

Abbey Road Community Centre Management Plan



Abbey Community Centre
222c Belsize Road, Kilburn, NW6 4DJ

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Abbey Community Centre Management Plan

Abbey Community Centre (ACC) is a registered charity and company limited by guarantee and managed by a voluntary board of trustees. Established in 1976, it is a successful, vibrant community facility and resource providing a safe and welcoming meeting place. The centre exists to improve the quality of life for local people by offering excellent activities and services which provide a range of educational, recreational, cultural, and social opportunities and engagement. We provide information to users and the community on a wide range of matters, and signpost and refer them appropriately. It is a place people from diverse backgrounds come to socialise, learn, engage, and enjoy. Building community cohesion between communities to improve people's quality of life. We work in consultation and partnership with the local community and statutory and voluntary agencies in developing our programme and responding to emerging need and new initiatives.

Abbey Community Centre confirms the following opening times, capacity and conditions will be adhered to and prompt action will be taken to resolve any issues.

Available Opening hours (in line with planning agreement)

- Monday to Thursday, Sunday, and Bank Holidays 9.30am to 9pm
- Friday and Saturdays 9.30am to 10.30 pm - occasionally
- Core centre office opening hours are 9.30am to 5.00 pm Monday to Friday.
- Centre staff are present during times the centre is open

Capacity and use of rooms

- Capacity will be limited to no more than 180 people.
- Rooms are used for centre run activities and hired out to external groups.
- Rooms are used for classes, group activities, courses, and workshops.
- Rooms are not hired out for social functions such as parties and weddings (planning **does allow** for hire for children's parties).
- There is no alcohol served and therefore no licence associated with the centre.

Please see attached Room Booking Policy that all those hiring space are required to adhere to. This detailed agreement includes expected behaviour from groups which includes:

- To always show respect to others using the centre, centre staff, the property itself and local residents and their property.
- Entering and leaving the premises must be done quietly, respecting the local residents peace and quiet. For example, leaving the centre and premises punctually and quietly, no shouting, revving car engines or slamming car doors.

Complaints

There is a robust Complaints Policy in place to deal with any issues that may arise. Please see attached.

Abbey Community Centre Complaints Policy and Procedure

Abbey Community Centre (ACC) aims to settle complaints as quickly and fairly as possible. ACC views complaints as an opportunity to learn and improve for the future, as well as a chance to put things right for the person that has made the complaint (or persons or organisation/s involved).

Our policy is:

- To provide a fair complaints procedure that is clear and easy to use for anyone wishing to make a complaint
- To publicise the existence of our complaints procedure so that people know how to contact us to make a complaint
- To make sure everyone at ACC knows what to do if a complaint is received
- To make sure all complaints are investigated fairly and in a timely way
- To make sure that complaints are, wherever possible, resolved and that relationships are repaired
- To gather information which helps us to improve what we do

How to raise a complaint:

Verbal complaints may be made by phone to 0207 624 8378 or in person to any of ACC's staff at the centre.

Complaints can be raised in writing and may be sent to Abbey Community Centre at 222c Belsize Road, Kilburn, NW6 4DJ or by e-mail at hello@abbeycc-kilburn.org.uk

Complaints procedure:

Stage 1:

In the event of a complaint against any staff, volunteer or dissatisfaction with the centre or a centre project/activity, please try to informally resolve the matter with a relevant staff member.

Stage 2:

If you feel the matter has not been satisfactorily resolved with the staff member concerned please inform the Centre Director in writing, who will investigate your complaint. You will receive a written response within 10 days.

Stage 3:

If the matter remains unresolved it may be referred in writing, to the Chair of the Board of Directors stating the nature of the complaint. You should expect to receive a report about your complaint within 21 days.

Stage 4:

If you are still not satisfied after receiving the Chair's report you can ask that your complaint is referred to a complaints panel of the Board of Directors. Such a request should be made in writing to the Chair and be received within 21 days of the Chair's initial written reply.

The Chair of the Board of Directors will convene a Complaints Panel consisting of three members of the Board who have had no prior involvement in the case, as soon as possible. A Complaints hearing shall be held within 28 working days from receipt of the formal request for the complaint to be referred to the Complaints Panel.

The decision of the Board of Directors Complaints Panel will be given to you in writing within 7 days of the meeting. The decision taken at this stage is final, unless the Board decides it is appropriate to seek external assistance with resolution.

