

Charity Registration No. 1042095

Company Registration No. 02814639 (England and Wales)

THE SELBY TRUST
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

THE SELBY TRUST

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mr J Clarke Ms S Nwimo Mr E Ihejirika Cllr A Stennett Dr V Olisa Mr R Danso Mrs L D Neves Mrs S Fitzsimmons Mr M Hakata Ms K Butt	(Appointed 15 July 2021)
Secretary	Mr R Danso	
Charity number	1042095	
Company number	02814639	
Principal address	The Selby Centre Selby Road Tottenham London N17 8JL	
Registered office	The Selby Centre Selby Road Tottenham London N17 8JL	
Auditor	RDP Newmans LLP Lynwood House 373-375 Station Road Harrow Middlesex HA1 2AW	
Bankers	Co-operative Bank 195 High Road Wood Green London N22 6DP	
Solicitors	Anthony Collins Solicitors LLP 134 Edmund Street Birmingham B3 2ES	

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THE SELBY TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 MARCH 2021

The Trustees present their report and financial statements for the year ended 31 March 2021.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Trust's Memorandum and Articles of Association, the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

The Trustees have complied with the duty in Section 17 (5) of the 2011 Charities Act to have paid due regard to guidance issued by the Charity Commission in relation to the activities being for the public benefit. The report is prepared in accordance with the small companies' regime (Section 419 (2) of the Companies Act 2006).

Selby Trust's Memorandum and Articles of Association state that the purpose of the charity is to promote local people's educational advancement and the provision of facilities that support social welfare, leisure and recreation and improve life chances in Haringey and neighbouring areas.

The Trust manages its facilities at the Selby Centre under the motto of "Many Cultures One Community" and attracts over 130 charities, social and community led enterprises, sports clubs, faith-based groups, training providers and local entrepreneurs.

In this context, the Trust satisfies the Public Benefit aspects in respect of the advancement of education and fee charging by providing community facilities that are affordable. Facilities are utilised by a wide range of disadvantaged groups and communities facing impoverished circumstances for educational and leisure purposes.

Principal aims and objectives

The Selby Trust's charitable objects are given below and are taken from our governing document, the Memorandum and Articles of Association.

The Selby Trust's objects are:

(a) to promote for the benefit of the public residents in the London Borough of Haringey and neighbouring areas without distinction of sex, race, colour or political or religious or other opinions by the advancement of education and provision of facilities in the interests of social welfare for recreation and leisure time occupation with the object of improving the conditions of life of the said inhabitants;

(b) to maintain and manage a community centre at Selby Road, Tottenham, London, N17 8JL for activities promoted by the centre in furtherance of the above objects.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Our Values

We treat all people with dignity and respect regardless of race, nationality, gender, sexual orientation, disability and age. At all times, people's feelings will be valued and respected. Everyone is welcome and this is how we achieve many cultures, one community.

We value the contribution made by members, volunteers, staff, consultants, trustees, statutory and community and corporate partners. We will use their time and resources responsibly and efficiently.

We value the asset we have at the Selby Centre and operate in a manner that allows the community maximum access and benefit from the facilities.

Staff, consultants and trustees work together in an open and honest manner to ensure the positive operation of the Selby Trust and the Selby Centre.

We are committed to lowering our carbon footprint as a learning, social and economic community. By doing so we will save money and generate employment in the green economy.

Vision

To sustain the Selby Centre as an asset of community benefit that enables people of many cultures to come forward as one community creating a place where they can move forward, fulfil their potential and make Tottenham a vibrant and diverse place to live and work.

Working with LB Haringey, local community and other stakeholders we will create an integrated, inclusive, healthy, sustainable, diverse, connected urban village.

Mission statement

Deliver a consolidated, new, sustainable, community flagship hub, underpinned by an asset transfer, that provides a base for local community organisers and 130+ diverse social action organisations and community businesses they lead at the Selby Centre with new partners, to create lasting exits from local inequalities with opportunities to achieve social value.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Objectives, activities, achievements and performance

The Selby Centre was established by Haringey Council in 1986 as a result of a community campaign for a sizeable community hub to house diverse services and communities with a dedicated centre that was affordable and local people could call 'home'.

The Council ran the Selby Centre for its first 4-5 years until 1991, after which the community managed it directly.

In 1992, more than 25 years ago, the Selby Trust began in partnership with Haringey Council, as the freeholder, to make the Centre a genuinely community-led project, with a resident-led board. The Selby Trust became a company limited by guarantee in May 1993 and successfully registered as a charity in November 1994.

The Selby Trust was supported by the late Bernie Grant MP and we continue to be strongly supported by our current MP for Tottenham, David Lammy, and Catherine West, the MP for neighbouring constituency in Hornsey and Wood Green.

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Trust should undertake.

The mission and objectives are achieved through the following areas of work:

- Community Development
- Community Economic Development
- Community Environmental Development
- Social Justice and Community Safety
- Community Facilities Management

Broadly, the direction of travel has encompassed:

(i) Community Development

Our community workers are experts at bringing together individuals and grassroots partnerships and consortia in a rich mix of cutting edge services that challenge poverty, injustice and inequality. We have a specialist youth community worker in the area. We are achieving sustainability through incubating social enterprises that promote growth in the local economy whilst serving social and environmental functions. We are identifying and maximising community assets by harnessing skills, enthusiasm and commitment of local residents.

- We train people in community organising, believing it to be a strong tool and skillset in building cohesion and togetherness in a divided and unequal society.
- We bring communities together by co-locating over 130+ social action organisations in active use of community premises, attracting co-produced services, job programmes, training and other opportunities.
- Diverse staff and volunteers facilitate projects in an inclusive and collective manner whilst cherishing different languages, celebrating food and cultures and helping engagement with the people in the community.
- Awareness raising and discussion events tend to be well attended, drawing people out of social isolation, into the heart of debates and increasing involvement in civic society, holding institutions and politicians to account, and raising awareness of services, consultations, and opportunities.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

(ii) Community Economic Development

The Selby Trust aims to assist people from diverse backgrounds with different needs to acquire the skills, confidence, networks and knowledge necessary for them to develop solutions to life's challenges. We aim to achieve sustainability through social enterprise approach that provides revenue for the centre, allows us to incubate and develop other enterprises, foster their financial independence and supports the delivery of activities that promote growth in the local economy.

- The Selby Trust is a multi-purpose community asset, in which the underlying economic inequalities are often addressed through a wide range of key actions and opportunities available through our work and onsite.
- We organise networking and information workshops, drawing community businesses, social enterprises and community groups together to benefit from new knowledge.
- The Selby Trust continues to maintain and develop The Selby Centre as a social and community enterprise hub that enables community resilience by supporting communities to positively respond to economic, social and environmental challenges.
- Financial security is hard to achieve at the best of times and is certainly challenging in the persistent worst of times. Much economic capital emerges out of the social and community capital for Tottenham, generated here at our social action hub.

