

Queen's Crescent Community Association





Introduction

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 housing.

QCCA provides the following services:

Children's Services

Caversham Nursery, Queen's Crescent Nursery, 1-2-3 Drop-In & Crèche, Ten O'Clock Club.

Youth Services

Youth Club, Trips, Residentials, Music Studio, Sport, Gym, Advice & Guidance, Accredited training.

Older People's Services

Luncheon Club, Exercise Classes, Befriending Service, Bingo, Trips, Advice.

Sport & Physical Activity

Malden Road Multi-Use Games Area, Changing Rooms, Gym, Sports Library, Bike Loan Scheme, Accredited Training.

Community and Market

Queen's Crescent Market, Queen's Crescent Festival, Adult Education & ESOL, Internet Café.

Facilities & Services

Queen's Crescent Community Centre, Peggy Jay Centre, Malden Road Multi-Use Games Area, DBS (formerly CRB) Umbrella Body, Facilities Hire, Minibus Hire, Equipment Hire, Sports Library

Mission

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.

2013-2014 Board Members

- 1) Michael Farrant (Chair)
- 2) Jill Fraser (Vice Chair)
- 3) Sally Gimson
- 4) June Grun
- 5) Malcolm Wroe
- 6) Moshaid Miah (resigned on 27 March 2014)
- 7) Raj Chada
- 8) Janet Guthrie
- 9) Georgia A R Gould
- 10) Catherine Boyd
- 11) Shahabeel Lone
- 12) Wendy Richards (resigned on 27 March 2014)
- 13) Dorian Courtesi



Chair's Report

March 2014 may come to be seen by trustees as (almost) the end of the several lengthy processes in completing three major community projects; the sports dome/youth work premises (a partnership with the local French School and Camden Council (LBC) involving some £700k capital costs raised by the two organisations, including a contribution of £180k from LBC, a new nursery at Holly Lodge and the revival of the Queen's Crescent Street Market. The original business plan envisaged different completion dates. However, protracted negotiations with Camden Council have meant that the work on all three had to take place simultaneously. It was originally planned to open the new nursery in January but serious health and safety defects in what was a new building delayed this for 5 months. The dome project became bogged down in bureaucracy over the lease and there were delays in getting repairs to the electrical supply system to stall holders on the market.

The above involved staff and some Board members in many hours of work and led to delays in the work on recruiting new trustees and restructuring the organisation. Notwithstanding the above problems, the organisation is in a healthy position financially having two years ago taken measures to counter balance



the likely reduction in funding from LBC. The Council has had, and is facing, large reductions in its central government funding: some £160m over the period 2014/5 to 2016/7. QCCA received LBC funding for its core grant (much less than some other community centres of smaller size). This funding is needed for infrastructure costs (IT. HR. PR. finance. management and supervision, repairs and maintenance and staff training). Funding from charities, which is usually restricted, does not usually cover these costs and contracts awarded by LBC do not allow for full cost recovery. QCCA has thus made efforts to increase its generated income through hiring premises and equipment and increasing unrestricted income.

In 2013/14 QCCA secured funding from charities and £100k administered for its partner organisation Gospel Oak Action Link (GOAL) available for spending in the financial year. Local authorities do not have access to this funding. QCCA along with other Camden community centres is, and will continue, being asked

by the Council to take over the running of activities it can no longer afford to finance. QCCA has already taken over the management of the Queen's Crescent Market and the Caversham Nursery as well as two other facilities (the ten o'clock club and Holly Lodge Family Centre) previously run by other organisations. It is highly likely that a number of other facilities in the area will no longer receive LBC funding in the coming two years.

If QCCA and other community centres across Camden are to be in a position to consider running the facilities LBC can no longer financially support, there needs to be a fundamental rethink of the terms of partnership between the two organisations. The central importance are rents, leases, full cost recovery for contracts, length of contracts, and bureaucratic oversight. To give two examples:

- the market management is on the basis of one year renewable contracts which prevents application for much needed capital funding
- The repeated threats to charge full commercial rent has led to the need to hold substantial funding in reserves; funding which otherwise could be available to meet much needed infrastructure costs.