Please note:

- At all stages the time limits can be altered by mutual consent
- For **complaints regarding Abbey Community Centre Children's Services** the complainant can complain to OFSTED at any stage:

The National Business Unit,
Ofsted,
Piccadilly Gate,
Store Street,
Manchester,
M1 2WD

Or call Ofsted on: 0300 123 1231

Last reviewed – August 2021

Fire Evacuation

at Abbey Community Centre



- **Please do not obstruct the fire exits.**

When you hear the alarm-

- **Do not panic and remain calm.**
- **Group Leader must collect the register and lead members through to the nearest and safest fire exit.**
- **Leave through the nearest, safest fire exit in the Main Hall and Belsize Room or via the main door of the Community Centre**
- **Assemble in front of the shops opposite the main door**
- **Check the register to confirm that all of the children, students or members are with you.**
- **If anyone is missing inform Abbeys Fire Warden and/or a member of Abbey staff immediately.**

In no circumstances must anyone re-enter the building until advised to do so by the Centres Fire Warden.

Fire Evacuation at Abbey Community Centre Procedure for Activity Session Leaders

- At the start of every session inform participants of:
 - where the nearest fire escape is
 - whether you've been advised of a fire drill happening that day, and
 - where the assembly point is in the event of a fire or fire drill
- Keep an attendance register at each of your sessions and always ensure every session participant signs in and signs out
- Ensure the nearest fire exit to your activity session is not blocked and never block any fire exit during your activity session

When you hear the fire alarm

- Do not panic. Instruct your session attendees to remain calm
- Pick up the session attendance register
- Lead your group through the nearest and safest fire exit: either in the Main Hall, Belsize Room, Kitchen or via the main door of the Community Centre
- Assemble in front of the shops opposite the main entrance door
- Check the register to confirm that all of your session attendees are with you

Under no circumstances must anyone re-enter the building until advised to do so by the Centre's Fire Warden

Please PRINT your full name, sign, and date the declaration below to acknowledge that you have seen, understand, and will apply this fire evacuation procedure in all your sessions at Abbey Community Centre. Thank you.

DECLARATION

I confirm that I have been provided with a copy of Abbey Community Centre's Fire Evacuation Procedure for Activity Session Leaders, that I fully understand its contents and will apply it in all my sessions at the community centre.

Name (please print) :

Session(s) for which I am responsible:

Signature: _____

Date:

Abbey Community Centre Room Booking Policy

The Abbey Community Centre is a vibrant, inclusive and thriving community centre in Kilburn offering a range of activities, classes and groups to the local community. There is a focus on older people & younger children (particularly under 5s). The centre promotes health and well-being, education, language & communication development, skill enhancement, support and community cohesion.

Abbey Community Centre has a range of rooms and office space available to hire by community, charity and statutory groups, local individuals, local businesses or commercial organisations

Where possible priority is always given to community, charity and statutory groups delivering beneficial activities for highlighted groups.

Facilities

Abbey Community Centre has a range of multi-function spaces available for long or short-term lets. Rooms available:

- Main Hall
- Belsize Room
- Resource Room (including kitchen facilities)
- Garden Room and garden
- Crèche room and outdoor play space
- Office spaces

Please contact reception on 020 7624 8378 for more details of the rooms, their capacity, availability and to arrange viewing. Further information is also available on our website;

-<http://abbeycc-kilburn.org.uk/index.php/room-hire/>.

Community Education and Partnership Working

In agreement and in partnership with the centre a limited amount of space may be provided at no charge for community education and well-being classes provided by partner organisations such as ESOL and exercise classes. Please contact the centre to discuss.

Long term office hire

The centre has office & desk space available for long term hire. These are offered at subsidised rates to small charity and voluntary organisations meeting a local need or specific cultural group. Groups are invoiced quarterly. *Please note, there is limited availability-please contact reception for more information.*

Room hire for ad hoc and repeat bookings

All room hirers need to request a room booking through reception, who will complete a short form with you. You will be required to tell us about the activities you are planning to hold, the target group and whether you are charging for activities. We reserve the right to refuse or cancel bookings which are not in line with our strategic aims or that do not fit with our current programme of activities. All rooms are subject to availability and priority is given to groups and activities fitting the ethos of the community centre. A caretaker to open the building, maintain

acceptable behaviour & close the building securely may be required outside regular staff working hours and a charge will be made for this.