(iii) Community Environmental Development

At the Selby Centre, we have established space for many environmental enterprises. The Selby Trust now recycles bikes, grows fruit and vegetables and stimulates the creative use of textiles. Together this helps achieve our triple bottom line – integrating green values with positive social and economic outcomes. In the future, we have plans to green the Selby Centre as part of a wider Selby Centre and Bull Lane site development by ensuring the new facilities deliver low carbon usage as a model of good practice.

- We aim to transform the environment at the Selby Centre by establishing space for environmental activities that make it a nicer place to be in. We attract and sell on office furniture affordably to community groups to avoid landfill and improve energy efficiency.
- The Selby Trust now recycles bikes, grows fruit and vegetables with volunteer help, stimulates the creative use of textiles, and offers energy-saving advice.
- Together this helps achieve our triple bottom line – integrating green values with social and economic outcomes.

(iv) Social Justice and Community Safety

We promote community safety and social justice to encourage safer neighbourhoods, and work to reduce violence and anti-social behaviour by creating opportunities for young people, older people, women and ex-offenders. We build strong relationships between communities, police and youth offending services in the context of seeking justice and transparency. We are actively supporting ex-offenders in rehabilitation.

- We reach into communities and find ex-offenders, as peer supporters, mentors and train them as advisors. They often provide the listening ear that others cannot and better understand the conditions under which street violence and drug running takes place, and can be prevented, support provided and lives be saved.
- We seek to establish a pathway model that can transform attitudes and accelerate the availability of options in employment, self-employment, co-operatives and social enterprise that are alternatives to reoffending and reduce entry into gangs and anti-social behaviour.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

(v) Community Facilities Management

Maintaining the centre as a community facility which is well used by over 130 grassroots organisations that bring together a rich mix of cutting edge services and ideas. We attract up to 600 people a day on a regular basis. We rent office spaces to community businesses, social enterprises and charities. We also offer a variety of multi-purpose rooms and halls for community activity that includes sports, health and well-being, fitness, dance, meetings, learning, job support and conferences. The Selby Trust is more than a landlord and facilities manager as we bring together tenants that can serve the needs of the local community, support them with training and capacity building and share knowledge about new sources of funding and partnerships.

Funding and supporting organisations and support from volunteers and mutual aid groups

- Accenture
- Big Potential Advanced
- BigTime Basketball
- Black Arrows Badminton Club
- Black Training Enterprise Group
- Bridge Renewal Trust
- BT
- City Bridge Trust
- Community Fund
- Community Organisers Limited
- Community payback
- Cruse Bereavement Care
- Docusign
- FW Business Limited
- Greater London Authority (GLA) Young Londoners Fund Local Network
- GLA Regeneration
- Haringey Fairness Commission
- Haringey Sixth Form College
- Heritage Lottery Fund
- High Trees Community Development
- Locality
- London Borough of Haringey
- London Elite Football
- Macmillan Cancer
- Mafia Moves
- Middlesex Cricket
- Middlesex University
- My Training Plan
- National Cyber Security Centre
- National Health Service
- One Public Estate
- Power to Change
- Progression Sessions
- Redbull
- Selby Boxing Club
- Social Investment Business (SIB)
- Smart Urban Limited
- Sport England
- School for Social Entrepreneurs
- Tottenham Hotspur Foundation
- VolleyFirst
- WeMove Dance

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Project highlights - A diverse range of social action projects and activities take place and the table below outlines the key highlights:

2020/21		
Project Name	Aim and Objectives	Outcomes
Connected Communities	Community Engagement	Will cover cost in community engagement post
Covid-19 National Community Lottery Fund (NCLF)	Activities include: <ul style="list-style-type: none"> • Sustaining food hub • Sports/physical activities • Community care (trauma/bereavement support) • Selby facilities improvement • • • • • 	Supported all 28 on-site organisations with bid development and Covid risk assessment and protocols Distributed free PPE to Centre users, licensees, staff, volunteers, and visitors Recruited a part-time Marketing and Engagement Intern & increased our social media following Installation of two 8-seater gazebos to create an outdoor booking space Avoided staff to go on furlough by covering the Duty Supervisors core cost. IT infrastructure improvements Distribute food and essentials to more than 12000 vulnerable households during current difficult times with support from more than 50 volunteers. Recruited a part-time Food Hub Coordinator Reached around 1000 individuals including young, BAME, and other excluded communities through various sports and fitness activities. Recruited a part-time Sports Development Officer. 41 unique participants received the training around bereavement and trauma.
HEY Network	Develop organisations working with young people in Haringey and Enfield as part of the Mayor of London Young Londoners Fund (YLF)	Deliver training and development opportunities for frontline professionals working with young people to skill up the local youth sector. Provide information and support on funding opportunities for organisations working with young people in Enfield and Haringey to increase sustainability of the local youth sector.
Macmillan Cancer Support (MCS) - Community Centered Health & Wellbeing (CCHW)	Create a simple and unobstructed access point at the Selby Centre to support patients offering practical advice and supported signposting into appropriate health-related services.	Paused due to Covid-19, plan to resume next financial year.

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Macmillan Cancer Support (MCS) - Covid emergency grant	Support cancer patients	Delivered training sessions
Power to change - C-19 Trading Income Support Scheme	Financial recovery from Covid-19	Covered trading losses
School for Social Entrepreneurs (SSE) - Social Enterprise Support Fund (SESF)	Maintenance and flexible arrangements, staffing and support <ul style="list-style-type: none"> • • 	Maintenance and flexible arrangements (food hub infrastructure, global garden upgrade, outdoor space beside sports hall) Staffing (community activities - food hub) Support (health & wellbeing, fitness)
Secondment Marketing engagement Intern	- Marketing and promotion of all projects and activities at the Selby Trust including the projects related to Selby Urban Village.	Internship – Marketing & Engagement
Selby Food Hub	Support people in Haringey suffering from food poverty <ul style="list-style-type: none"> • • • • • 	60,591 individuals supported 15,678 families with children supported 9,323 single adult/couples supported 3,391 new individuals supported 103,117 food bags provided 8,271 No Resource to Public Funds 4,108 receiving Universal Credit
Selby Urban Village (SUV) - One Public Estate	Development Manager & HR	SUV development
Selby Urban Village (SUV) - GLA	Development Manager & HR	SUV development
Sport England Community Asset Fund	Capital fund	Sports hall facilities refurbishment
Sport England Tackling Inequalities Fund (TIF) phase 2	- Help reduce the impact of Covid-19 in sport & physical activities • Sports and physical sessions by Sports Partnership Groups at the Selby Centre	More than 1000 individuals participated in different sporting and physical activities. Indicating more than 75% of participants from the BAME community Age group ranging from 5 years to 26+ years
The Rank Foundation (TRF) - CRF	Cover lost income and cost for delivery of new programmes as a response to Covid-19	Covered cost for – 3 months' rent of meeting rooms, sports hall & parking, and Selby Food Hub staff cost.