I have highlighted the above strategic issues as QCCA needs now to take a hard look at where it goes from here. With 65 staff over 6 sites and a turnover now in excess of £1m we are a very different organisation from that in 1999 when we had one part time officer and an LBC grant of some £19k. To a limited extent QCCA has grown organically (taking over nurseries which would otherwise have ceased to exist for example) although we have focussed closely on our core activities of children, young people, education and training, sporting activities, the elderly, the local economy and empowering local small groups. The building of up to 700 new homes in Gospel Oak in the next decade and the imminent formation of a joint company of some 15 community centres (including QCCA) to bid for contracts borough wide will also mean that we will need to consider our strategy and thus its future business plans if we are to meet successfully the new challenges which the community will face.

Turning to the detailed activities of the year, our children's service continued to grow with our Caversham nursery now having a long waiting list (hence our decision to open a new one at Holly Lodge). We continue to emphasise the importance of first class child care provision as vital to the wellbeing of the children themselves and the

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opportunity for parents, particularly women, to continue with their careers and/or education. We are diversifying our services to the elderly, many of whom are frail and isolated, to include a befriending service and more social activities. Our sports activities for young people continue to expand in partnership with GOAL. The market has expanded out of all recognition with destination stalls of fish, specialised bread, cakes and above all street food. QCCA also trains unemployed people to run their own businesses; a proportion of these have set up their own stalls in the market. This project is funded by LBC and Esmee Fairbairn Foundation and frequently highlighted as a shining example of partnership working. QCCA staff soon learnt that managing a market is no easy task!

The "headquarters" building on Queen's Crescent continues to be heavily used and hired out for social activities. It is difficult to house all activities, especially for staff. Funding from the Jill Jones Memorial Trust (Jill was the first QCCA chair) has provided a new entrance, toilets and now a staff room. Our attempts to provide additional space for staff were not successful but the projected opening of the Dome in November 2014 will allow for the transfer of youth services staff. We are actively pursuing space on the market for market staff.

Working with an organisation "Community First" which has small sums of funding available, QCCA has fostered a number of small local groups to provide activities, examples include the homework club in the local library and a gardening group which toils at weekends on an open space, previously a dogs' toilet. The plan is for them to become financially self-sufficient.

The community centre continues to host Friday prayers attended by up to 400 people in two sessions. The area has a large Muslim population; this is part of our mission to all sections of the local community. Our annual report to the community provides much more detail of what we have achieved.

Again, I must pay tribute to the work of the trustees, dedicated service Managers & staff and not least of all the CEO, Foyezur Miah, without whose efforts none of the year's work would have been possible. Also, of course our thanks go to our auditors who demonstrate to the public and our regulators that we continue to steer a financially rigorous ship.

Míck Farrant Chair

CEO's Report

It has been another fabulous year for QCCA. Despite the cuts and the intensified competition to win grants and contracts to meet new social outcomes our entrepreneurialism and determination to grow with the changing market place made 2013-14 a success. We have lost two strategic facilities at the start of the year and with our enthusiasm intact we did not let that stop us from consolidating and developing a new strategy to build a dedicated sports and youth centre in the area to deal with the massive health inequality and the multiple deprivations in Gospel Oak.

Our new business development courses combined with the management of the Queen's Crescent Market enabled us to up-skill and certify local people in business start-ups. We had an excellent start with 25 local people graduating with an NVQ qualification making a new start with renewed confidence and bursting with new entrepreneurial ideas. 11 of those after trading on the market for 3 months signed of job seekers allowance saving the tax-payers at the least £27,000 each year. The social impact of giving local people an opportunity to be financially independent is difficult to quantify and measure.



This report is filled with reports from heads of departments outlining the challenges, successes and the impact we have made to thousands of lives in Camden. This would not have been possible without the financial support from our stakeholders and funders. Moreover, we would not have achieved this without the relentless effort. dedication, commitment and good work from members of my team, the board of directors and in particular the chairman, Mick Farrant to whom I extend my thanks and appreciation. Henry Ford sums up in few words which best describes the key to QCCA's success; "Coming together is a beginning; keeping together is progress; working together is success".

