KCSC

Annual Report and Accounts

2025-26

Kensington & Chelsea Social Council

Strengthening & championing local communities & our community & voluntary sector

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Legal And Administrative Information

Directors and Trustees
Francois Asante-Yeboah (Treasurer Designate) (Appointed 24/03/26)
Helen Cylwik (Resigned 21/08/25)
Modan Deb (Treasurer) (Resigned 13/08/26)
Remzije Duli
Lydia Guett (Appointed 19/02/26)
Lucy Knight (Appointed 22/05/25)
Peter Okali (Chair Designate) (Appointed 23/05/25)
Simone Stephen
Dr Shelina Thawer (Chair)
Anna-Louise Thomond (Resigned 11/03/26)

Chief Executive Officer
Angela Spence

Independent Examiner

Simon Goodridge (FCA)
Knox Cropper LLP
65-68 Leadenhall Street
London EC3A 2AD

Bankers

CAF Bank Ltd
PO Box 289, West Malling
Kent ME19 4JQ

Solicitors

Russell Cooke
2 Putney Hill
London SW15 6AB

Company Number
04146375
Charity Number
1087457
Registered Office
196 Freston Road
London W10 6TT

Welcome from the Chair

Dear Members and Colleagues,
I present this year's Annual Report, reflecting both KCSC's work over the past year and our financial position, on a rather more sombre note than usual. 2025–26 was a year of significant change for KCSC and we entered the year with a clear determination to make the necessary adjustments to ensure the organisation remained sustainable and able to continue delivering the services expected of us. One of the first changes we implemented was the decision to stand down one of the strategic objectives, Community Development, in our strategic plan. By October 2025–26, our main sources of funding for this area of work had regrettably come to an end and we had been unable to secure successive or replacement funding. It therefore became essential to focus our resources on the remaining key objectives within our strategy.

Additionally, the Board agreed a number of important operational decisions. These were difficult but required steps to ensure that KCSC could respond to and withstand the financial impact of lost funding that we were sadly unable to replace. We relocated our office to smaller premises and undertook a staff restructure so that, as we entered 2026–27, the organisation was in a financially viable position while still being able to deliver against its key objectives. Like many organisations at this time, organisational resilience and risk management have been top priorities for KCSC and the focus of many Board discussions. This has not been because we want KCSC to exist for its own sake, but because we believe strongly that KCSC has an important and vital local role to play. As trustees, we are committed to trying to secure KCSC's future whilst at the same time navigating the financial challenges that seek to threaten our existence.

Another important part of strengthening our resilience this year was replenishing the Board of Trustees. During 2025–26, some trustees either came to the end of their terms or stepped down, while others, including myself, intend to step down during 2026–27, having served two full terms of office as Chair. Trustee recruitment was therefore rightly prioritised to support and steer the organisation going forward during these financially challenging times. I am pleased to report that our recruitment exercise resulted in five new trustees joining the Board, although one subsequently had to step down owing to other commitments. We warmly welcome Peter Okali, Lucy Knight, Lydia Guest and Francois Asante-Yeboah, and extend our appreciation to our previously serving trustees. Francois has been appointed as Treasurer designate in preparation for our longstanding Treasurer, Modan Deb, stepping down during 2026–27.

I would like to give my heartfelt thanks to all our stakeholders who support KCSC in a myriad of ways, from funding to partnership working to being committed and dedicated members. As always, I thank you all for being by our side and enabling us to serve you. Finally, a big thank you to all KCSC staff for their ongoing commitment and passion for our work during a year when difficult funding decisions have needed to be made.

In summary, while KCSC has managed a difficult funding environment, I am proud of the work we have continued to deliver during 2025-26: maintaining strong strategic influence, supporting community voice, and progressing important organisational development work.

Dr Shelina Thawer
16/10/2026

Introduction from the Chief Executive Officer

As I reflect on the financial year 2025–26, I do so with a mixture of pride, sadness and deep gratitude. It has been a year of change for KCSC, marked by difficult decisions, the ending of long-standing areas of work, and the continued determination of our staff and trustees to keep the organisation focused on its purpose: strengthening and championing local communities and the voluntary and community sector across Kensington and Chelsea.

One of the most emotional changes during the year was the conclusion of KCSC's community development work in North Kensington. Following the Grenfell disaster in 2017, KCSC's Board of Trustees made the important decision to deliver direct work with residents and to create a role that could help bridge the voice of the North Kensington community with local decision makers. Over seven years, that work helped build relationships, support collaboration and ensure that community voice remained central to local discussions. When the funding finally came to an end, it brought with it the closure of a role and a programme of work that many people had worked hard to nurture and sustain.

With the end of this work, Joe Batty moved on to a new role in another organisation. Lucy Hughes, who led on coordinating collaboration between food bank providers as part of our community development work, also left KCSC to begin a new role. I want to thank Joe and Lucy for the skill, care and commitment they brought to KCSC, and for the valuable contribution they made to communities and partners during their time with us.

Alongside One Westminster, KCSC continued to play a key role within the local strategic health partnership during 2025–26. A particular focus was supporting collaboration with local organisations and grassroots groups so that community insight and lived experience could inform the development of a future North Kensington recovery response. This was important and meaningful work, and I hope it will help shape wellbeing services for residents over the next four years.