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Selby Food Hub

Coronavirus has had a huge impact on the community, making people very vulnerable. The Selby Food Hub is providing food, sanitary items, cleaning products and baby items to as many people as possible. Over 25,000 bags were distributed with food, essentials, toiletries etc. to over 12,000 households in need. We are in partnership with Haringey Council as part of the Coordinated Community Response to Violence Against Women and Girls (VAWG) across the borough. VAWG sets out a 10-year Haringey Council ambition (2016-2026) for addressing and preventing violence against women and girls in the borough. As part of the pilot, the Selby Centre Food Hub has been identified as a Safe Space. Since March 2021, Food Hub volunteers have become fully trained to deliver support as we have become a fully certified safe space for our community.

School Holiday Programme with Sports Partnership Group

Young people have gone through a massive adjustment period during Covid-19 lockdown, whether it be working from home, missing out on education or not socialising with peers as normal. This has had an impact on their mental health and wellbeing. Through providing support to our Sports Partnership Group, over 2,000 individuals, many of whom are young people, participated in different sporting and physical activities as part of Selby Active, of which over 75% of participants in this period are from the BAME community.

Bereavement Training

Community care through bereavement and trauma support has been provided for people in the community. in partnership with Cruse Bereavement Care. Courses have enabled an increase in confidence and greater understanding of vocabulary around bereavement and trauma subjects for people who otherwise would not have access to this information.

41 unique participants received the training, particularly those who deal with vulnerable individuals and groups as part of their job role. The training took place during the pandemic and virtually, and was geared towards addressing bereavement or death impacting mental health and wellbeing (at any time or during the pandemic). Covid-19 has resulted in a devastating year that has affected every corner of lives, with consequences deeply felt amongst the Black, Asian and minority ethnic (BAME) community, who have been disproportionately affected by the virus.

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FOR THE YEAR ENDED 31 MARCH 2021

Secured grant funds for 2021/22		
Project Name	Time-frame	Aim and Objectives
City Bridge Trust (CBT) - Wave 5-renewal fund	May 2021 to April 2022	Core cost - Finance Manager, Duty Supervisors/ Duty Officers, Development Manager and Operational Team
Gilead - Getting to Zero - An HIV Prevention Program	April 2021 to March 2022	To reduce health inequalities by helping hard to reach people in the community to make changes, they want in their lifestyle to improve their health and wellbeing by offering HIV prevention training/ workshop, testing and supported signposting into appropriate services.
London Borough of Haringey (LBH) - Holiday Activity and Food (HAF) Easter	April 2021	Sports and enrichment programme for young people age group 5 to 16 years old
London Borough of Haringey (LBH) - Holiday Activity and Food (HAF) Summer	July 2021 to Aug 2021	Sports and enrichment programme for young people age group 5 to 16 years old
London Borough of Haringey (LBH) - Summer half-term programme	June 2021 to Aug 2021	Delivering sports training to young people
Power to change - Community Business Trade Up (CBTU) Programme	April 2021 to Dec 2021	Supporting deprived areas Supporting BAME groups BAME led organisations
School for Social Entrepreneurs (SSE) - Social Enterprise Support Fund (SESF)	Oct 2010 to June 2021	Maintenance and flexible arrangements, staffing and support
Selby Urban Village (SUV) - One Public Estate	June 2020 to Sep 2021	Development Manager & HR
Selby Urban Village (SUV) development - GLA	June 2020 to Sep 2021	Development Manager & HR
Sport England - Tackling Inequalities Fund (TIF) phase 2	Dec 2020 to July 2021	Help reduce the impact of Covid-19 in sport & physical activities. Sports and physical sessions by Sports Partnership Groups at the Selby Centre
Sport England - Tackling Inequalities Fund (TIF) phase 3	Aug 2021 to March 2022	Help reduce the impact of Covid-19 in sport & physical activities. Sports and physical sessions by Sports Partnership Groups at the Selby Centre
Tottenham Youth Fund	May 2021	Develop organisations working with young people in Haringey and Enfield as part of the Mayor of London Young Londoners Fund (YLF)
Tottenham Youth Fund	Sep 2021	Develop organisations working with young people in Haringey and Enfield as part of the Mayor of London Young Londoners Fund (YLF)

The above projects represent secured forward project funding in excess of £480,000.

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FOR THE YEAR ENDED 31 MARCH 2021

Strategic report

The description under the headings "Achievements and performance" and "Financial review" meet the company law requirements for the Trustees to present a strategic report.

Financial review

The Selby Trust has maintained its healthy financial progress from the prior year in generating a large overall surplus despite the uncertain economy.

The Selby Trust has generated an overall surplus of £271,708, which is due to the increase in Covid 19 emergency grants awarded in the year. The surplus has also arisen due to £153,212 of capital grants which are included in the Statement of Financial Activities and thus significantly contribute to the surplus, but due to the requirements of the SORP, the related capital expenditure is reflected in the Balance sheet. If this were included on the Statement of Financial Activities, the overall surplus would reduce to £118,496. The surplus is to be maintained amidst the uncertainties of Covid 19.

The total restricted fund balance was £193,519 at the year-end. The restricted fund balance is comprised of either funders monies unexpended as at the year-end or monies expended by the Trust on projects which is still to be recovered from funders as at the year end. The trust have gained several new grants in the year. A breakdown of the relevant projects is provided in the notes to these financial statements.

The total unrestricted (designated) fund balance was £45,541 at the year end. A breakdown of the relevant projects for this fund is provided in the notes to these financial statements. The total unrestricted (general) fund balance is in a surplus of £442,989 at the year end.

The Trust's fundraising strategy is to develop a secure future by securing a longer lease and to work towards a future site redevelopment, by maximising social value and impact through relevant prevention and proactive action that reduces inequality, poverty and discrimination.

The Trust has increased its utilisation of grant programmes for community benefit by seeking to distribute grants at a grassroots level.

The Trust is seeking to further develop the concept of minimising competition for less charitable income for direct delivery, by opting for funds that pay for social infrastructure, addressing gap areas in which we can incubate solutions with communities and social entrepreneurs, and work with local people to identify their own solutions and help them grow.

