly client feedback and project evaluation is collected, analysed then used to shape workshop and session topics to ensure the program meets the needs of the local community in familiar, friendly and non-judgmental environments.

Client feedback data:

- 74% of people reported higher feelings of satisfaction with their general health.
- 86% of people reported feeling more integrated within the local community, and their families.
- 79% of people participating on healthy cooking sessions stated feeling more informed about maintaining a healthy nutritional lifestyle for themselves and their family.
- 79% of our members stated their outdoor physical activity has increased.

Volunteer Health Champions were recruited to spread the word in their communities, distribute promotional flyers and support clients attending workshops. The volunteers targeted local Primary Schools, Children's Centers and Mosques to encourage participation and promote CHK's health and fitness message.

Health & Wellbeing Workshop Delivery:

Camden Health Kick delivered 20 family focused workshops. The project worked in collaboration with many external voluntary sector and statutory colleagues to deliver much needed advice and support to those living in Gospel Oak and beyond.

Successful partnership working with local and national agencies meant that users were well informed on specific health conditions by 'health professionals' about local and national health emergency topics from Cancer Awareness to Mental health support.

A total of 173 attended the workshop.

Health & Wellbeing Activities Delivery:

Number of activity sessions delivered through sites including Castlehaven Community Centre, The Dome, and Kentish Town City Farm. Session delivery throughout 2019- 2020 comprised of various family focused sports, dance/fitness and healthy cooking' activities. Other activities included gardening and creative/art workshops designed to encourage intergenerational engagement and family bonding.

A total of 3,131 clients supported through Health & Well-being activities across all sites

Queen's Crescent Community Association
The report of the trustees for the year ended 31 March 2020

QCCA Gymnasium

The community gym is an integral part of Gospel Oak's health and fitness. The gym membership offers an initial fitness and health assessment and induction from a qualified fitness instructor. The gym provides older people, in recovery from long-term health conditions with 'one to one' therapeutic support to aid recovery. 'Female only' fitness sessions are available in twice weekly blocks, for those women who feel uncomfortable sharing their gym time in mixed groups. The gym is open to all, Monday - Friday from 10 am - 6pm. New members registering for fitness reached 400 (unique members) this year alone. The attendees vary in age, gender and ethnicity. Total gym clients registered to date: 400. Total GYM visits to date: 870

Camden Health Kick's overall delivery total has reached 4,174 actual attendances for health and awareness workshops, outreach, sports, Gym and healthy cooking activity sessions across all sites.

Youth Services

We have been delivering youth work in Queen's Crescent and Gospel Oak for over a decade. We continue to engage with young people, providing a wide range of fun and free activities out of school hours. The young people accessing our services, are predominately from the local surrounding estates.

The youth service had an attendance footfall of 4,458 between April 2019 and the 16th March 2020, when we closed due to Lockdown Restrictions. Only 25% (1,102) of our footfall is made up of Girls and Young Women. Our Youth Services attendance footfall was a healthy balance of under 14's (51%) and 14-19's (49% 2,187). Enabling us to work with young people at key milestones in their personal and social development.

We have started a new partnership with Maiden Lane Community Centre and NW5 Project called Pathways. We will deliver 3 workshops a term, weekly joint football session and a trip every half term. The Pathways project is designed to break down barriers between the local areas, helping to combat the local postcode boundaries the young people feel constrained by.

For Summer 2019, we delivered 6 weeks of free fun activities for young people aimed at 8-13 year olds to help keep them off the streets during the long school holidays. This include trips to Chessington Zoo, the London Dungeon and a treasure hunt around London. On the final day, we had 50 young people attend a celebration party. There was a BBQ, inflatable games and rides held at the Dome Youth Club.

"It's been nice coming here instead of sitting at home doing nothing," Fabbihah (13)

"We've not been on holiday this year, but there's been lots to do here. It's been fun." Lola (14)

The Multi sports and fitness programme includes:

- Football, cricket, tennis, dodgeball, basketball, parkour, gymnastics, trampolining, badminton and many more
- We encourage young people who do not normally engage in physical activity by offering a variety of sports
- Run gym sessions with a qualified personal trainer twice a week
- Work with partner organisations to offer more sports and a pathway to reach higher levels in those sports.