Foyezur Miah CEO



Children's Services

Peggy Jay (the 10 o'clock club) The 123 Drop-in

Our drop-in on Hampstead Heath continues to serve the local community, enabling an outside healthy lifestyle. Children can climb, dig, ride, run and play ball; not to mention engage in mini beast hunts! The outside area is always full of families; parents and grandparents keep active running after their little ones; or they are able to sit back and relax in the secure environment whilst all the children play happily. Peggy Jay's child friendly environment enables Parents, Grandparents and Carers the opportunity to relax and discuss childcare issues.

Our dedicated staff run a fantastic tuck shop that is open from 10:30 am to 11:45 am and our art teacher uses very creative methods to keep children active and stimulated. We run different art themes, some of which are story and song based. One example is where we made different art and crafts based on The Hungry Caterpillar. Once a week our Rhyme Time Man comes, he sings different nursery rhymes and familiar songs with the Parents, Grandparents and Carers. This extremely fun event is a perfect way for children to benefit from language development through rhyme.



Every Tuesday, Wednesday and Thursday the drop-in operates an open door policy with Parents, Carers and Grandparents, coming in during the hours of 10:15 am to 12:15pm. Each session has an allotted healthy eating social time with children all sitting together sharing different fruit and vegetables. Our activity themes continue to incorporate both a social time with an added educational benefit. Staff encourage Parents to work on scrap books of their Children's work and discuss their work with reference to the Development Matters this helps Parents understand Children's milestones pre-nursery. The drop in also receives regular visits from the Tooth Fairy who helps Parents and Carers understand the necessity of dental care.

Queen's Crescent Nursery

Our small but vibrant nursery continues to deliver an environment of learning and development for Parents and Carers of the local community. Our service enables Parents get back to work and study. During the year we have housed many different children from diverse backgrounds and cultures.

Our all-weather garden acts as an extension to the classroom; we operate a mud kitchen with life-sized pots and pans and mixing spoons. Throughout the year we have celebrated many different festivals in our wonderful garden with our parents. Our staff have discussed the Children's achievements and targets whilst everyone has enjoyed some fantastic barbeques.

The Children went on several trips - including one to London Zoo. They also visited the local farm where they were shown all the different animals, taught about their young, their produce and how they are used for work on a farm. They often use the local environment to explore, making visits to the library and borrowing books, some to do with their studies and some just for fun. The local playground is visited and the local shops used to buy resources for our activities encouraging children to understand the value of the community and money.

Once again the children thrived in our nursery and went off to school prepared and willing to learn.



2013 - 2014 Staff

Susan Barbara Children Services Manager Jacqueline Taylor-Talbot Nursery Manager QCCN Leigh-Ann Monoghan **Apprentice** Nilza De Lima Drop in and Creche Coordinator Janet Hillyard DROP in Worker L3 Miranda Andreas DROP in Worker L3 Asnakech Wube PJC DROP in Worker I 3 Henrietta Snoaden PJC DROP in Worker L1

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Caversham Nursery

The nursery grew a room this year! After much work we attained planning permission and worked with building control and Camden Council and changed the Caversham kitchen into a new baby room. We now have a bright new room that is purpose built for babies, making Caversham Nursery a three room nursery rather than a two room.

Throughout the year we had two fantastic barbeques and Parents evenings' mid-way through and at the end of the year. Parents and Carers enjoyed some wonderful food and company and were able to spend time with their Children's key person. This time allowed the Parent / Carer and key person to set targets for future learning and discuss their child's progress whilst at nursery.

Caversham Nursery went on many fun and educational trips including to the London Zoo where they visited all the different animals including the newly added Tigers. The children were also taken to the theatre to see the books that they read in the classroom come to life.

We celebrated many different festivals during the year including Eid where all the staff and children dressed in traditional clothing and had henna patterns painted on them, ate traditional foods and listened to stories.

Children that left the setting, left confident and well equipped for school.