Acceptable behaviour, equal opportunities and centre ethos

All groups hiring centre rooms or office space must adhere to the centre's acceptable behaviour and equal opportunity policy and the ethos of the centre. Failure to do so may result in the termination of the booking.

In addition to this, the following conduct for room hire and use of the centre must be followed:

- To show respect at all times to others using the centre, centre Staff, the property itself and local residents and their property.
- Centre policies and procedures are followed at all times; including, but not limited to, acceptable behaviour, equal opportunities, safeguarding, health and safety, fire, etc.
- All children must be supervised at all times.
- Adhere to designated booking times and leave the centre promptly and quietly.
- The room and equipment are treated with care, with all equipment and furniture put back in place, windows closed, heating and lights switched off & the room left as it was found.
- The key holder for the centre (especially when the caretaker or a member of staff is not present), ensures that the centre is always safe and secure, and securely locked when vacating the premises. Please refer to the building lock up check list.
- Entering and leaving the premises must be done quietly, respecting the local residents peace and quiet, not revving car engines or slamming car doors etc.
- Any publicity produced for room bookings must be approved by the centre manager or director of the Abbey Community Centre.
- No sales pitches are permitted at the Abbey Community Centre.
- The centre takes no responsibility for minimum numbers attending during private third-party bookings and does not provide publicity for such.

Cancellation of bookings

- The cancellation of an ad hoc booking needs to be given in writing at least one week prior to the booking date. The cancellation of regular bookings need to be given in writing, with at least 4 weeks' notice.
- The centre reserves the right to cancel any booking.
- Provisional bookings may be taken but will be over-ridden by confirmed bookings. In the unlikely event that Abbey community centre has to cancel a booking, we will give you as much notice as possible or look to find you an alternative.

Rates

We use a sliding scale based rental structure in line with fulfilling our strategic & charitable aims, please contact reception with your enquiry for more information. Groups are issued with invoices payable within 14 days.

Health and Safety

Group leaders are responsible for ensuring Health and Safety and Safeguarding compliance during their activities and reading & complying with the health and safety policy &/or appropriate risk assessment. Risk assessments developed for activities in the Centre should reflect those of Abbey Community Centre so that staff and centre users are not put at risk of harm. Groups wishing to undertake activities that would require their own insurance &/or instructor certificates, such as martial arts, fitness, etc, must provide them whilst making a booking. Group leaders will be inducted to the centre & shown where their nearest fire escape and facilities are. If the group leader changes during the booking the centre must be informed and new contact details provided.

More advice on Health and Safety is available from the office.

All accidents, near misses, health and safety and safeguarding concerns must be notified to centre reception immediately.

Please note that groups with disabled/wheelchair users in attendance must make necessary arrangements to ensure their safety in case of fire.

Qualifications and Insurance

Organisers of activities or classes held within the centre are responsible for ensuring that tutors have appropriate qualifications and that all necessary insurance is in place.

Fire Safety

Group leaders will be briefed on the fire evacuation process of the centre by the centre receptionist. It is the group leader's responsibility to ensure everyone in their group knows where the fire exits are and where the evacuation meeting point is. If an alarm check is scheduled, the group leader will be advised in advance otherwise all sounds of the fire alarm must be acted upon immediately. The group leader must ensure that the signing in sheet is completed and taken with them in the event of a building evacuation.

Monitoring and Evaluation

Abbey Community Centre periodically undertakes monitoring and evaluation across all of its activities. This feedback helps to shape the future activities of the centre, is a requirement of funders and so helps to secure the future of the centre. We expect all groups accessing the centre to be cooperative and helpful with this process.

I have read & agree to abide by the room booking policy-

Signed: _____ Print: _____

Date: _____ Group: _____

Date of booking (date of 1st session if multiple are booked): _____

Contact phone number: _____

Emergency Contact (Name & number): _____

Trustees Report 2020-21

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is constituted as a company limited by guarantee and is therefore governed by a Memorandum and Articles of Association, dated 25th March 1986 (updated as required), and registered with the Charity Commissioners on 3rd October 1986.