Reserves policy

In line with the Board of Trustees policy established in 2017, the Trust is working towards implementing the policy of building up at least 12 months' worth of operating costs as reserves. The rationale for this is as follows:

1. Enable the Selby Trust to continue to deliver high-quality service and standard of work in a challenging context of deprivation, older buildings and multiple disadvantage facing local communities by working as a proactive and responsive community-led development trust.
2. The Selby Trust achieves this by generating income from the hire of facilities and reinvests a percentage of these back into community projects that meet community needs.
3. Earnings come from a number of community organisations who hire facilities, which may be vulnerable to a range of factors that can lead to their demise and inability to pay rent. Should the Centre fold for any reason, it will need to give notice to licensees and users.
4. Therefore, to be able to sustain opening hours, and a functioning site, and our own social change projects that connect not just to the voluntary sector (which can tend to focus on what funding requirements are to partly meet community and resident needs) but directly to communities and support responses to their broader and specific needs.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Risk management

The Trustees have assessed the major risks to which the Trust is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

The trustees who regularly review and assess risks to which the charity is exposed, have prepared a risk register and have put in place systems or procedures to mitigate the risks the charity faces. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and expenditure, reflected in a financial controls policy.

Stakeholder engagement and dialogue with Haringey Council, NHS Clinical Commissioning Group, Public Health, Probation Service and Metropolitan Police continue to support the holistic model. This can enable celebrating what works at The Selby Centre, how it can further contribute to local service models, take part in co-production, social prescription as an intergenerational hub. This process is a useful contribution towards measuring the social value the Charity brings to the area and addressing what can be improved and how to achieve it. Trustees annually agree a business plan and realistic fundraising strategy to maintain existing income, develop new income sources and seek key targets that are realistic and appropriate. The charity has co-operated with a borough wide review of community buildings, linked to the provision of a rental grant support provided by Haringey Council as a circular non-cash grant. Part of this review involves self-assessment of social value, reflected in a Social Impact Report, which has involved licensees, community associates, consultants, trustees, volunteers and staff building on the work done with a critical friend from Locality, Power to Change Trust, with Haringey Council, and the Mayor's Office for London.

The charity continues to be in dialogue with Haringey Council regarding its current lease, due to expire in 1 year, as external funders have indicated strong interest in redeveloping the site when a longer term lease becomes available. Trustees are developing a longer term plan to achieve site redesign and redevelopment that brings about a modern, energy efficient multi-purpose community hub ready for a new era in Tottenham. Procedures are in place to ensure compliance with health and safety of staff, volunteers, clients and visitors to an ever-increasing number of visitors to the centre. Appropriate and systematic controls are in place to provide reasonable assurance against fraud and error, with a clear anti-fraud policy and adequate financial procedures. These procedures have been reviewed by the Treasurer in conjunction with senior staff and updated as necessary to ensure that they continue to meet the needs of the charity.

The economic climate and contraction in public sector funds continue to restrain growth and charitable fundraising remains exceedingly competitive. Utility saving investment would achieve further surpluses and reduce carbon emissions. Utility costs remain burdensome, although independent energy purchasing is cost effective and efficient. The Trust has a stable relationship with its bank, which acknowledges the charity's prudence and sustained financial improvement.

Covid-19:

At Selby Trust, we have suffered from a serious loss of rental income and have therefore needed to furlough staff. Following Government guidelines, the centre closed on 21 March 2020, resulting in an immediate shortfall trading income. However, we know that we are not unique with this regard as most voluntary sector organisations are faced with similar financial challenges. Nonetheless, we have acted very quickly to needs within the organisation and community, at a time when most of us, remain concerned about our safety and wellbeing. Here are things we have done so far:

Conducted risk assessment of site and established risk assessment protocols for licensees, staff and centre users.

Per the government, guidelines closed the centre with exceptional access to 'designated key workers' only.

Provided remote working arrangements for staff both via online (team viewer, zoom, MS team) and telephone conference.

Supporting licensees' with Covid-19 applications and bids, this is reflected in the following section.

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Reduced on-site staff (Duty Officer, Security) to emergency covers only.

Encourage furlough staff to do volunteering.

Providing voluntary skills development opportunities for furloughed staff.

Provide regular updates to licensees' on Covid-19 via emails and website.

The organisation put dedicated resource into fundraising for offsetting trading losses from income via rents, parking, hiring meeting spaces and sports hall.

Campaigned for volunteers to serve the community in current difficult times through the 'Food Hub' initiative at Selby Centre. The 'Food Hub' initiative is conducted at the Selby Centre with proper safeguarding and health and safety measures. For instance:

All volunteers/staff have been issued a washable mask for their own exclusive use.

We have a good supply of disposable gloves which are issued to volunteer/staff upon arrival and then again when the role changes to distribution.

All food packages are pre-packed and given by leaving on the table for the beneficiary to collect. There is no direct exchange.

Volunteers and staff are practising social distancing while sorting/packaging.

Supported local vaccination progress

Provided information and guidance on vaccinations for Covid-19 through local objectives.

Provided space for local agencies to deliver vaccination programme.

Plans for the future:

We are working collaboratively with Haringey Council to deliver a shared vision for the site which is defined within our memorandum of agreement as "an integrated, inclusive, healthy, sustainable, diverse, connected 'urban village' on the site".

The 'urban village' development is based on a mixed-use scheme, which involves - building 218 housing units, leisure facilities and the new Selby Centre. The Urban Village will enable excellent place making, green futures and vibrant communities together. This 'urban village' development will be carried out in phases so that we are visible, viable and can continue to provide our services to the community.

The team has worked closely with excellent working relationships formed at all levels across the partnership. In particular the Selby Trust has been a conduit to the surrounding communities and has brought many voices to the table via the meetings and events we have hosted on site. We built direct links to funders including One Public Estate, The Greater London Authority and The National Lottery, and these will be leveraged next year to support the scheme. Design work has progressed through RIBA Stage 1 and Stage 2, with design work to continue in 2021/22 before a Planning Application is scheduled to be submitted in March 2022.

The scheme is well supported, and there is no doubt that much of that support comes from the trust local people have in the Selby Trust.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

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Transition

We cherish and recognise that in parallel to this physical transformation, it is a necessity to conserve our community-led approach, whereby, our partners play an important role. These include people and organisations from the environmental sector, education institution, statutory services, the third and private sectors. This wide range of partners ensures every part of civil society is involved.

Above all else, we will maintain and redevelop the Selby Centre so it can remain as a central place that develops, organises and strengthens Tottenham while empowering the people who live here. Specifically, this will include actions to:

- Maintain the building throughout the process, ensuring health and safety, business continuity and a positive approach to customer care, maximizing the offer to those people using our food bank, health services and disability support
- Design the future – the site's future redevelopment will include community, leisure and housing
- Raise resources to contribute towards the site redevelopment
- Bring on board new and existing partners into the Selby partnership to reflect local needs and interests
- Staff, volunteers and board development and training required during the development of The Selby Trust and Centre.
- Develop community organising
- Increase and further diversify income sources to cover future costs redevelopment and some services.
- Develop the skills of our staff, licensees and neighbourhood to increase the role everyone can play as the new 'urban village' emerges.

Structure, governance and management

The Trust is a company limited by guarantee, incorporated on 4 May 1993 and registered as a charity on 16 November 1994. The Trust's reference and administrative details are set out on the Legal and Administrative Information page. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association.