We are working on the following outcomes:

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

Queen's Crescent Community Association
The report of the trustees for the year ended 31 March 2020

- Young people are more engaged in their communities.

Example of Key Achievements from one of many projects:

- 6 young people achieved the Jack Petchey Leaders Award.
- 12 Young people achieved one day, First Aid certificates.
- 6 Young people achieved level 2 Food Hygiene Safety certificates.
- 4 Young people completed the Tennis activators course.
- The Dome Youth Club participated and won the London Youth 5-a-side Football tournament in the 12-14 age range.
- QCCA, worked in partnership with GOALYC to create and produce a short film on Knife Crime awareness funded by MOPAC, Violence Reduction Unit.
- Part of the Partnership Project, with Maiden Lane Community Centre and NW5 Project we went on a joint project to 'Flipout' a Trampoline Park to break down barriers between the local areas. This was a good success, many felt that it was good opportunity to mix with others without worrying about where they were from.
- Around 60% of the young people who participated in our summer programme were new to QCCA's youth services.
- We have secured two multi-year funding for Youth Service Manager's Post and Camden Youth Service, in partnership with Maiden Lane Community Centre.

Youth Services, Average Term time Weekly program

Mondays	13-19 Years	Drop in, Football, Music Studio, Gym
Wednesdays	8-13 Years	Drop in, Badminton, Tennis, Basketball,
Thursdays	10-14 Years	Drop in, Football, Music Studio, Gym
Fridays	13-19 Years	Drop in, Football, Music Studio, Gym

Caversham Nursery

We had 28 children on roll including Preschool and Toddlers of which, five CAF referrals were made to Camden referral team to support implementing IEP's. Three claimed CLIF to support their needs. We re-opened the baby room this year, starting with 6 babies. Since last year we have taken on 4 Apprentices. They received on the job training and confidence while successfully completing an NVQ Level three 3 course in childcare. They also completed other courses and received certification in COSHH, First Aid, Food & Hygiene and Safeguarding.

Our Interactive board is used to promote children's ICT skills. It was handy for our Christmas rehearsal this year. Children receive fun, exciting and rich learning where they can explore the nursery through their imagination. Since Salwa Duncan (Nursery Manager) started in January 2020, she introduced the forest school ideology with in the planning. Children can explore nature and get their hands dirty by gardening, digging and using recycled resources to be creative. Sadly due to Covid-19 we had to close our setting but our services never stopped.

The nursery was inspected by Ofsted in November 2018 and achieved an overall 'Good' rating.

Queen's Crescent Community Association
The report of the trustees for the year ended 31 March 2020

Parents Feedback from daynurseries.co.uk

Review: *"My son has been going to Caversham since he was 11 months old. He very much enjoys his time each week at Caversham and has lots of fun. Staff are incredibly friendly, caring and warm. We are very happy with the nursery and the staff."*

Review: *"Excellent nursery. Couldn't get better staff if you tried. My son loves it there; can't wait till get there and doesn't want to leave. Very clean and you can tell the staff absolutely love the children."*

Review: *"My daughter has been going here since she was 9 months, and now that she's 2 and 1/2 year old she is still the happiest person when she arrives there. She's bright and smiley, proud of her nursery and of her loving carers. And I am the happiest mum, since the management is the most helpful, flexible and lovely I have ever met, and I know my daughter couldn't be in better hands"*

Holly Lodge Nursery

The nursery is open from 8am to 6pm during term time only. The nursery provides funded Early Years education for two, three and four year-old children. .