2025–26 was also a year in which, working closely with the Board of Trustees, we had to make decisions to protect KCSC's financial security for the next year. The staff restructure was one of the hardest parts of the year with three members of staff — Vicki Harrison-Carr, Stephen Blann and Atiya Raja — moving on from the organisation. I would like to pay tribute to all of them for their hard work, professionalism and commitment to KCSC over many years.

I also want to recognise the impact that change has on the staff who remain. To every member of staff at KCSC, thank you for your patience, commitment and resilience. You have continued to support our members, partners and communities while managing uncertainty and change yourselves. The work of the organisational development, health and wellbeing, and central teams throughout the year has been outstanding, and I am deeply grateful for the care and determination you have shown.

KCSC enters 2026–27 as a smaller organisation, but one that remains ambitious for the communities and sector we serve. We will continue to use our independence, relationships and local knowledge to advocate for a strong voluntary and community sector, to support collaboration, and to help ensure that local decision making is informed by the voices and experiences of residents and grassroots organisations.

Finally, I would like to thank our Board of Trustees for their thoughtful leadership during a challenging year, and our members, funders and partners for continuing to work alongside us. 2025–26 has reminded me that resilience is not just about structures and finances; it is also about people, relationships and shared purpose. I am proud of what KCSC has continued to deliver, and I look forward to working with you all in the year ahead.

Angela Spence, CEO
16/10/2026

Directors'/Trustees' Report

The Trustees present their report and the financial statements for the year ending 31 March 2026.

Legal Status

Kensington and Chelsea Social Council (KCSC) is a registered charity and a company limited by guarantee. The governing document of KCSC is its Memorandum and Articles of Association.

Organisation of the Charity

KCSC is governed by a Board of Trustees. The responsibility for planning, service delivery and reporting is delegated to the Chief Executive Officer (CEO) and the staff team. The CEO reports to the Board of Trustees. KCSC is the Royal Borough of Kensington and Chelsea's recognised voluntary sector 'infrastructure' organisation. Its mission as stated in its 2024-2027 Strategic Plan is 'Strengthening and championing local communities and our Voluntary and Community Sector'. It does this through a wide variety of organisational and community development activities, facilitating voluntary sector and community participation, representing the sector's views at a strategic level and working with key statutory stakeholders.

Structure, Governance and Management

KCSC is a membership organisation; all voluntary and community organisations working in the Royal Borough of Kensington and Chelsea which meet a broad set of criteria are automatically members. The strategic direction of KCSC is the responsibility of the Board of Trustees, whilst the implementation of strategy, financial management and the running of the organisation is delegated to the CEO. The Trustees receive regular reports and recommendations from the CEO regarding the recruitment, supervision and appraisal of staff. The performance of the CEO is appraised regularly by Trustees.

Trustees are elected annually at annual general meetings. At their first meeting they elect office-holders and sub-committee members. In situations where vacancies occur, Trustees can co-opt individuals who serve until the next Annual General Meeting (AGM), when they stand down together with elected members. A Trustee induction and training policy has been in place since the 2006 AGM.

KCSC is a member of the National Association for Voluntary and Community Action (NAVCA). Membership of NAVCA requires KCSC to comply with criteria which include having a statement of values and performing the five functions of a local infrastructure organisation.

Risk Management

The charity maintains a risk register. Trustees have considered the risks faced by KCSC and these are reviewed annually. In 2025-26, special attention was paid to maintaining overall financial stability due to the ending of some key NHS/Trust and Foundation funds.

Financial Review

The Statement of Financial Activities shows total incoming resources for the 2025-26 year of £680,627 (2024-25 £1,162,068) and outgoing resources of £974,320 (2024-25: £1,388,140). Restricted funds at 31 March 2026 were £50,937 (2025: £328,705), which is a result of the spending down of underspends accumulated over the years, and unrestricted funds were £168,938 (2025: £179,590). Designated funds were £2,525 (2025: £1,716).

Our largest funders are the Royal Borough of Kensington and Chelsea and North West London Integrated Care Board (NWL ICB), income from which represents 91% of total income.

Funding is provided through a mix of service level agreements and grants. From our total 2025-26 income, £275,638 of NWL ICB funding was distributed as payments to the voluntary and community sector operating across Kensington and Chelsea.

Investments

The Trustees considered the charity's investments and decided to retain current investments. Total investments, valued at the end of the year at £35,840 (2024-25: £32,283), were held in unit trusts administered by Schroders.

Reserves and Reserves Policy

Following a reduction in costs during the year, the charity has maintained a reserves policy of holding the equivalent of six months running costs, £100,000, in unrestricted reserves.
Our reserves provide cash flow, to help us to manage fluctuations in funding and if necessary, meet contingent liabilities.

Going Concern

Trustees note going concern for the year ahead and beyond. Namely where some funds have come to an end and no replacement funding has been found. This impacts the overall financial viability of the organisation as full cost recovery from all funding received to contribute to staffing and organisation overhead costs have been severely reduced. Whilst reducing staffing and office costs has helped to stabilise KCSC during 2025-26, the organisation remains financially vulnerable with a large reduction in council funding due in 2027-28.

Trustees have been actively planning for the future, exploring options which include merger or closure of KCSC with a final decision being made during 2026-27.