The board has committed to the implementation of the Voluntary and Community Sector's Code of Good Governance as part of our governance framework.

The Board of Trustees

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

- Mr J Clarke
- Ms S Nwimo
- Mr E Ihejirika
- Cllr A Stennett
- Mr A Desai (Resigned 24/09/20)
- Dr V Olisa
- Mr R Danso
- Mrs L D Neves
- Mrs S Fitzsimmons
- Mr M Hakata

None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

THE SELBY TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Recruitment, appointment and terms of office of Trustees

The Selby Trust benefits from a strong, diverse and experienced board of Trustees, drawn from Haringey and neighbouring areas. Trustees bring together skills and knowledge from running charities, businesses, hospitals, sports clubs, and service providers. A board of 12 brings those who run and utilise The Selby Centre's facilities alongside local people with professional or business experience who comprehend local needs. We are also grateful to the Haringey councillors who generously share their local knowledge and expertise from local government and their respective fields, in policy, grantmaking, legalities, and education.

New trustees are recruited from within the Centre, the community of participants, trustee networks, professional contacts, the local council and those who respond to external advertising of the vacancies on The Selby Trust website, twitter feed and online promotions. New trustees complete an application form providing references and indicate their experiences and area of interest and contribution.

Trustee induction and training

Interested candidates are invited to meetings to engage with existing trustees and, if successful in their application to become a trustee, are inducted into the work of the Trust. This involves visits to the Centre, meeting licencees, reviewing documents, plans and then attending board meetings. Trustees are encouraged to meet with the chief executive, staff, consultants, volunteers as well as other trustees in order to familiarise themselves with the charity and the context of its operations.

All existing trustees are now already familiar with the practical work of the charity, but often take up the opportunity to refresh their knowledge about the Centre by visiting informally as well as attending meetings taking place at the Trust to keep themselves up-to-date. The charity has a strong and experienced board, supplemented now by new trustees that can continue to help raise the profile and bring in additional expertise in certain areas.

Induction procedures are in place for new trustees as are mechanisms to keep all trustees abreast of developments in the sector e.g. by attending meetings, training and conferences.

Operations and staffing

The trustees delegate day to day management of the charity to the Chief Executive, Paul Butler, who is supported by his Senior Management Team to deliver the aims and objectives of the charity.

Related parties

Included within other creditors and income are amounts of £388 (2020: £388) and £3,348 (2020: £3,348) due to/received from Temple of Refuge Ministries, a charity in which Mr R Danso has a mutual interest.

Included within the income from Activities for generating funds is £16,500 (2020: £14,676) invoiced to Selby Amateur Boxing Club, an organisation in which Mr J Clarke, a Trustee of The Selby Trust, is the Club Secretary. At the year end, there is an amount of £9,529 (2020: £1,333) due to Selby Amateur Boxing Club.

Auditor

In accordance with the company's articles, a resolution proposing that RDP Newmans LLP be reappointed as auditor of the company will be put at a General Meeting.

Disclosure of information to auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

THE SELBY TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

The trustees' report, including the strategic report, was approved by the Board of Trustees.



.....
Mr R Danso

Trustee

Dated: 17/12/2021



.....
Mrs S Fitzsimmons

Trustee

Dated: 17/12/2021

THE SELBY TRUST

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2021

The Trustees, who are also the directors of The Selby Trust for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (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 Trust and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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 judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Trust will continue in operation.

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

So far as each person who was a trustee at the date of approving this report is aware, there is no relevant audit information of which the company's auditor is unaware. Additionally, the trustees individually have taken all the necessary steps that they ought to have taken as trustees in order to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

THE SELBY TRUST

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE SELBY TRUST

Opinion

We have audited the financial statements of The Selby Trust (the 'Trust') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

THE SELBY TRUST

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF THE SELBY TRUST

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Trust and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- we have not received all the information and explanations we require for our audit.
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the directors' report.

Responsibilities of Trustees

As explained more fully in the statement of trustees' responsibilities, the Trustees, who are also the directors of the Trust for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the Trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

THE SELBY TRUST

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF THE SELBY TRUST

The extent to which the audit was considered capable of detecting irregularities including fraud

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 together with the Charities SORP (FRS102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were, General Data Protection Regulation (GDPR), and employment legislation.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- reviewed and tested journal entries to identify unusual transactions and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 2 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- reviewing and agreeing financial statement disclosures and testing to underlying supporting documentation; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

THE SELBY TRUST

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF THE SELBY TRUST

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Paresh Radia FCA (Senior Statutory Auditor)
for and on behalf of RDP Newmans LLP

17.12.2021

Chartered Accountants
Statutory Auditor

Lynwood House
373-375 Station Road
Harrow
Middlesex
HA1 2AW

THE SELBY TRUST

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
	Notes						
Income and endowments from:							
Donations and legacies	3	145,504	163,000	308,504	3,743	163,000	166,743
Charitable activities	4	-	461,037	461,037	-	189,753	189,753
Other trading activities	5	777,774	-	777,774	854,402	-	854,402
Investments	6	1,811	-	1,811	2,303	-	2,303
Other income	7	68,107	-	68,107	-	-	-
Total income		993,196	624,037	1,617,233	860,448	352,753	1,213,201
Expenditure on:							
Raising funds	8	682,933	163,000	845,933	498,570	163,000	661,570
Charitable activities	9	257,258	202,163	459,421	228,492	184,943	413,435
Other	14	40,171	-	40,171	64,908	-	64,908
Total resources expended		980,362	365,163	1,345,525	791,970	347,943	1,139,913
Net incoming resources before transfers		12,834	258,874	271,708	68,478	4,810	73,288
Gross transfers between funds		68,976	(68,976)	-	4,810	(4,810)	-
Net income for the year/ Net movement in funds		81,810	189,898	271,708	73,288	-	73,288
Fund balances at 1 April 2020		406,720	3,621	410,341	333,432	3,621	337,053
Fund balances at 31 March 2021		488,530	193,519	682,049	406,720	3,621	410,341

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

THE SELBY TRUST

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Fixed assets					
Tangible assets	16		148,855		21,650
Current assets					
Debtors	17	171,937		144,001	
Cash at bank and in hand		699,653		511,494	
		<u>871,590</u>		<u>655,495</u>	
Creditors: amounts falling due within one year	18	<u>(309,229)</u>		<u>(237,637)</u>	
Net current assets			562,361		417,858
Total assets less current liabilities			711,216		439,508
Creditors: amounts falling due after more than one year	19		(29,167)		(29,167)
Net assets			<u>682,049</u>		<u>410,341</u>
Income funds					
Restricted funds	22		193,519		3,621
<u>Unrestricted funds</u>					
Designated funds	23	45,541		84,641	
General unrestricted funds	23	442,989		322,079	
		<u>488,530</u>		<u>406,720</u>	
			<u>682,049</u>		<u>410,341</u>

The financial statements were approved by the Trustees on 17/12/2021



Mr R Danso
Trustee



Mrs S Fitzsimmons
Trustee

Company Registration No. 02814639

THE SELBY TRUST

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	27		350,766		(32,267)
Investing activities					
Purchase of tangible fixed assets		(164,418)		(821)	
Investment income received		1,811		2,303	
		<hr/>		<hr/>	
Net cash (used in)/generated from investing activities			(162,607)		1,482
Net cash used in financing activities			<hr/> -		<hr/> -
Net increase/(decrease) in cash and cash equivalents			188,159		(30,785)
Cash and cash equivalents at beginning of year			511,494		542,279
Cash and cash equivalents at end of year			<hr/> 699,653 <hr/>		<hr/> 511,494 <hr/>

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Charity information

The Selby Trust is a private company limited by guarantee incorporated in England and Wales. The registered office is The Selby Centre, Selby Road, Tottenham, London, N17 8JL. The trust is registered at the Charities Commission with a registration number 1042095.