Key achievements:

- Providing Education to 66 Children across both settings.
- Networking across Camden (including Inclusive Intervention Team, Bucket Time Demonstrations.)
- Integrating 8 Adults and School Leavers in Further Education
- SEN support for 18 children across both settings
- Working Parent Partnership using Tapestry.
- Both settings achieved GOOD Ofsted (2018/2019)

Feedback from parents this year captures our success and performance at Holly Lodge Nursery:
"Holly Lodge is wonderful - my daughter loves it so much she gets upset when we leave. The staff are kind and involved, and my daughter formed a strong attachment to them in a very short period. There are lots of fun activities for learning that vary every day. The staff give thorough updates regularly, and they seem to genuinely care about my daughter and the other children, relating sweet anecdotes about everyone at the end of the day. It's a happy, homely daycare - I couldn't recommend it enough!"

"Our family really likes this nursery and we have recommended it to our friends. Our kids enjoy going there. The staff is very kind and attentive to kids and parents. The nursery provides parents meetings that are very helpful by sharing their experience with parents. The Tapestry is an excellent idea in which we can follow our child's (son) achievements. Thank you"

"Holly Lodge is a fantastic nursery. Very caring staff, clean, kids all happy, always stimulated, age-appropriate activities. My child has made amazing mental and social developments. This nursery is very nurturing. Couldn't be happier with Holly Lodge"

"Really pleased we found this nursery. The staff are not only knowledgeable but lovely kind people who always seem happy to help. Our son loves it there and has thrived in their care. The only downside is that they are only open term time but they happily accommodated my son in their other setting so wasn't a huge problem for me. (but could be depending on your location/child.)"

"For the first 3 months, our son has progressed significantly. All my friends noticed his wonderful development. The nursery features excellent staff and management, kind attitude to children, friendship, atmosphere and the most flexible schedule. After the nursery, my son has never been hungry or upset. He is always changed on time and looks tidy, however, during the day he does lots of different activities including water and sand. This is not a crowded place, there is no traffic or any annoying sounds and hidden in a beautiful village - I like it very much. If I were a baby, I would want to go to this nursery. I have already recommended this nursery to my friends."

Queen's Crescent Community Association
The report of the trustees for the year ended 31 March 2020

Future Developments

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

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

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

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

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

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

Financial Reserves Policy

QCCA seeks to have sufficient free reserves to allow it to cover for known liabilities as well as contingencies for unforeseen events. The Board believe that the risk level to QCCA, and the charity sector in general, has significantly increased due to Covid-19. This is both from the short-term restrictions on our activities as well as longer term impacts to the wider economy. Coupled with those challenges, the Board believe that the impact of Brexit on charities will also make fundraising more competitive.

The Board have agreed that our reserves should increase to recognise the increased risk and uncertainty of the current environment. Our Free Reserves (being defined as unrestricted reserves less unrestricted tangible fixed assets) at March 2020 were £283k (March 2019: £219k) which was within our target range of £250-270k. Our current reserve policy is to have c. 25% revenue held as free reserves or approximately 3 months of working capital.

For the year ending March 2021, the trustees intend to review the existing reserve policy, and to target a higher Free Reserve of approximately five months of mandatory operating expenses. Based on this we are targeting to increase our reserve to £300k - £350k as a free reserve by April 2022.

Queen's Crescent Community Association
The report of the trustees for the year ended 31 March 2020

Risk Management

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

Directors review these risks on an ongoing basis. The board of directors, via the finance committee implement improvements to systems of internal control in order to mitigate other operational and business risks as and when identified. A financial and procedures policy is in place, which allows for internal accountability, financial forecasting and reporting procedures. Procedures are also in place to ensure compliance with health and safety regulations and to deal with complaints. In addition there are policies governing safeguarding vulnerable children, young people and adults

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

Public benefit

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

Statements of the Directors' Responsibilities

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

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

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

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

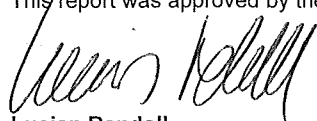
Queen's Crescent Community Association
The report of the trustees for the year ended 31 March 2020

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

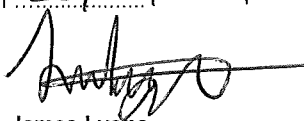
Method of preparation of accounts

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

This report was approved by the board of trustees on 20/01/2021



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 2020 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 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis of opinion