Caversham Nursery

Gill Stone
Caversham Nursery
Manager
Kofi Yamoah
Deputy Manager
Andrea Letch
Senior Practitioner
Kate Mukose

Senior Practitioner

Brian Taylor
Senior Practitioner
Ellen Connolly
Senior Practitioner
Curtis Murphy
Assistant Practitioner
Ariam Aron
Assistant Practitioner

Natasha Mcquire Assistant Practitioner Joygun Nessa Lunch Cover Jessica Fraser Assistant Practitioner (Apprentice) Joanna Young Assistant Practitioner (Apprentice) Alice Callari Assistant Practitioner (Apprentice) Cas Davies Assistant Practitioner (Apprentice Maya Keyes Senior Practitioner Dean Loughran Finance Administrator Sonia Texiera Lunch Cover Jennifer Loughran Level 2 Assistant Practitioner Siobham O'hara Play leader (after school) Leighanne Chalkright Bank Staff Ravellie Massamba Bank Staff

Volunteers and students for Children Services
Fatima
Arta

Sophia

Youth Services

"I come here to get off the road and stay out of trouble. Instead of doing nothing, I come to see my friends and I like the youth workers."

Our Vision

We aim to help young people reach their full potential and make positive choices in their lives.

"I have learned how to cut and paste samples and have remixed tracks such as the Titanic theme song. I am going to start work experience with a music production company."

Our Mission

We provide a safe space for young people and opportunities for informal learning.

The Youth Club

We provide youth clubs on weeknights for 8 to 19 year olds at Queen's Crescent Community Centre which are split into three age groups; Junior (8-13 years old), Inbetweeners (11-14 years old) and Senior (13-19 years old).

The youth club is a fun space for young people to spend time with friends and take part in activities. They can play pool, table tennis and on games consoles or browse the internet. We also have a music studio and a gym for young people to use with support from qualified staff.

We run a range of activities including art and crafts, drama, dance and cooking. Our programme also includes regular workshops to help to raise young people's awareness about issues such as relationships, sexual health, bullying, gangs and alcohol.

Other services include a homework club, girls-only sessions, trips and an information, advice and guidance service and provide training, volunteering and employment opportunities for young people up to 25 years old.

The vast majority of the young people who we work with live in the local area and come from a wide range of backgrounds. We aim to support young people facing issues in their lives such as exclusion from school, unemployment, involvement in gangs and anger management.







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Sport for development

QCCA Youth Sport provision aims to:

Build a strong community

- · Reduce crime and anti-social behaviour
- Reduce barriers to regular participation for marginalised groups
- Develop young people by providing them with skills for the workplace and life
- · Provide education on health and well being

We offer regular, informal opportunities to participate in a range of sports at various venues within Gospel Oak during weekday evenings and weekends. Sessions are delivered by qualified staff and supported by local young volunteers who represent positive role models for the participants. We aim to provide a safe and fun environment where young people can develop their skills and socialise with friends.

We have also worked hard to break down invisible postcode barriers by delivering successful multi-sports and boxing projects in partnership with Arsenal in the Community's Kilburn project and South Camden Youth Access Point (funded by the Metropolitan Police) respectively. By attending sporting events, tournaments and challenge matches at exciting venues young people compete against and interact with peers from various parts of London and beyond.

As part of a multi-agency partnership including London Youth, Arsenal in the Community and Prospex a committed group of local young people have planned, organised and delivered the first in a series of football tournaments designed to engage voung people hidden from mainstream provision in Camden and Islington. The tournament was a huge success and over 200 young people aged 12-16 years old participated in the event which took place during the February school holidays.

Sport is not just about fun or health. It is an important personal development tool and one route into employment. Through sport young people learn team work, organisation and leadership skills. Training is on offer to enable young people to learn coaching and refereeing skills in order to qualify for exciting voluntary sports placements.

As part of QCCA's Youth Sport programme young people regularly participate in football sessions delivered by Nathan Yarnie and Kito Soki at Malden Road Multi-Use Games Area. During the past year, our football teams have celebrated some impressive victories in youth tournaments. The under 14 team defeated a number of talented teams from across London and will have the honour of representing the capital in the Ambition South Eastern Regional Championships in Basingstoke.

Case Study - Nathan Yarnie

Nathan has recently secured employment with Queen's Park Rangers Football. He represents an excellent role model for local young people in engaged in the sports programme. QCCA hope that his strong desire to "help young people through sport" will inspire the next generation of sports coaches in Gospel Oak.



