



Company no. 08313429

Charity no. 1151668

## **Upper Norwood Library Trust**

### **Company Limited by Guarantee**

### **Annual Report and Financial Statements**

**31 March 2023**

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**Upper Norwood Library Trust (UNLT)**

Company Limited by Guarantee

Reference and administrative details

Year ended 31 March 2023

The Trustees present their report and the unaudited financial statements for the year ended 31 March 2023. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered charity name:** Upper Norwood Library Trust (UNLT)  
UNLT runs the Upper Norwood Library Hub (UNLH)

**Charity registration number:** 1151668

**Company registration number:** 08313429

**Registered Office:** 39 Westow Hill  
Upper Norwood  
London SE19 1TQ

**The Trustees:**

The following Trustees who were in office at 31st March 2023 and at the time this report was approved and served throughout the year.

Trustee	Title	Joining Date	Resignation Date
Samantha C Brown	Trustee		20 November 2023
Grahame Danby	Trustee	15 June 2021	
Thea J Edwards	Chair		11 July 2022
Sheung Wah Lee	Treasurer	2 May 2022	
Clare Paget	Chair	15 June 2021 (Chair from 11 July 2022)	
June O'Sullivan	Trustee		
Andrew Sturtevant	Trustee	15 June 2021	
Yee Man Anna Hui	Treasurer		15 April 2022
Angeliki Karydi	Trustee	2 May 2022	15 September 2023
Katie Finn	Trustee	12 July 2022	
Thea Edwards	Trustee	20 September 2023	

**Senior Management:**

Name	Title	Resignation Date
Jenny Irish	Hub Director (appointed 2 August 2022)	
Boris Witzendorf	Programme Producer	
Chris Neath	Library Hub Manager	30 June 2022
Sub Baidya	Library Hub Manager (appointed 15 September 2022)	

**Bankers:** National Westminster Bank plc  
PO Box 575  
Rotherham, S63 3FJ

**Solicitor:** Shoosmiths  
9th Floor  
Platform Building  
New Station St  
Leeds  
LS1 4JB

**Independent examiner:** BDA Associates Limited  
Chartered Accountants  
Global House  
1 Ashley Avenue  
Epsom  
KT18 5AD

#### **Exemptions from disclosure**

No details concerning the names of Trustees, senior management team, the Charity's principal address, name of any chief executive officer or other senior staff members have been withheld from this report.

#### **Funds held as custodian Trustee on behalf of others**

Neither the Charity nor its Trustees are acting as custodian Trustees therefore this is not featured in this report.

## Upper Norwood Library Trust (UNLT)

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report)

Year ended 31 March 2023

### Chair's Report



Upper Norwood Library Trust is a small, passionate, innovative community business located in the Upper Norwood Library Hub in the heart of Crystal Palace. Our building houses the library service provided by the London Boroughs of Lambeth and Croydon, and the Trust ensures the continuation of library services. We also provide a home to the Library of Things. The Hub provides educational, cultural, performance, and wellbeing services for the benefit of the community.

Our building is owned by the Local Authorities of Lambeth and Croydon and the Trust is continuing to negotiate the terms of a lease. Visitors to the Hub will know that there are much-needed repairs to the building which have been agreed. The London

Borough of Lambeth secured a decarbonisation grant to enable some of the repair work required and some upgrading to go ahead in summer 2023 to make the beautiful old building more environmentally efficient and sustainable, for instance installing an air source heat pump.

This year, UNLT appointed a new Director, Jenny Irish, who joined us from the inclusion through language charity 'Learn English at Home' in August 2022. Under Jenny's leadership, the Trust has professionalised its operations, and has begun to raise significant funds through grants and charitable trusts. This is an extremely important funding stream, as the direct funding from the Local Authorities came to an end in financial year 20/21, meaning the Trust must financially stand on its own two feet.

This year, Sub Baidya joined us as Library Hub Manager and Boris Witzendorf provided valuable continuity by remaining as the Programme Producer. We are grateful to the team for their excellent and valuable work with the Trust, which has provided huge benefits to the community of Crystal Palace and beyond.

This year the Trust has worked to retain and re-build its offer to the local community so the whole community can feel that they belong at the Hub and the Hub belongs to them. The services provided at the Hub include yoga and life drawing classes, Performing Arts for children, a choir, IT access classes, and events such as comedy and music nights.