Public Benefit

Our activities comply with the duty under section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit. We continue to meet this duty through our charitable objects, which are:
"To promote any charitable purpose for the benefit of the community in Greater London with particular reference to the Royal Borough of Kensington & Chelsea by the advancement of education, the protection of health, the protection of the environment and the relief of poverty, sickness and distress".

Dr Shelina Thawer
16/10/2026

Our Achievements in 2025-26

Organisational Development

Our Organisational Development team supports local non-profit organisations and groups by delivering one-to-one advice sessions, training, Meet the Funder and networking events. We share best practice and help organisations to access funding and ensure sustainability. This includes advice on measuring impact, updating policies, good governance and the use of AI.

This year we have continued our flexible mix of online and in person meetings and site visits, while also introducing networking coffee mornings for organisations and some evening advice sessions for trustees.

Case Study

B is a non-profit organisation providing a vital green space and community, ecological and mental health activities within Kensington and Chelsea.

B requested the OD team's support in developing a funding plan and obtaining funding for their core activities. We were able to give tailored, one-to-one support on key aspects of organisational finance and funding, including a comprehensive funding search and report and written feedback and action points.

B was successful in securing funding and built confidence and capacity in financial management, governance and strategic development, supporting the long-term sustainability of its work in the community.

B continues to be supported by KCSC, attending both training and networking events.

"Thank you again for taking the time to meet … today. It was extremely helpful to talk through potential funding routes… and to benefit from your insight into the wider funding landscape.

…The support and guidance you gave me when we met last year had a much longer-term impact beyond the immediacy and short term after we met. Your email afterwards, with its clear bullet-point suggestions and practical advice, was not only useful in the moment but genuinely helped shape my thinking around funding and financial planning over the months that followed.

…It became something of a reference point - a steady guide when navigating complex funding and finance questions, and it contributed to how I approached developing our longer-term direction at B.

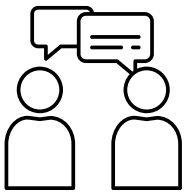
I wanted you to know that your support has had lasting value… and I'm very grateful for the thoughtful and generous way you share your expertise with organisations like ours."

Quotes from supported organisations

1:1 Advice Sessions: 234

Organisations: 117

Satisfaction rate: 97%

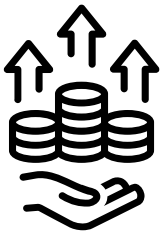


Training Sessions: 13

Organisations: 109

Meet the Funder Sessions: 3

Organisations: 36

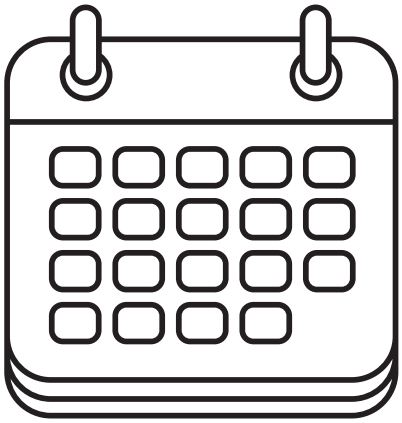


Central team

The Central Team is the first port-of-call for external enquiries to KCSC. They funnel new opportunities to the correct places, signpost services around the borough using KCSC's directory and institutional knowledge.

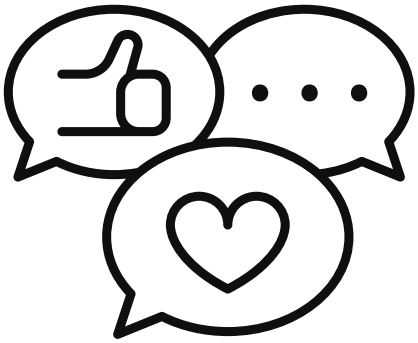
The team also supports the functions of the other teams through a regular newsletter and social media, weekly mailings around events and initiatives, and the running of events; planning, on the day co-ordination and evaluation.

Provided administrative and logistical support for 47 KCSC events and training sessions

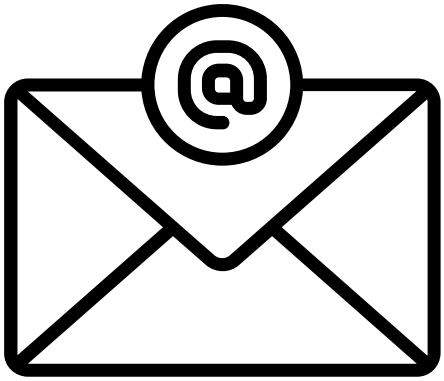


248 average social media engagement

Feeback responses received increased to 57% of attendees



220 Mailings sent



Health & Wellbeing

The Health & Wellbeing Team works to strengthen the role of the voluntary and community sector (VCS) in improving health and wellbeing of residents across Kensington and Chelsea. We bring together community organisations, the NHS and local authority partners to tackle health inequalities, build stronger partnerships and ensure that the voice of the VCS is reflected in local health and care systems.

Through our work, we manage services that support older residents' wellbeing, bring organisations together through forums and networks, secure and distribute funding to local community organisations to lead community activity, gather insights from the sector to influence local decision-making, and represent the VCS across key health and care partnerships.

"Helped to better place ourselves in serving the community in the best way we can."

Health & Wellbeing Forum attendee

"It's a very needed quarterly meeting. Would recommend."