List of employees

Anita Oliver Youth Services Manager

Jonathan Montgomery

Sports Development

Coordinator

Mintu Rahman

Senior Youth Worker

Irene Adevinka

Senior Youth Worker

Theo Georgiou

Youth Worker

Kito Soki

Youth Worker Kazi Islam

Youth Worker

Sade Harvey

Youth Worker

Laura Davis

Youth Worker Nigel Doyle

Studio Technician

Bianca Lawal

Youth Worker /

Gym Instructor

Azmal Hussain

Gym Instructor

Maito Jameson

Apprentice Gym Instructor

Nathan Yarnie

Sports Coach

Mohammed Nur

Sports Coach

Noorjahan Hussain

Tutor Melissa Wong

Volunteer

Tom Wroe

Volunteer Anna Alston

Volunteer

Charlie Morrison

Volunteer Debbie Yorizzo

Volunteer

Antonia Kemi-Coker Volunteer

James Armstrong

Volunteer

Connor Jones

Young Leader

Young Leader

Abdu Nur

Young Leader

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Older People's Services

We continually look at ways to provide more choice and sessions for older people in the community, to enhance their health and wellbeing; 2013 – 14 was no exception. We believe in utilising local people's skills and tap into them at every opportunity. Our services would not be possible without our network of dedicated volunteers. Our Volunteer supervisor Patricia Dolan visits volunteer fairs and continually works with groups such as Voluntary Action Camden to bring people to the service.

By the end of March 2014 the service now has 360 active members aged over 50. Our Services:

Luncheon Club



One of the services core objectives is to combat loneliness and isolation. Our Luncheon Club provides an opportunity for service users to have a nutritious meal, meet up with friends and get out. Our Christmas lunch had 90 members attend, who were entertained and given hampers donated by local organisations.

As with all of QCCA's services funding is essential. The Luncheon Club is no exception, staff and the running of the minibus are supported by the **Big**Lottery Fund and also monthly donations from the community. A Christmas Appeal generated a large amount of donations too, enabling this vital service to continue.

Befriending Service

Lead by volunteers aged ranging in age from 30 years old, our **Befriending Service** has slowly built over the year. The service sees great reward to the volunteers, who either want to give back or have that community connection. The value to those being befriended is invaluable. The service is referral based and a lot of time is put in by local GPs, housing services, sheltered blocks and local care homes.

Healthy Living Programme

Part funded by Camden Council and the Big Lottery Fund, we offer a number of services that look to impact on health and wellbeing.

Our **Chair Based Exercise** is held twice a week and is aimed at people with mobility issues. The classes enable the long serving instructor to work with people introducing exercise into their weekly routine.

"We enjoy the chair based classes, we like the way the instructor knows us all by name, and does not push too hard if we can't do things, we make friends and have a laugh, we stay healthy and independent for longer, we enjoy the session, and that is what makes us come back every week."

Our Thursday **Tai Chi** session has doubled in attendees over the year, attracting between 12 to 15 people each week. These numbers have been helped by local GP referrals and a qualified instructor, funded by the Big Lottery Fund.

Services users have said that they

"enjoy thoroughly having a good stretch and keeping fit" and that they have really felt the benefit of "meeting up each week, exercising with a group and having fun".

Run by the NHS the **Healthy Heart and Bone Session**, **Healthy Walks** and the **gym** at the community centre provide further
services promoting health, activity and
wellbeing. In March 2014 we had 30 service
users over the age of 50 that had attended
the gym during the year.

Our dedicated volunteer Jenny Flavill provides weekly **Reflexology** sessions. Each week she conducts 45 minute sessions. Service users are able to take advantage of six weekly sessions and **Jenny** has been able to not only give initial help with mobility but also identify other issues that can be aided by our other services.

Film Club, Bingo, trips and more

Our Film Club is a much loved session with the users choosing the films. These sessions prove invaluable for the participant's memory and connecting the past with the present. Our ever popular Bingo sessions run twice a week after **Luncheon Club** and the addition of the Mini Bus has meant that we can now offer trips to places of interest or for shopping. **Intergenerational Projects** are a fantastic way to engage and empower users and promote the importance of community. This year we have worked with other QCCA services, local schools and Camden Council.