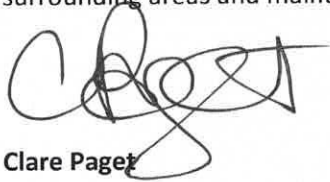
The Hub also provides much-needed support to the community that is feeling the effects of the pandemic and the cost-of-living crisis, including English as a Second Language (ESOL) classes, as well as the Big Energy Saving Network - an initiative in which we support vulnerable consumers across London and frontline workers to help them support people at highest risk during a very difficult winter. We operated a warm hub in the winter months supported by Lambeth Council, and continued to provide a safe and warm space for residents, open six days a week. The offer to the community at the Hub continues to develop to meet the needs of the local area, and this year was informed by a community survey where people told us what they wanted from us and what were priorities to address.

We continue to generate income to enhance our offering to the community by providing space for hire for private events, including weddings and parties, and this continues to grow since re-opening following the pandemic.



The Trustees and the Hub Director have focussed on business resilience and inclusion this year and will continue to do so. Our key focus for the coming year is working with the local authorities to ensure that the building is secured and fit for purpose. The Trust is grateful to the Lambeth and Croydon local authorities for their pragmatic approach to enable the Trust to weather the energy challenges that emerged this year. The focus of UNLT will be on continuing to ensure that the future of the Library Hub is secure and that we have a compelling offer to our local community and communities across London through our 'library without walls' outreach work. We will continue to work for a stable and secure future for our community services and the library.

I would like to thank all our staff, volunteers, trustees, funders, donors, partners, library staff and Lambeth and Croydon councils for their continued support for the Trust as well as our community and service users. We look forward to continuing our work with the people of Crystal Palace and surrounding areas and maintain the place of the Library Hub at the heart of the community.

A handwritten signature in black ink, appearing to read 'Clare Paget', with a large, stylized flourish at the end.

**Clare Paget**

**Chair of Trustees**

## **Structure Governance and Management**

### **Structure and governance**

Upper Norwood Library Trust ('the Charity') is a company limited by guarantee (Company no. 08313429) and a registered charity (Charity no. 1151668) governed by its memorandum and articles of association.

### **Appointment of Trustees**

Upper Norwood Library Trust has a structured recruitment and interview process for Trustees. Diversity and Equality lies at the heart of the process, and the Charity welcomes trustees from all backgrounds, irrespective of sex, sexual orientation, age, disability, race, nationality, or political, religious or other beliefs. Applicants successful at interview are approved by Trustees before they join the Board. Trustee vacancies are advertised locally, in the library hub and through relevant professional networks particularly when seeking trustees with specific/specialist skills. Trustee vacancies are sometimes advertised in national charity/umbrella organisations. To ensure both new and existing trustees have the specific and general knowledge required of their responsibilities as a Charity Trustee to enable them to carry out their roles, UNLT has a structured induction programme including individual meetings with other trustees, as well as a Trustee Reference Manual, which includes material on the Charity Commission's regulation and guidelines, the Charity's policies and processes.

The Trustees are Directors of the Company for the purposes of company law.

Before the Covid-19 pandemic, trustees met as a body four times and additionally considered specific items via group email or visits/informal meetings with the Hub Directors. Trustees met virtually with increased frequency from March 2020 when the pandemic started, sometimes weekly. Since January 2021, they meet monthly as a Board. Trustees on the sub-committees of the Board meet quarterly and the sub-committees update the Board regarding their actions at the monthly and now quarterly Board meetings. Trustees receive financial updates approved by the Finance Committee and detailed organisational and business reports from the Senior Management Team.

No Trustee received any remuneration from the Charity during the period (2022/23: £nil).

### **Organisational structure**

The Charity is controlled by The Board of Trustees, who are also directors of the Company. Day-to-day management and decision making are delegated to the Hub Director, who is not a trustee.

Two sub-committees of the board, namely the Finance & Fundraising Committee and HR Committee, meet quarterly and support the strategic development and monitoring of the Charity's business, financial and fundraising strategies, legal, governance and organisational development activities.

## **Finance and Administration**

The Charity uses Xero for day-to-day financial management and reporting. The Charity receives additional support on a volunteer basis from a previous Treasurer, bringing much-needed capacity to the team.

Everyday management accounting, secretarial, legal and administrative requirements of the charity is delegated to the Senior Management team, supported by the Treasurer. Trustees receive monthly financial updates from the Senior Management team, detailed management reports are then presented by the Finance Committee at quarterly trustee meetings for forward planning and decision making.