1.1 Accounting convention

The accounts have been prepared in accordance with the Trust's governing document, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2019). The Trust is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Trust. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes. Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the Trust is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Trust has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Donated services and gifts in kind are included at the value to The Selby Trust where this can be quantified.

Grants received are accounted for as receivable as and when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to performance condition is recognised (as the related goods or services are provided). Grant income included in this category provides funding to support activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

Advance payments received during the year for activities to be carried out in later financial years are not reflected in the statement of financial activities. The amounts have been deferred to the financial year in which the activities will be carried out and are reported as deferred income. Deferred income is included within creditors.

Other trading activities income includes rental income which is recognised when receivable.

Investment income is recognised on a receivable basis.

1.5 Expenditure

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods or services are supplied. Other grant payments are recognised when a constructive obligation arises that result in the payment being unavoidable.

Costs of generating funds are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities include both the direct and support costs relating to these activities.

Governance costs include the cost of any legal advice to trustees on governance or constitutional matters, external accountancy and audit costs.

Support costs include central functions and have been allocated to the different categories of activities based on the time spent on each activity.

The trust is not registered for VAT so all expenses shown in the statement of financial activities and notes to the accounts are shown gross (i.e. inclusive of VAT).

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold improvements	20% Reducing balance
Plant and machinery	20% Reducing balance
Computer equipment	20% Reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Impairment of fixed assets

At each reporting end date, the Trust reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The Trust has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Trust's balance sheet when the Trust becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Trust's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Trust is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

Government grants relating to turnover are recognised as income over the periods when the related costs are incurred.

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

1.12 Volunteers

A substantial contribution to the activities of The Selby Trust is supplied in the form of voluntary services for supporting the charity and providing administrative services. The financial benefit of these non-cash donations have not been recognised in these accounts as by their nature it would be impractical to quantify in monetary terms.

2 Critical accounting estimates and judgements

In the application of the Trust's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

In the view of the Trustees, there are no significant estimates or judgements.

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2021 £	2021 £	2021 £	2020 £	2020 £	2020 £
Donations and gifts	566	-	566	3,743	-	3,743
Grants receivable for core activities	144,938	163,000	307,938	-	163,000	163,000
	<u>145,504</u>	<u>163,000</u>	<u>308,504</u>	<u>3,743</u>	<u>163,000</u>	<u>166,743</u>

During the year a circular grant of £163,000 (2020: £163,000) was received from London Borough of Haringey (L B Haringey) to fund the occupation of its premises.

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

4 Charitable activities

	Community Economic Development	Community Development	Community Environmental Development	Total 2021	Community Economic Development	Community Development	Community Environmental Development	Total 2020
	2021 £	2021 £	2021 £	£	2020 £	2020 £	2020 £	£
Performance related grants	-	461,037	-	461,037	29,264	154,920	5,569	189,753

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

5 Other trading activities

	Unrestricted funds	Unrestricted funds
	2021	2020
	£	£
Trading activity income: other	777,774	854,402

Other trading activities comprises lettings income in relation to the hire of office spaces, main hall, sports hall and other sundry income.

6 Investments

	Unrestricted funds	Unrestricted funds
	2021	2020
	£	£
Interest receivable	1,811	2,303

7 Other income

	Unrestricted funds	Total
	2021	2020
	£	£
Coronavirus Job Retention Scheme grant	68,107	-

8 Raising funds

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2021	2021	2021	2020	2020	2020
	£	£	£	£	£	£
<u>Staff costs and depreciation</u>						
Staff costs	220,459	-	220,459	230,283	-	230,283
Depreciation and impairment	37,213	-	37,213	5,412	-	5,412
Staff costs and depreciation	257,672	-	257,672	235,695	-	235,695

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

8 Raising funds

(Continued)

Expenditure on raising funds

Rent	-	163,000	163,000	-	163,000	163,000
Other trading activities	425,261	-	425,261	262,875	-	262,875
Expenditure on raising funds	425,261	163,000	588,261	262,875	163,000	425,875
	682,933	163,000	845,933	498,570	163,000	661,570

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

9 Charitable activities

	Community Economic Developme nt	Community Developme nt	Community Environmen tal Developme nt	Facilities Managemen t	Total 2021	Community Economic Developme nt	Community Developme nt	Community Environmen tal Developme nt	Facilities Managemen t	Total 2020
	2021 £	2021 £	2021 £	2021 £	£	2020 £	2020 £	2020 £	2020 £	£
Staff costs	-	70,243	5,496	65,052	140,791	-	81,580	5,496	85,776	172,852
Activities undertaken directly	-	124,855	1,569	74,454	200,878	19,868	77,927	167	-	97,962
	-	195,098	7,065	139,506	341,669	19,868	159,507	5,663	85,776	270,814
Share of support costs (see note 10)	-	42,314	3,311	39,187	84,812	-	50,378	3,395	52,970	106,743
Share of governance costs (see note 10)	-	16,434	1,286	15,220	32,940	-	16,933	1,141	17,804	35,878
	-	253,846	11,662	193,913	459,421	19,868	226,818	10,199	156,550	413,435
Analysis by fund										
Unrestricted funds	-	58,748	4,597	193,913	257,258	-	67,311	4,631	156,550	228,492
Restricted funds	-	195,098	7,065	-	202,163	19,868	159,507	5,568	-	184,943
	-	253,846	11,662	193,913	459,421	19,868	226,818	10,199	156,550	413,435

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

10 Support costs

	Support costs £	Governance costs £	2021 £	Support costs £	Governance costs £	2020 £
Staff costs	69,406	32,940	102,346	80,964	35,878	116,842
General expenses	15,406	-	15,406	25,779	-	25,779
	<u>84,812</u>	<u>32,940</u>	<u>117,752</u>	<u>106,743</u>	<u>35,878</u>	<u>142,621</u>
Analysed between						
Charitable activities	<u>84,812</u>	<u>32,940</u>	<u>117,752</u>	<u>106,743</u>	<u>35,878</u>	<u>142,621</u>

Support costs and governance costs are apportioned in accordance with the proportion of staff time spent on each non-admin activity. Support costs include conference costs, travel costs & staff welfare costs. Staff costs included within support costs comprise time spent by staff on general administrative work.