TEAM

Larraine Revah Older Peoples Service Manager

Tracy Sinton
Cook

Franny McNamara
Assistant Cook

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Queen's Crescent Market

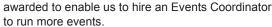
Queen's Crescent Market. one of London's oldest street markets, is now emerging from decline and is fast becoming a popular shopping destination and social hub for the local community. It is also a platform for local aspiring entrepreneurs to launch and run their businesses.

In its first year under QCCA management Queen's Crescent Market quickly started to show signs of recovery and the implementation of new operating systems, business development opportunities and themed events all greatly contributed to a significant increase in stalls and footfall over the year. By the end of the first year the number of regular traders and the income generated from them doubled over the previous year. A Market Supervisor role was created to oversee the operational side and the running of the growing market.



Market Events

Events have proved extremely effective in increasing the profile of Queen's Crescent Market and therefore the footfall and the demand for pitches. This was recognised by the local business community and funding was



This year there were three successful events starting with the official launch of the Market under the new management – as a tribute the launch was combined with the annual Queen's Crescent Festival in August which has become something of a local institution! The Christmas Fair, which boasted a Christmas tree and decorations for the first time in recent years. saw Santa in his Grotto giving out presents to local children and performances of Christmas carols by locals. Both of these events together attracted 27 new stallholders, 10 of whom have continued to trade.

The 1st anniversary celebration took place in March. almost one year to the day that QCCA took over Queen's Crescent Market from the London Borough of Camden. Key stakeholders, traders, members of the public and the local press attended and all enjoyed a piece of 'extra-large' birthday cake.

There are more events. large and small, planned for the new financial vear which will include live entertainment. competitions and international food!



Business Development & Employability

The QCCA Entrepreneurship and Employment Programme provides business training courses, 1-2-1 mentoring and guidance sessions to help unemployed local residents start their own business or gain the necessary skills and experience to secure employment. Financial incentives are offered to candidates who want to trade on Queen's Crescent Market to help boost the number of unique stalls.

Funded by the Esmee Fairbairn Foundation and LBC, and in partnership with Kentish Town Job Centre and training providers such as Seetec. QCCA ran two business trainings with 25 attendees graduating, out of which 11 have since signed off benefits and are either trading on Queen's Crescent Market or employed elsewhere.

This project is gaining a great deal of publicity both locally and nationally and the momentum of its success is expected to continue in the foreseeable future. Our aim is for 70% of traders on Queen's Crescent Market to come from the local community.

Case Study - Eve Sisin

Eve who attended the course in December 2013 signed- off on completing training and started trading in January 2014. Selling her own hand-made jewellery, Eve

started with one stall, but having spotted an opportunity to sell Italian handbags and other ladies accessories, quickly expanded to two. She now has a third stall at another North London

market and has recently secured retail premises to open a boutique. She is now financially independent and has become a regular inspirational guest speaker at the training courses.



List of employees

Sima Awad **Business Development** Manager

Eloise Roberts **Events Coordinator**

Mohammed Shihan Market Supervisor (Nov 2013 – Feb 2014)

Kenneth Irish

Market Assistant

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2013-14 Finances

Financial year end (FYE)	Income	Expense
31-Mar-14	£1,179,547	£1,134,219
31-Mar-13	£1,050,903	£966,567
31-Mar-12	£700,965	£641,810
31-Mar-11	£696,257	£635,879
31-Mar-10	£651,808	£661,576

List of employees

Mustaq Miah Finance Manager

Dean Loughran
Finance Assistant

Funders

BBC Children in Need
Esmee Fairbairn Foundation
Help A Capital Child
Jack Petchey Foundation

Jill Jones Trust

London Borough of Camden

Metropolitan Police

Royal Society of Arts The Wates Foundation The Big Lottery Fund

Tudor Trust
Variety Club

Youth Music

Partners

Job Centre Plus

Camden Community Consortium
Castlehaven Community Association
Collège Français Bilingue de Londres
Corporation of London
Gospel Oak Action Link
Gospel Oak Business Group

Kentish Town Community Centre
London Borough of Camden
London Youth
Maiden Lane Community Centre
Metropolitan Police
Seetec

Voluntary Action Camden

Queen's Crescent Comminity Association





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