Appointment, induction & training of trustees

Trustees are sought prior to the AGM, via relevant organisations, targeted publicity, and nominations from the local community. A personal statement summarising key skills, relevant experience and reasons for nomination is required. When considering new trustees, the board has regard to the skills and expertise required for the organisation and its legal requirements under charity and company law. Trustees are elected and re-elected at the AGM, or co-opted during the year, in accordance with the Memorandum and Articles of Association.

New trustee's induction includes detailed information on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and current and projected financial performance of the charity. During induction, they meet key employees and other trustees. Trustees are encouraged to attend appropriate training to facilitate undertaking of their role and a contract with an HR service offers advisory seminars on employer's good practice. An annual strategic review day is held in addition to regular trustee board meetings and email communication. Trustees are invited and encouraged to attend Camden consultations and to represent the centre at key events.

Organisation

The charity is organised so that trustees meet regularly to provide strategic direction and development and oversee its affairs. Emails with key updates are regularly sent between meetings. The centre director is responsible for; ensuring trustees are fully informed of key changes in legislation and good practice, advise and implementation of policy, strategic direction and financial sustainability, adherence to all legal and financial requirements and business and partnership development. An operations & project delivery manager is responsible for the daily running and administration of the charity and its activities, and an Income and Project Development Manager enables sustainability and innovation whilst ensuring and maintaining quality, outcomes, and outputs. The remaining staff are employed to deliver frontline services.

Risk management

The centre has an organisational risk management strategy which comprises: an annual review of the risks the charity may face; the establishment of systems, procedures, and actions to mitigate those risks identified in the plan; and the implementation of procedures and actions designed to minimise any potential impact on the charity should those risks materialise. From March 2020 the centre also has a Covid -19 Risk Assessment which is reviewed monthly. These strategies enable trustees to ensure the centre is able to discharge its responsibilities and commitments.

OBJECTIVES AND PRINCIPAL ACTIVITIES

Abbey Community Centre (ACC) is a registered charity and company limited by guarantee managed by a voluntary board of trustees. Established in 1976, it is a successful, vibrant community facility and resource providing a safe and welcoming meeting place. The centre exists to improve the quality of life for local people by offering excellent activities and services which provide a range of educational, recreational, cultural, and social opportunities and engagement. We provide information to users and the community on a wide range of matters and signpost and refer them appropriately. It is a place people from diverse backgrounds come to socialise, learn, engage, and enjoy. We work in consultation and partnership with the local community and statutory and voluntary agencies in developing our programme and

responding to emerging need and new initiatives.

In addition, Abbey Community Centre aims to: -

- Improve the quality of life for the local community.
- Provide an accessible, welcoming venue and focal point for the community. A place for people and local organisations to meet and socialise.
- Sustain and develop our activities that connect and engage people with their communities and each other to help tackle isolation and loneliness
- Provide educational, recreational, social, and cultural activities that are accessible to local people in response to local need.
- Provide a local resource which promotes and encourages learning and development
- Promote and advocate the needs of groups based in the centre and provide opportunities for more integration and inclusion between users.
- Act as an informal information point on activities and services.
- To maintain strategic relevance with partnerships, local authority, and funding bodies.

The local community is largely defined as the Kilburn ward of the London borough of Camden, although the centre's services are open to all Camden residents and the local community. The Indices of Multiple Deprivation (IMD) 2015 rank Camden 69th in England for overall deprivation and 65th for income deprivation (out of 326, 1 being the most deprived). The Kilburn ward is culturally and racially diverse and densely populated with 57.9% of people 65+ living alone and 18% of lone parent households. The IMD 2015 evidence substantial social deprivation. Within Camden, Kilburn is ranked 2nd for Multiple Deprivation & Income Deprivation affecting Older People and Children. Four of Kilburn Priory's Lower Super Output Areas are in the 30% most deprived in England for Overall Deprivation and Probability of Loneliness for people aged 65+ and within 10% of the most deprived for Income Deprivation, especially affecting Older People and Children.

Public Benefit

We have referred to the guidance contained in the Charity Commissions general guidance on public benefit when reviewing our aims and objectives and in planning our future services. The board of trustees consider how our planned services will contribute to the aims and objectives they have set.