North Kensington Network attendee

£641,485 secured alongside One Westminster through the Community Solutions Programme to support voluntary and community organisations over three years, improving mental health awareness and reducing stigma among children, young people and families from global majority communities.

95% satisfaction rate from attendees of our Health & Wellbeing Forum and North Kensington Network, demonstrating the value of these spaces for networking, learning and sharing opportunities.

On Our Terms published, informed by insights from 19 local organisations and now referenced within local commissioning and grant-making discussions to promote approaches to impact measurement that better reflect the VCS.

Case Study - My Care My Way Self-Care

KCSC manages the My Care My Way Self-Care programme, working with five voluntary sector partners to help older residents stay well, independent and connected to their community. This year, the programme supported 534 residents through a range of practical and wellbeing support, including advice services, befriending, dementia support, carers' respite, exercise and walking activities, social groups, digital support and therapeutic massage.

The programme achieved over 90% client satisfaction and made a real difference to people's wellbeing. People told us they felt more positive about the future, more relaxed, better able to cope with day-to-day challenges, and more connected to those around them.

Voice and Influence

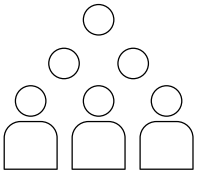
KCSC's voice and influence work is delivered through the wide range of forums, assemblies, networks and partnership meetings that we convene throughout the year. These provide vital opportunities to bring together the diverse perspectives of the voluntary and community sector (VCS), ensuring we understand the challenges, opportunities and changing environment in which organisations operate.

A core part of our role is to strengthen collaboration between the VCS, local authorities, NHS partners and other stakeholders. By creating opportunities for dialogue and engagement, we help ensure that the views, expertise and experiences of the sector are considered in the development of policies, strategies and services that affect both voluntary organisations and the communities they serve.

KCSC represents the sector on a range of key strategic partnerships and decision-making bodies, including the Health and Wellbeing Board, the Integrated Care Partnership's Place-Based Partnership and the Local Children's Safeguarding Board. Through these roles, we advocate for the interests of the sector and they communities they support.

Influencing change takes many forms. It may involve constructively challenging proposed or existing decisions, coordinating a collective sector response to emerging issues, or facilitating direct engagement between voluntary and community organisations and senior officers all with the purpose of driving a more effective decision-making.

Key achievements



70% of VCOs that engage with KCSC are satisfied that we have acted on their behalf or enabled them to respond to priorities that impact the VCS

'The information was shared clearly and efforts were made to hear each and every one of us in response. We discussed matters that will help for us the plan for a future which will be more collaborative and less siloed.'

Quote from Global majority Thought Leadership meeting attendees

Case Study

KCSC facilitated discussions between global majority organisations and the council in the refresh of RBKC's Charter for Public Participation. The Charter is now more reflective of the views that were expressed during the meeting which called for greater transparency and trust in how the council communicates with those that live and work in the borough.

Community Development

The remaining work under our community development strategic aim was the delivery of the programme One Community One Voice. This programme was designed to develop core knowledge and skills to address gaps identified by residents. These ranged from "setting up and running your residents' association" to public speaking, canvassing your community, conflict management and utilising hosting spaces and social media. To also build on campaigning skills, develop un understanding of RBKC's Charter for Public Participation and Trauma Informed Planning.

The programme provided training in areas such as public speaking, hosting spaces, running resident associations, clear communication, and campaigning
On 6 October, KCSC in collaboration with Just Space hosted World Habitat Day. This was the only event for World Habitat Day that took place in London.

In November, in partnership with local campaigners we ran a workshop explored how trauma-informed practice (TIP) can be a powerful tool for creating meaningful change and resilience in our communities.

"I am very satisfied with the One Community One Voice programme, hard to be explicit on this but it did bring together a variety of voices and point to ways to forward our long term projects as well as providing that magic ingredient that Joe was so good at."

One Community One Voice participant

KCSC Priorities

Organisational Development	**Strategic Aim 1:** Build and sustain an effective, resilient, and representative local voluntary and community sector
Community Development	**Strategic Aim 2:** Enable and support community led social action and voice
Voice and Influence	**Strategic Aim 3:** Engage, lead and facilitate collective action within the VCS to shape, influence and challenge local decision-making
Health and Wellbeing	**Strategic Aim 4:** Support local voluntary and community organisations to shape and deliver appropriate and effective health and wellbeing services
Central Support	**Strategic Aim 5:** Communicate in a timely, appropriate and effective way to internal and external stakeholders, providing administrative support and ensuring responsive and accessible activities.

KCSC's Strategic Plan, 2024-2027 can be found here.