11 Auditor's remuneration

The analysis of auditor's remuneration is as follows:

	2021 £	2020 £
Audit of the annual accounts	12,600	10,500
	<u>12,600</u>	<u>10,500</u>

12 Trustees

None of the Trustees (or any persons connected with them) received any remuneration during the year, nor were they reimbursed for any expenses.

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

13 Employees

Number of employees

The average monthly number of employees during the year was:

	2021 Number	2020 Number
Direct charitable work	19	23

Employment costs

	2021 £	2020 £
Wages and salaries including pension costs	428,158	477,921
Social security costs	35,437	42,056

Staff costs have been apportioned across the various charitable activities of the company on a time basis.

The outstanding pension contributions at the reporting date were £1,415 (2020: £1,365).

There were no employees whose annual remuneration was £60,000 or more.

14 Other

	2021 £	2020 £
Audit fees	12,600	10,500
Subscriptions	2,901	1,415
Legal and professional fees	226	28,375
Bookkeeping fees	24,444	24,618
	40,171	64,908

15 Taxation

The Charity is exempt from tax on income and gains falling within section 505 of Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

THE SELBY TRUST

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

16 Tangible fixed assets

	Leasehold improvements £	Plant and machinery £	Computer equipment £	Total £
Cost				
At 1 April 2020	113,625	113,294	48,114	275,033
Additions	150,064	7,866	6,488	164,418
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
At 31 March 2021	263,689	121,160	54,602	439,451
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Depreciation and impairment				
At 1 April 2020	109,217	101,132	43,034	253,383
Depreciation charged in the year	30,894	4,644	1,675	37,213
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
At 31 March 2021	140,111	105,776	44,709	290,596
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Carrying amount				
At 31 March 2021	123,578	15,384	9,893	148,855
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
At 31 March 2020	4,408	12,162	5,080	21,650
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

17 Debtors

	2021 £	2020 £
Amounts falling due within one year:		
Trade debtors	155,751	128,883
Prepayments and accrued income	16,186	15,118
	<u> </u>	<u> </u>
	171,937	144,001
	<u> </u>	<u> </u>

18 Creditors: amounts falling due within one year

	Notes	2021 £	2020 £
Other taxation and social security		7,930	9,450
Deferred income	20	112,072	55,303
Trade creditors		70,242	58,763
Other creditors		48,840	45,281
Accruals		70,145	68,840
		<u> </u>	<u> </u>
		309,229	237,637
		<u> </u>	<u> </u>

THE SELBY TRUST

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

19 Creditors: amounts falling due after more than one year

	2021 £	2020 £
Other creditors	29,167	29,167

Other creditors include deposits.

20 Deferred income

	2021 £	2020 £
Other deferred income	112,072	55,303

Deferred income is included in the financial statements as follows:

	2021 £	2020 £
Total deferred income at 1 April 2020	55,303	55,223
Amounts received in year	112,072	55,303
Amounts credited to statement of financial activities	(55,303)	(55,223)
	112,072	55,303

Deferred income is recognised when the grant/rental income received in the current year relates to subsequent financial years. This is in order to match as far as possible the incoming resources with the relevant expenditure.

21 Share capital

The company is limited by guarantee. In the event of the company being wound up while someone is a trustee, or within one year afterwards, in the event of there being a deficiency, each trustee will contribute a sum not exceeding £1.

THE SELBY TRUST

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

22 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds					Movement in funds				
	Balance at 1 April 2019	Incoming resources	Resources expended (Revenue)	Transfers	Balance at 1 April 2020	Incoming resources	Resources expended (Revenue)	Transfers	Balance at 31 March 2021	Reserves utilised for capital expenditure
	£	£	£	£	£	£	£	£	£	£
LB Haringey	-	163,000	(163,000)	-	-	163,000	(163,000)	-	-	-
LB Haringey: Smarter Travel	6,789	5,569	(5,569)	-	6,789	-	(7,065)	276	-	-
The Big Lottery Fund	(7,954)	20,224	(8,400)	(11,824)	(7,954)	-	-	-	(7,954)	-
Community Organisers Ltd - The Social Action Hub	-	20,003	(17,581)	(2,422)	-	-	(8,064)	8,064	-	-
City Bridge Trust	-	9,040	(11,468)	2,428	-	-	-	-	-	-
Company of Community Organisers (MSO)	-	-	(3,138)	3,138	-	-	-	-	-	-
Haringey Council-Connected Communities	3,701	40,812	(40,812)	-	3,701	70,518	(19,870)	(26,349)	28,000	-
Last Man Standing	6,283	7,056	(7,056)	-	6,283	4,229	(3,600)	(6,912)	-	-
Hey! Network Youth London Fund	(5,198)	37,142	(37,141)	-	(5,197)	47,609	(31,968)	(15,641)	(5,198)	-
GLA Good growth fund	-	49,643	(53,514)	3,870	-	-	-	-	-	-
Macmillan Cancer	-	264	(264)	-	-	1,474	-	(1,474)	-	-
Sport England Fund-TIF	-	-	-	-	-	143,572	(36,121)	30,451	137,902	142,607
School for Social Enterprise	-	-	-	-	-	50,000	(19,462)	(29,710)	828	828
National Lotteries-Covid19	-	-	-	-	-	91,459	(54,001)	(27,681)	9,777	9,777
Selby Food Hub	-	-	-	-	-	52,176	(22,012)	-	30,164	-
	<u>3,621</u>	<u>352,753</u>	<u>(347,943)</u>	<u>(4,810)</u>	<u>3,621</u>	<u>624,037</u>	<u>(365,163)</u>	<u>(68,976)</u>	<u>193,519</u>	<u>153,212</u>

THE SELBY TRUST

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

22 Restricted funds

(Continued)

The total restricted fund reserve carried forward amounts to £193,519 (2020: £3,621). The total reserve balance excluding capital expenditure amounts to £40,307.

The Selby Centre receives a circular grant from L B Haringey in respect of rent for which no money is actually received or paid.

The Smarter Travel Community project from L B Haringey was historically provided to encourage local people, including the local residents, to travel sustainably. A surplus of £6,789 was brought forward of which expenditure during the year was £7,065, leaving a deficit amount of £276. The project is now completed with the balance being transferred from unrestricted funds.

In accordance with The Big Lottery Fund agreement for the year 2018/2019, the Trust was expected to receive a total grant of £58,392 on the basis of pre-set milestones in place. However, due to the primary focus of the charity being on site redevelopment, the project had been extended as the pre-set milestones were not achieved. Furthermore due to Covid 19, no further income has been received in the year and no expenses have been incurred on the project with the brought forward deficit being carried forward. The project is due to be completed in the next financial year.