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

Conclusions relating to going concern

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

Queen's Crescent Community Association

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

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

Responsibilities of trustees

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

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

Our responsibilities for the audit of the financial statements

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. 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, BFP FCA
(Senior Statutory Auditor)
for and on behalf of
Hamilton Coopers
Chartered Accountants and Statutory Auditors
29 January 2021

66 Earl Street
Maidstone
Kent ME14 1PS

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

Queen's Crescent Community Association

**Statement of Financial Activities (including consolidated income and expenditure account)
for the year ended 31 March 2020**

		Unrestricted Funds	Designated Funds	Restricted Funds	Total Funds	Last Year Total Funds
	Notes	2020 £	2020 £	2020 £	2020 £	2019 £
Incoming resources:						
<i>Incoming resources from generating funds</i>						
Grants, contracts and donations		215,928		244,351	460,279	458,045
Trading activities		648,814		64,129	712,943	611,799
Total incoming resources	4	864,742		308,480	1,173,222	1,069,844
Resources expended:						
Cost of generating voluntary income	4	236,920		44,449	281,369	229,488
Charitable activities		521,347		241,401	762,748	809,756
		758,267		285,850	1,044,117	1,039,244
Governance costs	4	12,759	-	-	12,759	16,117
Other resources expended		-		-	-	11,000
Total resources expended		771,026	-	285,850	1,056,876	1,066,361
Net Incoming/(expenditure)		93,716	-	22,630	116,346	3,483
Transfers between funds		(22,977)	20,000	2,977	-	
Net movement in the funds		70,739	20,000	25,607	116,346	3,483
Other recognised gains and losses		-	-	-	-	-
Net movement in funds		70,739	20,000	25,607	116,346	3,483
Reconciliation of funds						
Total funds brought forward	11	232,845		42,839	275,684	272,201
Total Funds carried forward	11	303,584	20,000	68,446	392,030	275,684

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

The notes on pages 17 to 24 form an integral part of these accounts.

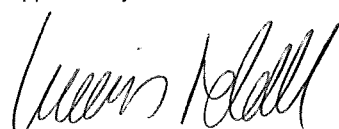
Queen's Crescent Community Association
Company Number 04393769
Balance Sheet
as at 31 March 2020

	Notes	2020		2019	
		£	£	£	£
Fixed assets					
Tangible assets	7		20,401		27,721
Current assets					
Debtors	8	150,131		191,358	
Cash at bank and in hand		383,744		202,517	
Total current assets		<u>533,875</u>		<u>393,875</u>	
Creditors:-					
amounts due within one year	9	(162,246)		(145,912)	
Net current assets/liabilities			371,629		247,963
Total assets less current liabilities			<u>392,030</u>		<u>275,684</u>
Net assets			<u>392,030</u>		<u>275,684</u>
The funds of the charity :					
Unrestricted funds	11		303,584		232,845
Designated funds	11		20,000		-
Restricted funds	11		68,446		42,839
Total charity funds			<u>392,030</u>		<u>275,684</u>

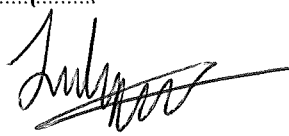
The directors are satisfied that the company is entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006 and that no members have required the company to obtain an audit in accordance with section 476 of the Act.

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 20/01/2021



Lucian Randall
Chair and Trustee



James Lyons
Chair of Finance Committee
and Trustee

The notes on pages 17 to 24 form an integral part of these accounts.