Principal activities undertaken to achieve our aims for the public benefit

The centre's usual principal activities include a crèche, baby & toddler stay & play drop-ins, baby massage, parenting advice and information, Kilburn Good Neighbours befriending scheme for isolated and vulnerable over 60's, Community Time Camden, (CTC) time and skills social exchange for over 50's, CHAPS project of activities for isolated older men, Neighbours2Friends evening and weekend activities and days out intergenerational project, Tech Buddies, a volunteer project tackling the digital divide by increasing and improving access to digital and remote activities, services and information, Abbey's Saturday Community Café, IT, exercise, health & wellbeing and sewing classes for all ages, monthly councillors surgery, self-help groups including AA and CA and several social and recreational activities including a community choir, boccia, nordic walking, yoga, taekwondo, dancing, cooking, arts and crafts, creative writing, crochet, bridge, bingo and children's dance and piano classes. The Henna Asian Women's group are based at the centre and they and the South Sudan Women's Skills Development organisation provide services specific to their users in addition to the centre's own programme.

Due to government Covid restrictions most of our activities could not take place in the centre building during the year. As many activities as possible were provided remotely via zoom or telephone and a restricted number of activities, including our creche, drop in, food club, men's

fitness and colouring calm were provided in centre, in small socially distanced groups when Covid government restrictions allowed.

ACHIEVEMENTS AND PERFORMANCE

2020-2021 was a very challenging year due to the Covid epidemic and the effect this had on people's lives and our community centre. We were very successful in quickly adapting our activities from in centre to remote provision, both by zoom and telephone to offer as many activities, support, and information as possible. We were also very successful in securing government and charitable trust Covid support grants and project funding to enable us to continually adapt our centre building and IT resources and expand our programme of activities to meet identified need and outcomes.

Zoom classes included, exercise, yoga, tai chi, cooking, book club, afternoon tea, colouring calm, re-cycle art, IT support, stay and play, creche, story time, rhyme time, choir, and dance. Additionally, we provided weekly/fortnightly telephone call support and information to our users, outreach support, advice, and referral for families with complex and layered needs, weekly updated website, and monthly newsletter with all our activities and information and links to other local activities and support and information, food club providing essential weekly food to those most in need and volunteers shoppers for those who were shielding.

The centre staff and board were actively involved in several key partnerships, funding bids and LBC consultations including LB Camden's Strategic Partners, LB Camden Community health Champions, Big Lottery Ageing Better project, Camden Community Centres Consortium (C4) LB Camden Abbey Road Regeneration Project and Wates corporate partnership.

Key achievements during the year include: Project, Activities and Outreach delivery

- Successful and quick adaption to providing remote activities, information, support, and referrals
- A range of Zoom activities every week, totalling over 565 Zoom session delivered to over 600 attendees
- Over 4135 telephone support calls to users
- Weekly food bags and volunteer shoppers for those most in need
- Significantly increased outreach activities, support, advice, and referral for families with complex needs including 683 phone calls, 37 referrals, 278 zoom activities, and 241 food bags
- Early years in person and zoom creche and drop-in sessions delivered with 410 attendances
- Continued success of our Queens Award for Voluntary Service (QAVS) Kilburn Good Neighbours Scheme which provided on average 1296 hours of matched member and volunteer telephone befriending, 360 hours of support calls, 240 referrals and 480 food parcels.
- Tech buddy volunteers provided over 100 hours of remote IT assistance and support
- Regular mail outs and fortnightly newsletters with useful information for families, older people and the wider community and links to other services and organisations
- Covid-19 Advice and Information Hub on our website, <https://abbeycc-kilburn.org.uk/index.php/covid-19-advice-info/> with a directory of other organisations, information about covid and vaccination, links to our activities, educational resources for families and much more
- 1008 followers on our Twitter – exceeding the 1000 mark! twitter.com/AbbeyCCNW6.

Fundraising and Sustainability

- Over £75,000 raised in Covid Support grants
- Total value of successful funding applications for our Community Activities and Over 50's Projects for the next 5 years was over £500,000.
- Successful applications included City Bridge Trust, £250,000 in total over 5 years; National Lottery Reaching Communities, £150,000 over 3 years; London Together Fund (Mayor of London and Comic Relief) £42,995
- Successful renewal of Camden Children's Services contract of £40,000 per year to continue and develop our drop-in provision to children aged under 5.

Partnerships and collaboration

- Successful partnership working to access funding streams and increase activities, effectiveness, and resilience.
- Continued work with C4, LB Camden, Age UK Camden, and other VCSO organisations to deliver the four million Big Lottery funded Ageing Better project.
- Collaboration with SHAK and Sidings CC to deliver Community Health Champions project in Kilburn and West Hampstead.
- Maintained a strong partnership with the Mary Ward Centre and Westminster Kingsway enabling delivery of zoom community classes including community choir and dance classes.