Independent Examiner's Report

To the members of Kensington and Chelsea Social Council

For the year ended 31 March 2026

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2026.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since the Company's gross income exceeded £250,000, I confirm that I am qualified to undertake the examination because I am a member of the ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- accounting records were not kept in accordance with section 386 of the Company Act 2006 Act; or
- the financial statements do not accord with such records; or
- the financial statements do not comply with with relevant accounting requirements under section 396 of the Companies Act 2006 other than any requirement that the financial statements give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- the financial statements have not been prepared in accordance with the Charities SORP (FRS102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Simon Goodridge

22 October 2026

Simon Goodridge FCA
Knox Cropper LLP
65-68 Leadenhall Street
London EC3A 2AD

Statement of financial activities

Kensington and Chelsea Social Council

Statement of financial activities (including a summarised income and expenditure account)
For the year ended 31 March 2026

	Note	Unrestricted Funds £	Restricted Funds £	**2026 Total £**	2025 Total £
Income from:					
Donations	2	115	-	**115**	187
Charitable activities	3				
Sector support, representation and voice		189,808	23,799	**213,607**	399,578
Health and wellbeing		55,656	403,186	**458,842**	751,107
Investment income	4	8,063	-	**8,063**	11,196
Total income		**253,642**	**426,985**	**680,627**	1,162,068
Expenditure on:					
Charitable activities	5				
Sector support, representation and voice		206,173	242,010	**448,183**	597,143
Health and wellbeing		99,477	426,660	**526,137**	790,997
Total expenditure		**305,650**	**668,670**	**974,320**	1,388,140
Net (expenditure)/income before net gains on investments	6	(52,008)	(241,685)	**(293,693)**	(226,072)
Net gain/(loss) on investments	11	3,557	-	**3,557**	(1,948)
Net (expenditure)/income for the year		**(48,451)**	**(241,685)**	**(290,136)**	(228,020)
Transfers between funds		36,083	-36,083	**-**	-
Net movement in funds		**(12,368)**	**(277,768)**	**(290,136)**	(228,020)
Reconciliation of funds					
Total funds brought forward		181,306	328,705	**510,011**	738,031
Total funds carried forward	15	**168,938**	**50,937**	**219,875**	510,011

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. The attached notes form part of these financial statements.

Kensington and Chelsea Social Council

Balance sheet
As at 31 March 2026

	Note	2026 £	2026 £	2025 £	2025 £
Fixed assets					
Tangible fixed assets	10		**2,525**		1,716
Investments	11		**35,840**		32,283
			38,365		33,999
Current assets					
Debtors	12	**20,969**		148,385	
Cash at bank and in hand	17	**285,667**		513,404	
		306,636		661,789	
Liabilities					
Creditors: amounts falling due within one year	13	**(125,126)**		(185777)	
Net current assets			**181,510**		476,012
Net assets	14		**219,875**		510,011
Funds	15				
Restricted funds			**50,937**		328,705
Unrestricted Funds					
Designated funds		**2,525**		1,716	
General funds		**166,413**		179,590	
			168,938		181,306
Total Funds			**219,875**		510,011

Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476 of the Act. The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements. These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The Financial Statements were authorised for issue by the Board of Trustees / Directors of Kensington & Chelsea Social Council and signed on its behalf by:

Dr Shelina Thawer

Chair
16/10/2026

Francois Asante-Yeboah

Treasurer
16/10/2026

Company Registration Number 04146373

The attached notes form part of the financial statements.

Kensington and Chelsea Social Council

Statement of cash flow
For the year ended 31 March 2026

	Note	2026	2025
		£	£
Cash flows from operating activities			
Net cash provided by operating activities	16	**(232012)**	(296,147)
Cash flows from investing activities:			
Interest/ rent/ dividends from investments		**8,063**	11,196
(Purchase) of fixed assets		**(3,788)**	-
Cash provided by investing activities		**4,275**	11,196
Change in cash and cash equivalents in the year		**(227,737)**	(284,946)
Cash and cash equivalents at the beginning of the year		**513,404**	798,350
Cash and cash equivalents at the end of the year	17	**285,667**	513,404

1 Accounting policies

a Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 - effective 1 January 2019) - (Charities SORP FRS 102) and the Companies Act 2006.

The charitable 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 or note.

b Going concern

There is material uncertainty due to a substantial reduction in local authority funding from April 2027. However, the trustees conclude that the charity is a going concern despite the material uncertainty as the charity has sufficient funds accumulated to ensure a timely decision is made about the future which could include merger or close down.

c Income

Income, including income from government and other grants, whether 'capital' or 'revenue', is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Grants are credited to income when they are receivable unless they are for activities relating specifically to a specific future period, in which case they are deferred to that period. Income received under contracts for services is recognised in the financial statements in proportion to the percentage of completion of the contract.

d Donations of gifts, services and facilities

Donated professional services and facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e 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.

1 Accounting policies (continued)

f Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds 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 charity's work or for specific projects undertaken by the charity.

g 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 of trading costs and the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.

- Expenditure on charitable activities includes the costs of delivering services and other activities undertaken to further the purposes of the charity and their associated support costs. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with their use of resources.

  Costs of premises and administration are allocated on a per capita basis as follows:

Sector support, representation and voice	59.00%
Health and wellbeing	40.30%
Support and governance costs	0.70%

- Other expenditure represents those items not falling into any other heading.

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

h 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 comprise the salary and overhead costs of the central function.

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity

Sector support, representation and voice	59.50%
Health and wellbeing	40.50%

i Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

j Tangible fixed assets and depreciation

Items of equipment are capitalised where the purchase price exceeds £2,000. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Computer equipment	33.3% per annum

1 Accounting policies (continued)

k Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Income distributions from investments are included when receivable and the amounts can be measured reliably by the charity; this is normally upon notification of the income paid or payable by the investment fund.

l Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

m Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

n Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

o Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

p Pensions

The charitable company agrees to contribute to personal pension schemes operated by some members of staff. The charitable company also offers employees an auto enrolment pension scheme to which they make contributions unless they choose to opt out. The pension cost charge represents contributions payable by the charitable company to the scheme. The charitable company has no liability under the schemes other than for the payment of those contributions.