The Social Action Hub Grant from Community Organisers Ltd was historically provided to offer training to individuals with regards to community organising. The project was completed in the last financial year however a further £8,064 of expenses were incurred in relation to the project leaving a deficit of £8,064. No further income or expenses are due and therefore the balance was transferred from unrestricted funds.

The Trust obtained funding from the Haringey Council in relation to the Connected Communities project to provide advice, support and capacity building to migrant communities. During the year an amount of £53,000 was received. An amount of £17,518 was recognised in the prior year as deferred income which has been released in the current year as income. Of the total income, £28,000 was received in October 2020 to reimburse staff costs. The expenses were not incurred till post year end therefore the total amount is carried forward as a surplus. The balance of £26,349 was agreed to be transferred to unrestricted funds.

Funding for the Last Man Standing project was received by the Trust for preserving the endangered cultural music of the Irish traveller community. Based on measurable outputs which had been delivered during the year, income of £8,020 has been received with accrued income of £3,791 being released in the year. Expenses incurred on the project amounted to £3,600 leaving a surplus of £6,912. As the project is now completed, it was agreed that the balance can be transferred to unrestricted funds.

During the year, the Trust received £26,425 from the Hey! Network Youth London fund to help young children fulfil their potential, particularly those at risk of getting caught into crime. Deferred income of £19,298 was released in year and accrued income of £1,885 was recognised for the current year (due to be invoiced post year end). A transfer of £15,641 was agreed to be moved to unrestricted funds. The project is ongoing to December 2021, therefore the project is due to be completed in the next financial year. A deficit of £5,197 is to be carried forward.

THE SELBY TRUST

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

22 Restricted funds

(Continued)

In the previous financial year, the charity received funding from Macmillan Cancer Trust towards a pilot project to test the concept of dedicated space at the Selby Centre where social and community activities blend with health services and shared workspaces. Due to Covid 19, no income or expenses were received/paid in the year. Income of £14,736 (deferred in the prior year) was released in the year. However as only 10% of the project was completed in the year, £13,262 of the income was deferred to be brought in next year. It was in agreement that the surplus of £1,474 was to be transferred to unrestricted funds.

During the year, amounts of £155,320 was received from Sport England fund - TIF to support 'under-represented' groups during Covid 19 and assist towards inequalities in sport and physical activity. At the end of the year, 85% of the project was completed therefore a proportion of the income of £11,748 was deferred. Additionally £142,607 was spent on fixed assets in relation to the refurbishment of the Selby sports hall. It was agreed that £30,451 was to be transferred from unrestricted funds, leaving a deficit of £4,705.

During the year, amounts of £50,000 was received from School for social enterprise to support The Selby Trust during the Covid 19 period. Expenses of £20,291 were incurred leaving a surplus of £29,710. As the project was completed at the year end, it was agreed to transfer the surplus to unrestricted funds.

During the year, amounts of £91,459 was received from National Lotteries to support the trust during the Covid 19 period. The full amount was received and used in the year. A surplus of £27,681 was transferred to unrestricted funds as the project is now complete.

During the year, the Selby Trust undertook an initiative (the Selby Food Hub) to provide food to members of the public in light of the Covid 19 pandemic. An amount of £52,176 was received through various forms of donations and grants with £22,012 being expended. A surplus of £30,164 was carried forward to be used in the following financial year.

The trustees are satisfied that sufficient resources are held in an appropriate form to enable each fund to be applied in accordance with any restrictions.

THE SELBY TRUST

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

23 Unrestricted funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds				Movement in funds				
	Balance at 1 April 2019	Incoming resources	Resources expended	Transfers	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Balance at 31 March 2021
	£	£	£	£	£	£	£	£	£
Designated - Global Garden project	5,863	-	-	-	5,863	-	-	-	5,863
Designated - Positive Youth News Haringey	2,478	-	-	-	2,478	-	-	-	2,478
Designated - Energy Efficiency Repairs and Lighting Improvements	37,200	-	-	-	37,200	-	-	-	37,200
Designated - Sports Hall Changing Room Refurb	39,100	-	-	-	39,100	-	-	(39,100)	-
General Unrestricted Funds	248,791	860,448	(791,970)	4,810	322,079	993,196	(980,362)	108,076	442,989
	<u>333,432</u>	<u>860,448</u>	<u>(791,970)</u>	<u>4,810</u>	<u>406,720</u>	<u>993,196</u>	<u>(980,363)</u>	<u>68,976</u>	<u>488,530</u>

Global Garden project funds are designated to be spent in the future on expenditure relating to seedling propagation, construction of raised beds and developing plans to make a roof garden.

Positive Youth News Haringey project funds are designated to boost local acknowledgement and pride of young people.

The Sports Hall Changing Room Refurbishment work was completed in the year.

THE SELBY TRUST

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

24 Analysis of net assets between funds

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
Fund balances at 31 March 2021 are represented by:						
Tangible assets	26,286	122,569	148,855	21,650	-	21,650
Current assets/ (liabilities)	674,314	(111,953)	562,361	415,504	2,354	417,858
Long term liabilities	(29,167)	-	(29,167)	(29,167)	-	(29,167)
	<u>671,433</u>	<u>10,616</u>	<u>682,049</u>	<u>407,987</u>	<u>2,354</u>	<u>410,341</u>

25 Financial commitments, guarantees and contingent liabilities

The trust has given security in favour of The Co-operative Bank plc, by way of a fixed and floating charge over its assets. At the balance sheet date no amounts were secured (2020: £Nil).

26 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2021 £	2020 £
Aggregate compensation	<u>79,454</u>	<u>88,400</u>

Included within other creditors and income are amounts of £388 (2020: £388) and £3,348 (2020: £3,348) due to/received from Temple of Refuge Ministries, a charity in which Mr R Danso has a mutual interest.

Included within the income from Activities for generating funds is £16,500 (2020: £14,676) invoiced to Selby Amateur Boxing Club, an organisation in which Mr J Clarke, a Trustee of The Selby Trust, is the Club Secretary. At the year end, there is an amount of £9,529 (2020: £1,333) due to Selby Amateur Boxing Club.

THE SELBY TRUST

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

27	Cash generated from operations	2021 £	2020 £
	Surplus for the year	271,708	73,288
	Adjustments for:		
	Investment income recognised in statement of financial activities	(1,811)	(2,303)
	Depreciation and impairment of tangible fixed assets	37,213	5,412
	Movements in working capital:		
	(Increase) in debtors	(27,936)	(74,601)
	Increase/(decrease) in creditors	14,823	(34,144)
	Increase in deferred income	56,769	81
	Cash generated from/(absorbed by) operations	<u>350,766</u>	<u>(32,267)</u>