Performance Monitoring

The centre utilises external and internal performance management and quality control systems. External systems include independent organisational diagnostics reports, annual Ofsted registration and inspection and Camden Children's Centre Services monitoring and evaluation for our childcare services. The London Borough of Camden also monitors and evaluates all our services on a regular basis. Performance and evaluation reports are provided for all charitable trusts which fund us. Staff and volunteers working with children and vulnerable people undergo DBS screening and attend regular safeguarding training. Internal quality control systems include review days, registers, user involvement and feedback forms, questionnaires and focus groups and the detailed annual evaluation and monitoring questionnaire which provides in depth information regarding the outcomes, quality, and benefits of our services. The centre has up to date policies and procedures in place to ensure high quality performance management and services. Overall, the centre achieves excellent performance reports from these quality systems with few recommendations for improvement.

Local Partnership and Project Work

The centre is widely involved in collaborative and partnership work and develops further opportunities by being actively involved in new initiatives both locally, Camden wide and nationally. Partnership working benefits our users as it identifies need and gaps in provision, prevents duplication of services and enables accurate referral and information regarding partnership organisations. It enables access to funding streams and increases our effectiveness and resilience through joint provision of services and the exchange of good practice, policies, and information.

The centre director is a member of Camden community centres consortium (C4) which meets regularly to develop strategy and joint working initiatives and funding opportunities. C4 is involved in consultation with Camden officers, councillors, and other stakeholders regarding key issues such as funding, leases, rental charges, health, regeneration projects, volunteering, corporate social responsibility, and community involvement.

As previously mentioned, the centre is involved in key partnership work and funding programmes with LB Camden, Central and North West London NHS Foundation Trust, C4 and Age UK Camden. The centre also works in partnership with other local organisations to provide services which include the Felix Project, Mary Ward Centre, Restart, Master Gardeners, Wild About Hampstead Heath, The Challenge, Westminster Kingsway College, Street Bank, Good Gym, North London Cares, Age UK Camden for Good Neighbour

Schemes, South Sudan Women's Skills Development and Henna Asian Women's Association to name but a few.

FINANCIAL REVIEW

The centre managed well financially during this challenging period of covid restrictions. Although we lost all centre based rental income, we were very successful in securing government and charitable trust covid support grants and project funding to enable us to quickly adapt our staff and centre programme to remote provision and expand our outreach and support to meet identified need and outcomes. Income increased by 1.8 % to £347,968 whilst expenditure decreased by 12% to £274,886.

The core annual grant from LB Camden remained static at £60,000 (excluding current rental allocation of £19,000), as did Camden Children's Centre Services £40,000 annual contract for early years Drop Ins. A substantial part of the centre's income, £75,000, was raised from government and charitable trust covid support grants. Project funding received included John Lyon's Charity, £20,000, for our creche and outreach programme, The National Lottery Community Fund, £25,000, Ageing Better in Camden, £20,000 (Big Lottery), Comic Relief, £14,332, The Hampstead Wells and Campden Trust, £9,208 and City Bridge Trust, £9,431 for our community activities program.

Annual expenditure decreased by 12% to £274,886 due to reduced staffing, project delivery, cleaning, rates, and refuge costs. Net income over expenditure for the year was £73,082 of which £21,108 is restricted income for our Community Activities Projects and £36,817 was designated to the Employee costs and pensions fund.

The main expenditure was employee costs totalling £228,500. Direct project costs, excluding employee salary costs, were £17,061. Support costs include, Covid office and equipment costs, £12,012, legal, and professional fees, £6,724, audit fee, £4,420; cleaning £3,000, telephone and wi-fi, £1,666 and light & heat, £1,041.

The total cumulative balance stands at £382,593. £116,347 is restricted funds, £161,817 is designated funds and £104,429 is unrestricted general funds. £22,779 is restricted for children's services for under-threes, £83,241 is restricted for the community activities programme and £10,327 for core costs. £161,817 is designated, £106,817 to the employee costs and pension fund which enables the employers to fulfil their contractual obligations, including pension, sick, maternity and redundancy pay, and inflationary uplift and salary increases and £55,000 to the building rent and maintenance fund to cover repairs, rent, rates and development of resources. Our total reserves which include restricted, designated, and unrestricted funds equate to approximately 14 months running costs at projected staff and service provision for the next year.