Notes to the Financial Statements
For the year ended 31 March 2026

2 Income from donations

	Unrestricted	Restricted	2026 Total	2025 Total
	£	£	£	£
Donations	115	-	115	187
Total donations 2026	**115**	**-**	**115**	187
Total donations 2025	187	-		

3 Incoming resources from charitable activities

	Unrestricted	Restricted	2026 Total	2025 Total
	£	£	£	£
Sector support, representation and voice				
Royal Borough of Kensington & Chelsea	180,018	-	**180,018**	277,521
Westway Trust	-	23,799	**23,799**	7,933
Trust for London	-	-	**-**	51,500
Tudor Trust	-	-	**-**	23,269
Greater London Authority	-	-	**-**	24,525
Northwest London ICB	-	-	**-**	6,480
Westminster City Council	-	-	**-**	4,500
Events, services for VCO's, fees	9,790	-	**9,790**	3,850
Total sector support 2026	**189,808**	**23,799**	**213,607**	399,578
Total sector support 2025	190,218	209,360		
Health and wellbeing				
Northwest London ICB	55,656	381,486	**437,142**	751,107
London Medical Associates	-	21,700	**21,700**	-
Total health & wellbeing 2026	**55,656**	**403,186**	**458,842**	751,107
Total health & wellbeing 2025	55,656	695,451		
Total income from charitable activities 2026	**245,464**	**426,985**	**672,449**	1,150,685
Total income from charitable activities 2025	245,874	904,811		

4 Income from investments

	Unrestricted	Restricted	**2026 Total**	2025 Total
	£	**£**	**£**	£
Bank interest	4,891	-	**4,891**	6,898
Bank interest from notice deposit accounts	1,800	-	**1,800**	2,946
Investment income	1,372	-	1,372	1,352
Total income from investments 2026	8,063	-	8,063	11,196
Total income from investments 2025	11,196	-		

5 Analysis of expenditure

	Sector support, representation & voice	Health and wellbeing	Governance costs	Support costs	2026	2025
	£	£	£	£	£	£
Salaries (Note 7)	345,804	173,237	1,990	3,979	**525,010**	607,095
Temporary and freelance staff and consultants	18,156	12,388	69	136	**30,749**	41,829
Staff and volunteer costs	6,913	4,533	23	58	**11,527**	12,791
Events, workshops and forums	6,382	20,592	690	-	**27,664**	11,132
Grants to other organisations	-	-	-	-	**-**	900
Provision of services to develop the sector	12	-	-	-	**12**	-
Payments to partners to deliver services	4,500	105,800	-	-	**110,300**	109,648
Newsletters, videos and other media production	890	79	-	-	**969**	1,121
Service delivery	-	168,338	-	-	**168,338**	509,165
Other project delivery costs	11,254	4,554	18	37	**15,863**	7,928
Premises and equipment costs	28,251	19,274	107	2,912	**50,544**	58,307
Depreciation	-	-	-	2,979	**2,979**	1,716
Insurance	1,500	1,023	6	12	**2,541**	2,478
Office overheads	11,683	7,580	82	166	**19,511**	13,309
Independent examination/Audit and compliance	-	-	8,030	283	**8,313**	10,721
	435,345	**517,398**	**11,015**	**10,562**	**974,320**	1,388,140
Support costs	6,284	4,278	-	(10,562)	**-**	-
Governance costs	6,554	4,461	(11015)		**-**	-
Total expenditure 2026	**448,183**	**526,137**	**-**	**-**	**974,320**	**1,388,140**
Prior year						
Unrestricted direct expenditure	187,341	55,580	13,075	23,178		
Restricted direct expenditure	384,533	724,433	-	-		
Unrestricted support & governance costs allocate	25,269	10,984	(13,075)	(23,178)		
Total expenditure 2025	597,143	790,997	-	-		

Of the total expenditure, £305,5600 was unrestricted (2025: £279,174) and £668,670 was restricted (2025: £1,108,966).

6 Net (expenditure)/income for the year

This is stated after charging :	**2026**	2025
	£	£
Depreciation	**2,979**	1,716
Independent examination	**5,000**	-
Auditors' remuneration:		
● Current year net of VAT	-	4,434
● (Over)/under provision in previous year	**(134)**	57
Operating lease rentals:		
● Property	-	10,626

7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2026	2025
	£	£
Salaries and wages	**442,014**	529,889
Social security costs	**47,559**	50,576
Employer's contribution to defined contribution pension schemes	**22,419**	23,530
Employer's contribution to death in service insurance	**2,551**	3,100
Redundancy and termination costs	**10,467**	-
	525,010	607,095
Agency and temporary staff	**8,347**	15,140
	533,357	622,235

The following number of employees received employee benefits (excluding employer NI and pension) durin the year between:

	2026	2025
	No.	No.
£60,000 - £69,999	**1**	-

The total employee benefits including employer NI and pension contributions of the key management personnel were £169,624 (2025: £180,348).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2025: £nil). KCSC paid for monthly rental for a mobile phone for the Chair during the year totaling £126 (2025: Chair £96). No trustees were paid expenses during the year (2025: £61). No charity trustee received payment for professional or other services supplied to the charity (2025: £nil).