### **Arrangements for setting the pay and remuneration of the Charity's key senior management personnel**

Senior management personnel are remunerated in line with market rates for comparable roles in similar organisations in the Charity sector. The Trustees reviewed the salary range for the role of UNLT Director when advertising the vacant position in March 2022 and approved a salary increase on this basis. The Trustees also approved salary increases based on market data for comparable roles in the sector when seeking to fill the position of Programme Manager and Library Hub Manager, both on a substantive continuing basis in July 2022. Our pay policy aims to ensure we can attract and retain staff at UNLT whilst ensuring the budget is well- managed.

### **Relationship with Third Party**

There were no transactions with the Charity's wholly owned subsidiary Upper Norwood Library Enterprises Limited which was dormant throughout the period.

Other than those transactions stated above there were no related party transactions during the period.

### **Donation to Charity by Trustee or Third Party**

The total amount of donations received from a Trustee or a related party was £140 (2021/22: £0).



## **Upper Norwood Library Trust**

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) (continued)

Year ended 31 March 2023

### **OBJECTIVES AND ACTIVITIES**

#### **Charitable purpose**

The charitable objects of the Charity relate to the community and residents of Upper Norwood and surrounding areas and in particular - but without - limitation are to:

1. Advance the education of the public by the provision of or assistance in the provision of a library and/or a library service to be available to the public at large;
2. Without prejudice to the generality of the above, advance the education of the public by the management and operation of The Upper Norwood Library, including facilities for adults, children, young people, including information and study facilities;
3. Advance the education of the public through the development of programmes to promote literacy and lifelong learning;
4. Develop the skills and capacity of those sections of the community in need, whether by reason of youth, age, infirmity, disability or social or economic circumstances to enable them to participate more fully in society;
5. Pursue such other charitable purposes consistent with the above, as the trustees in their absolute discretion shall determine.

#### **Our Vision**

To provide lifelong learning and opportunity for local communities.

#### **Our Mission**

Designing inclusive spaces for learning, wellbeing and the arts that support local communities and protect and sustain libraries.

#### **Our aims and objectives**

To:

- a) Ensure local residents have ongoing access to a professional library service and community services they need locally and cannot access elsewhere. Delivered through the following activity areas:
  - Sharing and Learning
  - Health and Wellbeing
  - Venue and Performance
  - Community Outreach

**Establish a robust and consistent fundraising strategy:** to develop an overarching fundraising strategy and plan, with a well-rounded fundraising model. Fundraising will leverage community relationships for ongoing support, both with larger donations and consistent small contributions that will allow us to expand our impact. Build relationships with charitable trusts and foundations which offer unrestricted and capital funds to keep the building in good repair and to improve the premises. Utilise project funds to support programmes and experiment with new areas of delivery for the community.

## Public benefit

UNLT continues to identify and apply for grant funding to support the charity's work and to generate income through its programmes and services. During the year the Charity successfully applied for grants to deliver a range of services to local residents, which included:

- Asda Foundation
- The Big Energy Saving Network (BESN) jointly funded by the Department for Business, Energy and Industrial Strategy (BEIS) and National Energy Action (NEA)
- Co-Op
- Croydon Council Holiday Activities Fund
- Garfield Weston
- Lambeth Council Lambeth Early Intervention and Prevention Grant Programme
- Lambeth Council Holiday Activities Fund
- Lambeth Council – Warm Space
- London Catalyst
- Minderoo Programme (*partnership with the Responsible Technology Institute at Oxford University and Orbit - RRI Ltd*)
- Power to Change – Resilient Communities

The Charity is actively investigating and implementing different ways of generating income through music, arts, cultural and social events, funding applications, organising activities and letting space which will enable it to continue both housing the provision of the library service and provide free or subsidised cost services and activities which benefit the local community.

## ACHIEVEMENTS AND PERFORMANCE

As we embarked on a new period for the Trust and for The Upper Norwood Library Hub, we set objectives that allow us to maximise the benefits to our community members, raise our revenue, and sustain the library hub.