Queen's Crescent Community Association
Cash Flow Statement
for the year ended 31 March 2020

	2020 £	2019 £
Cash generated from operations		
Operating profit	116,346	3,483
Reconciliation to cash generated from operations:		
Depreciation	16,195	135,563
Decrease/(increase) in debtors	41,227	(74,794)
Increase/(decrease) in creditors	17,064	(80,041)
	<u>190,832</u>	<u>(15,789)</u>
Cash from other sources	<u>-</u>	<u>-</u>
Application of cash		
Purchase of tangible fixed assets	<u>(8,875)</u>	<u>(6,954)</u>
	<u>(8,875)</u>	<u>(6,954)</u>
Net increase/(decrease) in cash	181,957	(22,743)
Cash at bank and in hand less overdrafts at 1 April	<u>201,651</u>	<u>224,394</u>
Cash at bank and in hand less overdrafts at 31 March	<u><u>383,608</u></u>	<u><u>201,651</u></u>
Consisting of:		
Cash at bank and in hand	383,744	202,517
Overdrafts	<u>(136)</u>	<u>(866)</u>
	<u><u>383,608</u></u>	<u><u>201,651</u></u>
Major non-cash transactions		
Capital value of new finance lease arrangements	<u><u>-</u></u>	<u><u>-</u></u>

Queen's Crescent Community Association
Notes to the Accounts
for the year ended 31 March 2020

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 2020**

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 2020

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
	2020 £	2020 £	2020 £	2019 £
Incoming resources				
Grants, contracts and donations				
Core funding - LBC	100,000	-	100,000	106,000
Youth Club	-	107,388	107,388	194,264
Older people service activities	-	121,857	121,857	65,555
Other grants & donations	115,928	15,106	131,034	92,226
	<u>215,928</u>	<u>244,351</u>	<u>460,279</u>	<u>458,045</u>
Trading activities				
Income from rent and room hire	172,486	-	172,486	140,712
Nursery income	423,261	-	423,261	308,234
Rental income from CFBL	-	-	-	89,000
Other income & charges	53,067	64,129	117,196	73,853
	<u>648,814</u>	<u>64,129</u>	<u>712,943</u>	<u>611,799</u>
Investments				
Interest income	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total	<u>864,742</u>	<u>308,480</u>	<u>1,173,222</u>	<u>1,069,844</u>

Queen's Crescent Community Association
Notes to the Accounts
for the year ended 31 March 2020

Note 4 (cont)

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	2020 £	2020 £	2020 £	2019 £
Resources expended				
Cost of generating voluntary income				
DBS check	3,724		3,724	5,368
Marketing and publicity	1,592	54	1,646	2,678
Management & Administration	180,736	44,395	225,131	170,043
LBC Rent	50,868		50,868	51,399
	<u>236,920</u>	<u>44,449</u>	<u>281,369</u>	<u>229,488</u>
Charitable activities				
Activity costs	52,441	19,626	72,067	29,355
CCC Partnership activities	10,128	38,125	48,253	59,954
Youth service activities	65,169	105,636	170,805	160,209
Older people service activities		57,118	57,118	30,641
Children services activities	264,209		264,209	253,487
Premises & office cost	101,048	4,154	105,202	111,550
Other costs	23,148	5,753	28,901	28,996
Depreciation	5,204	10,989	16,193	135,564
	<u>521,347</u>	<u>241,401</u>	<u>762,748</u>	<u>809,756</u>
Governance costs	12,759	-	12,759	16,117
Other resources expended				11,000
	<u>12,759</u>	<u>-</u>	<u>12,759</u>	<u>27,117</u>
Total resources expended	<u>771,026</u>	<u>285,850</u>	<u>1,056,876</u>	<u>1,066,361</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 £44,500 (2019: £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 2020

5 Staff Costs and Emoluments

	2020	2019
	£	£
Gross Salaries	557,148	470,580
Employer's National Insurance	39,941	31,146
Pension Contributions	26,303	16,260
	<u>623,392</u>	<u>517,986</u>

Numbers of full time employees or full time equivalents	2020	2019
Catering	1	1
Nursery	20	15
Youth worker	6	4
Gym	1	-
Engaged on management and administration	11	6
	<u>39</u>	<u>26</u>

There were no fees or other remuneration paid to the trustees

There were no employees with emoluments in excess of £60,000 per annum

6 Trustees' Remuneration

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

Queen's Crescent Community Association
Notes to the Accounts
for the year ended 31 March 2020