8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 12 (2025: 14).

The average number of employees (full-time equivalent) during the year for each activity was as follows:

	2026	2025
	No.	No.
Sector support, representation and voice	**6.6**	9.0
Health and wellbeing	**4.5**	3.9
Governance and Support	**0.1**	0.3
	11.2	13.2

9 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10 Tangible Fixed Assets

	Furniture and equipment	**Total**
Cost	£	**£**
At 1 Apr 2025	59,532	59,532
Additions in year	3,788	3,788
At 31 Mar 2026	63,320	63,320
Depreciation		
At 1 Apr 2025	57,816	57,816
Change for the year	2,979	2,979
At 31 Mar 2026	60,795	60,795
Net book value		
At 31 Mar 2026	2,525	2,525
At 31 Mar 2025	1,716	1,716

11 Investments

	2026	2025
	£	£
Investments at fair value:		
Listed investments - UK	**35,840**	32,283
	35,840	32,283
Movements	**32,283**	34,231
Market value at the start of the year		
Net gain(loss) on revaluation	**3,557**	(1,948)
Market value at the end of the year	**35,840**	32,283
The following holdings constituted 5% or more of the total portfolio: 8629.13 ordinary shares in Schroders Unit Trusts Limited	**100%**	100%

12 Debtors

	2026	2025
	£	£
Grant debtors	**12,928**	122,256
Trade debtors	**811**	5,971
Other debtors	**270**	1,484
Prepayments	**6,960**	18,674
	20,969	148,385

13 Creditors : amounts due within 1 year

	2026	2025
	£	£
Tax and Social Security	**9,260**	12,111
Trade creditors	**20,570**	118,741
Connected company	**3**	3
Funds held for other organisations	**81,690**	513
Other creditors	**3,323**	4,083
Accruals	**10,280**	5,321
Deferred income and grants in advance	**-**	45,005
	125,126	185,777

Deferred income

	2026	2025
	£	£
Balance at the beginning of the year	**45,005**	-
Amount released to income in the year	**(45,005)**	-
Amount deferred in the year	**-**	45,005
Balance at the end of the year	**-**	45,005

14 Analysis of net assets between funds

	General unrestricted	Designated	Restricted	Total funds
	£	£	£	**£**
Tangible fixed assets	-	2,525	-	**2,525**
Investments	35,840	-	-	**35,840**
Current assets	154,577	-	152,059	**306,636**
Liabilities	(24,004)	-	(101,122)	**(125,126)**
Net assets at 31 March 2026	**166,413**	**2,525**	**50,937**	**219,875**

15 Movements in funds

	At 1 Apr 2025	Income	Expenditure	Transfers	At 31 Mar 2026
	£	£	£	£	**£**
Restricted funds:					
Voluntary Sector Transformation	169,253	-	(129,890)	(668)	**38,695**
Stronger Voices					
--Trust for London	17,745	-	(21,594)	3849	**-**
--Tudor Trust	11,635		(11,635)	-	**-**
Community Resilience (RBKC)	34,930	-	(51,526)	17156	**560**
Food Roots (GLA)	17,412			(17,412)	**-**
OCOV (Westway Trust)	3,209	23,799	(27,365)	357	**-**
Self care North Ken (NWL ICB)	-	93,247	(92,680)	(567)	**-**
Self care My Care My Way (NWL ICB)	54,544	152,344	(168,338)	(38,550)	**-**
Community Solutions (NWL ICB)	19,977	135,895	(144,315)	(190)	**11,367**
Forever Care (London Medical Associates)	-	21,700	(21,327)	(58)	**315**
Total restricted funds	**328,705**	**426,985**	**(668,670)**	**(36,083)**	**50,937**
Unrestricted funds:					
Designated funds:					
Relocation fund	-	-	(3,072)	3,072	**-**
Depreciation fund	1,716	-	(2,979)	3,788	**2,525**
Total designated funds	1,716	-	(6,051)	6,860	**2,525**
General funds	179,590	253,642	(299,599)	29,223	**162,856**
Unrealised gains on investment assets	-	3,557	-	-	**3,557**
Total unrestricted funds	**181,306**	**257,199**	**(305,650)**	**36,083**	**168,938**
Total funds	**510,011**	**684,184**	**(974,320)**	**-**	**-219,875**

Transfers Between Funds

Transfers are made from funds for the full amount of purchases of capital equipment to the designated depreciation fund and depreciation of these assets is charged to that fund. For capital items bought specifically for a project, the whole cost is charged to that project, otherwise the cost is allocated across the projects on the same basis as other costs.

Transfers are made from general unrestricted funds to cover deficits on completed restricted projects.

Transfers have been made to and from designated funds in line with the Reserves Policy and between restricted funds and between restricted and unrestricted funds with the agreement of the funders.