What we set out to do	What we achieved
<b>Strategy: Solidify our business strategy and rebrand UNLT</b>	
<b>Strategy kept under review</b>	We revisited our strategy given the volatility of the financial climate and re-focused across five strategic areas. Strategic objectives were built into staff work plans and trustee reporting mechanisms to ensure monitoring across the organisation was robust.
<b>Re-branding UNLT</b>	As part of the growth and fundraising plans for the organisation, a re-brand of the parent charity 'Upper Norwood Library Trust' was agreed by the Board to ensure the organisation can operate outside of the SE19 location and tell a broader narrative of the charitable aims of the organisation in its broadest sense, to sustain local communities and libraries.
<b>Board is representative of the communities we serve</b>	<p>We secured a Charities Aid Foundation strategic governance grant to support our work in this area and broaden community representation at Board level.</p> <p>We maintained good governance and communication across the organisation. Trustees continued to meet quarterly. A number of policies were reviewed and updated. We revised existing HR and organisational policies and introduced new ones.</p>
<b>Financial: Be self-sufficient and sustainable</b>	
<b>Sustain professional library service in the longer term, working in close collaboration with Lambeth and Croydon Councils</b>	With a change of UNLH delivery team, we worked hard to build close working relationships with Croydon and Lambeth Library service and their expert librarian team to ensure the smooth running of our partner services. There are 68,000 visits to the Upper Norwood library service per year, which we are delighted to facilitate as one of our core charitable objectives.
<b>Diversified income fundraising strategy in place to meet our annual income targets</b>	<p><b>Grants &amp; Trusts:</b> Across the year we built new funding relationships with Garfield Weston, Oxford University, the Asda Foundation, London Catalyst, Lambeth Early Intervention and Prevention Grant Programme through a youth consortium partnership with the Norwood Collective. We secured ongoing funding partnerships with Big Energy Saving Network, Lambeth and Croydon Holiday Activities Fund and Power to Change.</p> <p><b>Space hire:</b> We increased our community venue hires through a mix of regular and one-off hires offering affordable and attractive spaces</p>



	<p>to hire for parties, gigs, weddings, celebrations, theatre, comedy, competitions and choirs.</p> <p><b>Events:</b> We re-started our 'Laughs at the Library' comedy night in November. Crystal Palace Performing Arts continued as a successful performance school in the community, and continued to engage local children and young people across two weekly sessions. We delivered a Community Christmas programme as well and hosted a new year 'Big Fish Little Fish' Family rave with a London- wide audience.</p>
<b><u>Operational:</u> Professionalise our organisation and lay the foundation for a positive culture</b>	
<b>Policy &amp; procedure review</b>	We embarked upon a policy and procedural review across the organisation to build on our foundations and further professionalise our working model.
<b>IT &amp; back-office systems</b>	We began work to consolidate our back-office systems, for instance reviewing our digital storage, to ensure we are efficient and effective for the future.
<b>Managing the building</b>	We negotiated with suppliers to keep running costs low and continued lease negotiations with Lambeth and Croydon including discussions to 'make good'/repair.
<b><u>Programmatic:</u> Solidify our activities and to launch new programmes across South London</b>	
<b>Consolidate co-created charitable programme to meet needs of community during cost-of-living crisis</b>	<p><b><u>Sharing &amp; Learning:</u></b></p> <p><b><u>ESOL:</u></b> Our valued long term ESOL volunteers continued to support a number of people with limited English. Their commitment and passion enabled us to support people with English Language skills both at a local school and in the community. Participants told us they want to learn English to get the healthcare and other support services they need, speak to people from different backgrounds, support their child's learning, get a job in the future and to understand more about the UK.</p> <p><b><u>Holiday Activities Fund:</u></b> We delivered Croydon and Lambeth Holiday Activities and Food Projects as part of our children's creative holiday camps, providing meals for local children throughout the holiday period alongside creative, educational activities. 78% of children attending our HAF projects said they learned something new, 67% felt more confident, 89% made new friends, 100% felt more active, 78% learned about healthy eating and 89% would like to use the library more.</p> <p><b><u>Community Lab:</u></b> The UNLH Community Lab is designed to support community decision-making, offering community members a chance</p>