7 Tangible functional fixed assets

	Leasehold Land and Buildings £	Plant, Machinery & Vehicles £	Motor Vehicles £	Total £
Asset cost, valuation or revalued amount				
At 1 April 2019	745,944	181,581	17,750	945,275
Additions	-	8,875	-	8,875
At 31 March 2020	<u>745,944</u>	<u>190,456</u>	<u>17,750</u>	<u>954,150</u>
Accumulated depreciation and impairment provisions				
At 1 April 2019	734,538	167,163	15,853	917,554
Charge for the year	9,897	5,823	475	16,195
At 31 March 2020	<u>744,435</u>	<u>172,986</u>	<u>16,328</u>	<u>933,749</u>
Net book value				
At 31 March 2020	<u>1,509</u>	<u>17,470</u>	<u>1,422</u>	<u>20,401</u>
At 31 March 2019	<u>11,406</u>	<u>14,418</u>	<u>1,897</u>	<u>27,721</u>

8 Debtors

	2020 £	2019 £
Trade debtors	185,211	215,314
Other Debtors	458	11,583
Provision for bad and doubtful debts	<u>(35,538)</u>	<u>(35,539)</u>
	<u>150,131</u>	<u>191,358</u>

9 Creditors: amounts falling due within one year

	2020 £	2019 £
Bank loans and overdrafts	136	866
Trade creditors	36,572	58,633
Accrued expenses	13,796	3,000
Taxation creditors	21,434	9,760
Other Creditors	59,516	53,890
Deferred income and grants in advance	<u>30,792</u>	<u>19,763</u>
	<u>162,246</u>	<u>145,912</u>

Queen's Crescent Community Association
Notes to the Accounts
for the year ended 31 March 2020

10 Analysis of the Net Movement in Funds	Unrestricted funds	Designated funds	Restricted funds
	£	£	£
Balance as at 1st April 2019	232,845	-	42,839
Incoming resources	864,742	-	308,480
Resources expended	(771,026)	-	(285,850)
Net transfers between funds	(22,977)	20,000	2,977
Balance as at 31 March 2020	303,584	20,000	68,446

Particulars of Individual Funds and analysis of assets and liabilities representing
11 funds

	Unrestricted funds	Designated funds	Restricted funds	Total Funds
	£	£	£	£
At 31 March 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>
	£	£	£	£
At 1 April 2019				
Tangible Fixed Assets	13,792	-	13,929	27,721
Current Assets	331,878	-	61,997	393,875
Current Liabilities	(112,825)	-	(33,087)	(145,912)
	<u>232,845</u>	<u>-</u>	<u>42,839</u>	<u>275,684</u>

The individual funds included above are :-

	Funds at 2019	Movements in Funds as below	Transfers Between funds	Funds at 2020
	£	£	£	£
Youth Services	19,764	(15,091)	17,827	22,500
Cultural and Environment	-	6,420	-	6,420
Older people services	23,075	31,301	(14,850)	39,526
	<u>42,839</u>	<u>22,630</u>	<u>2,977</u>	<u>68,446</u>
Designated funds	-	-	20,000	20,000
Unrestricted reserve	232,845	93,716	(22,977)	303,584
	<u>275,684</u>	<u>116,346</u>	<u>-</u>	<u>392,030</u>

Queen's Crescent Community Association
Notes to the Accounts
for the year ended 31 March 2020

Analysis of movements in funds as shown in the table above

	Incoming Resources £	Outgoing Resources £	Gains & Losses £	Movement in funds £
Youth Services	179,313	194,404	-	(15,091)
Cultural and Environment	7,310	890	-	6,420
Older people services	121,857	90,556	-	31,301
Unrestricted reserve	864,742	771,026	-	93,716
	<u>1,173,222</u>	<u>1,056,876</u>	<u>-</u>	<u>116,346</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

Carrying amount of financial assets

Debt instruments measured at amortised cost	<u>185,211</u>	<u>215,314</u>
Measured at amortised cost	<u>36,572</u>	<u>58,633</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