Purposes of restricted funds

Voluntary sector transformation (NWL ICB)	Funding from the Northwest London Integrated Care Board (previously the West London Clinical Commissioning Group (WLCCG)) has been awarded to deliver a programme of voluntary sector transformation support which will enable KCSC to support the inclusion of the voluntary sector into the Bi-borough's developing integrated care arrangements, position organisations to be tender ready for NHS contracts in the future and to strengthen the self care consortium run by KCSC. KCSC's role is to administer and lead the project.
Stronger Voices (Trust for London & Tudor Trust)	Funding was received in previous years for the post of the Community Development Manager to work directly with a range of local stakeholders to strengthen the capacity and skills of residents and organisations to collectively respond to local challenges and influence decision making. The project finished in October.
Community resilience and support programme (RBK&C)	The funding is to support the coordination of food providers and the local VCS in collaboration with statutory services to deliver help to residents affected by the cost of living crisis.
Food Roots (GLA)	The Food Roots programme is to help food partnerships across London to develop more sustainable and resilient ways of working to better support food insecure Londoners. It was agreed by the funder that the brought forward fund could be combined with the Community resilience and support programme.
Our Community Our Voice (Westway Trust)	Westway Trust awarded a grant for this training programme, developed with local residents and activists, to equip North Kensington's community with skills to shape their future and to be the architects of its spaces and support structures.
North Kensington self care (NWL ICB)	Funding was awarded to set up a social prescribing programme to support the Grenfell Recovery. Funding is targeted at providing emotional and mental health wellbeing services as well as other services to support the North Kensington community.
Self care pilot service delivery (NWL ICB)	KCSC manages the self care project funded by NWL ICB. This includes negotiating contracts with voluntary and community sector providers, overseeing systems and functions including referrals and monitoring and advocating on behalf of providers to the NWL ICB to ensure their needs are understood. The delivery element of the programme is the funds paid out to providers to deliver the self care services.
Forever Care (London Medical Associates)	The funder has awarded a grant to KCSC in partnership with SMART. The project is a strategic initiative designed to address health inequalities in South Kensington & Chelsea through a multi-disciplinary team (MDT) model that integrates health, social care, and voluntary sector support.

16 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2026	2025
	£	£
Net income for the reporting period (as per the statement of financial activities)	**(290,136)**	(228,020)
Depreciation	**2979**	1,716
Interest, rent and dividends from investments	**(8,063)**	(11,196)
Losses/(gains) on investments	**(3,557)**	1,948
Decrease/(increase) in debtors	**127416**	(136,721)
(Decrease)/increase in creditors	**(60,651)**	76,131
Net cash provided by operating activities	**(232,012)**	(296,142)

17 Analysis of cash and cash equivalents

	2026	2025
	£	£
Cash at bank and in hand	**219,013**	448,549
Cash in notice deposit accounts	**66,654**	64,855
	285,667	513,404

18 Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Property	
	2026	2025
	£	£
Less than 1 year	**-**	10,626
	-	10,626

KCSC has taken advantage of the break clause in the lease and given notice of six months to 31 December 2025

19 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. Each member is liable to contribute a sum not exceeding £1 in the event of the charity being wound up.

20 Related party transactions

There are no related party transactions to disclose for 2026 (2025: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

21 Notes from 2025 accounts

a Analysis of assets and liabilities by funds of previous reporting period

	General unrestricted	Designated	Restricted	Total funds
	£	£	£	£
Tangible fixed assets	-	1,716	-	**1,716**
Investments	32,283	-	-	**32,283**
Current assets	223,816	-	437,973	**661,789**
Liabilities	(76,509)	-	(109,268)	**(185,777)**
Net assets at 31 March 2025	**179,590**	**1,716**	**328,705**	**510,011**

b Details of movement in funds during the previous reporting period

	At 1 Apr 2024	Income	Expenditure	Transfers	At 31 Mar 2025
	£	£	£	£	£
Restricted funds:					
Voluntary Sector Transformation					
--NWL ICB	331,166	5,480	(173,128)	5,735	**169,253**
--Westminster City Council	-	4,500	(4,500)	-	**-**
K&C Together (City Bridge Trust)	1,653	-	(11,058)	9,405	**-**
Stronger Voices					
--Trust for London	-	51,500	(33,755)	-	**17,745**
--Tudor Trust	9,123	23,269	(20,757)	-	**11,635**
Community Resilience (RBKC)	53,274	92,153	(110,497)	-	**34,930**
Food Roots (GLA)	19,000	24,525	(26,113)	-	**17,412**
OCOV (Westway Trust)	-	7,933	(4,724)	-	**3,209**
Self care North Ken (NWL ICB)	3,894	398,555	(411,751)	9,302	**-**
Self care My Care My Way (NWL ICB)					
--Programme administration	15,132	-	(15,132)	-	-
--Direct support to the sector	75,176	174,640	(195,272)	-	**54,544**
Community Solutions (NWL ICB)	-	122,256	(102,279)	-	**19,977**
Hospital discharge (Central London	5,735	-	-	-5,735	**-**
Total restricted funds	**514,153**	**904,811**	**(1,108,966)**	**18,707**	**328,705**
Unrestricted funds:					
Designated funds: Project support					
	8,000	-	-	(8,000)	**-**
Depreciation fund	3,432	-	(1,716)	-	**1,716**
Total designated funds	11,432	-	(1,716)	(8,000)	**1,716**
General funds	212,446	257,257	(277,458)	(10,707)	**181,538**
Unrealised gains on investment assets	-	(1,948)	-	-	**(1,948)**
Total unrestricted funds	**223,878**	**255,309**	**(279,174)**	**(18,707)**	**181,306**
Total funds	**738,031**	**1,160,120**	**-1,388,140**	**-**	**510,011**

Thank you to our funders

Kensington and Chelsea Social Council would like to thank all the funders that have supported us during the year.