Reserves Policy

Unrestricted Funds are needed to:

1. Meet organisational employee, legal, financial, health and safety requirements and obligations.
2. Quickly Implement any changes in the above requirements.
3. Enable implementation of short and long-term objectives and outcomes from our Business Plan.
4. Enable a swift reaction to new and priority needs and demand and designate funding to projects at short notice.
5. To cover employee costs; salary increments, pension, maternity, sick and redundancy pay.

6. To cover core administration and support costs without which the centre could not function.

Abbey Community Centre requires an adequate level of reserves to;

1. Meet the Charities Commission recommended good practice of having a minimum of 3 months and a maximum of 3 years running costs as financial reserves. The centre's general unrestricted and undesignated reserves of £104,429 represent approximately 4 months current running costs. Our general unrestricted, (£104,429) and designated (£161,817) funds of £266,246 represent approximately 9.5 months current running costs. Our total funds of £382,593, which include restricted, designated, and unrestricted funds equate to approximately 13.5 months current running costs.

2. Meet all commitments if circumstances arise where the trustees are obliged to wind down the company, approximating to a minimum of 3 months running cost plus employee redundancy entitlement. The introduction by LBC Camden of high rental charges for their community buildings has increased the need for this. The designated funds of 161,817,000 include costs for this.

3. Meet the requirements of The Pensions Act 2007 whereby 1st April 2019 we will contribute a minimum of 3%, of a contributing employee's salary. The designated employee fund of £106,817 includes the costs for this.

4. Safeguard the centre's activity and project delivery commitment in the event of delays and or withdrawal in receipt of grants and funding. This approximates to 15% of total grant income, £39,573.

5. Provide for contingencies and risks which cannot be met from annual income when they arise.

6. A fund of £10-15,000 to designate to special projects to quickly meet an identified need.

7. To meet any short term statutory, legal or employee obligations such as staff sickness, maternity cover, IT renewal, building maintenance, or any cash-flow difficulties.

The centre aims to maintain an appropriate level of reserves through fund-raising, income generation and diversification and considering appropriate investment accounts. The Treasurer or Centre Director will include a report on the level of reserves at year end and steps will be taken to address any issues which may arise. The policy will be reviewed annually considering any changes in circumstances.

PLANS FOR FUTURE PERIODS

- Gradual re-opening of all our centre-based activities within Covid legal guidelines and risk assessments
- Monthly reviews of Covid -19 Risk Assessments and Action Plan and programme.
- Finalise co-production of new community centre design and build with LB Camden and Wates
- Develop and expand our Community Activities Programme including CHAPS and Tech Buddies programme to further improve outcomes of the local community in particular older men and reduce the digital divide.
- Sustain and develop services and improve outcomes for children under 3 years and their families to include more outreach and engagement with new and known parents.
- Sustain our Kilburn Neighbours project and all activities that connect and engage people with their communities and each other to help tackle isolation and loneliness.

- Continue weekly Food Club in partnership with the Felix Project and restart monthly Saturday community club.
- Sustain our over 50's projects to further improve outcomes and quality of life of local people
- Develop our Communities Activity Programme to improve health and wellbeing and life expectancy outcomes.
- Annual centre sustainability and fundraising strategy review to enable future provision of quality services and activities that reflect the diversity and meet the requirements of the community for the public benefit
- Maintain and develop key partnerships, CSR strategy and sustainable funding programme
- Retain our high profile and relevance to local needs through effective publicity, consultation and partnership working.
- Continue effective, professional oversight, management, and governance of the organisation.

In addition to the current program of services, partnership work and planning for the new centre we will continue to review and develop our Covid -19 Policy and Action Plan, services and infrastructure and adapt to changes in public health, financial, evaluation and monitoring criteria to ensure that we meet our commitments to public benefit in the safest, most cost effective and efficient way.

RESPONSIBILITIES OF THE TRUSTEES

The trustees (who are also the directors of Abbey Community Centre for the purposes of company law) are responsible for preparing the Trustees Annual Report and the financial statements in accordance with 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).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company [and the group] and of the income and expenditure of the charitable [company/group] for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgments and accounting 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.