	<p>to better understand and shape the emerging technologies that will be a part of their daily lives. The Lab will host five sessions across the year on various topics related to AI and its impact on society. The Lab is in partnership with the Responsible Technology Institute at Oxford University and Orbit - RRI Ltd, funded by the Minderoo programme. We delivered our first session exploring artificial intelligence and the role it plays in children's lives. 100% found the session interesting with 44% feeling their expressed will impact change in this area.</p> <p><b><u>Wellbeing:</u></b></p> <p><b><u>Chairs, Chat &amp; Connect:</u></b> We developed our chair exercise class for older adults to improve their health &amp; wellbeing through exercise, connecting with others and vital support services to positively address social determinants of health. 91% told us they now exercise regularly, 100% had met new people on the project, 75% said their health had improved, 91% felt they had improved their wellbeing, 66% knew about other local activities they could access.</p> <p><b><u>Venue &amp; Performance:</u></b></p> <p><b><u>Warm Space:</u></b> We were a warm space during the winter months - we are safe, heated, welcoming, kind and inclusive. We supported 606 individuals as a warm space.</p> <p><i>"I come here quite often to keep warm. I've found it very beneficial. Thank you."</i></p> <p><i>"My heating is electric which makes it very expensive. I had to turn the heating off from November and sit with an electric blanket."</i></p> <p><b><u>Community Outreach:</u></b></p> <p><b><u>Big Energy Saving Network (BESN):</u></b> We delivered the BESN project reaching 442 consumers and 308 frontline staff across London, working with 31 London wide community partner organisations and were the London Regional Lead across the project.</p> <p><b><u>Croydon Household Support Fund:</u></b> We're funded by Croydon Council to distribute items to Croydon households experiencing challenges heating their homes or requiring support with food costs during the cost-of-living crisis. In this reporting year, we distributed 99 £49 food and energy vouchers to Croydon residents.</p>
<p><b>Consolidate and revitalise annual paid events performance programme that is representative of our diverse communities</b></p>	<p>We offered a varied programme of theatre and performances reaching 914 people via our community spaces, and our community ran numerous classes and activities through our space hires. This vibrant offer has helped solidify our presence as a leading venue locally. Our Programme Producer coordinated performance, cultural, and creative activities; to build new connections and opportunities for</p>

	the library hub and our community, and to support our drive for sustainability. We continued to build our trading income and explore opportunities through hiring of equipment, rooms in the library hub, and our studio space. We offer a licensed bar during events, activities and for hire.
<b>Co-designed/incubated and hosted entrepreneurial community services</b>	<p>Our partnership with our digital partner, ClearCommunityWeb, continues to provide invaluable opportunities for the organisation to engage with digitally excluded adults.</p> <p>Our partnership with the Library of Things enabled the community to borrow equipment they needed and support the circular economy. Since opening at Crystal Palace, the total Things borrowed now exceeds 7,000! This equates to over £230,000 that has now been saved by residents having the opportunity to borrow rather than buy.</p>
<b><u>Purpose:</u> Have a tangible positive impact on local residents and the communities we serve</b>	
<b>Review impact measurement across the organisation</b>	We continued to request completed evaluations after each event and project activities; the analysis of these feed into the planning of future activities. We also complete evaluation reports for funders, we share our impact and the differences we make on our website, through our newsletters and with our partners and stakeholders. We started to build on existing tools developed by our Impact and Evaluation Coordinator to monitor and evaluate the full core programme to move from a 'project specific' monitoring to a 'cross organisational monitoring framework' which will enable us to take a holistic monitoring and evaluation approach across the organisation to move to a whole organisation impact measurement framework.

2022 - 2023

# Organisational Achievements





## **GOING CONCERN AND OUR PLANS FOR 2023/24**

Like many other organisations, we face unprecedented uncertainty about our future. Trustees continue to work on recovery plans, supported the Director to secure grants and maintain the financial resilience of our Charity, and to review the impact on our staff and our services. We continue to adapt and keeping our five-year business plan under review as we emerge from the pandemic in a very competitive market place.

To generate income, we will:

- Continue to maintain a pipeline of funding opportunities and focus on securing multi-year funding wherever possible to assure our viability and future in the long term. Funding will also be sought to sustain and expand existing services and activities.
- Revisit our branding and build a stronger foundation which more clearly communicates our objectives and intended impact
- Explore new partnership and funding opportunities with councils, arts and theatres, and community and public service organisations to bring local communities the services they need and want.

We will also continue to strengthen the library hub as an organisation, recognising our evolving needs as we grow and become more established. We recently initiated an employee wellbeing programme and instituted a pay policy for the organisation.

Due to prudent management of our finances in earlier years we had sufficient reserves which, together with securing some available specific funding, helped us weather this difficult time.

Trustees will continue to meet with Lambeth and Croydon Councils to finalise outstanding building issues and lease arrangements.

We continue to maintain reserves to cushion any future period of closure or enforced reduced activity, and together with reduced operating costs and our plans to generate income, the trustees are content to adopt the going concern basis for preparing these accounts.

## **Volunteer Numbers**

We enjoy the support of 10 volunteers, and are bringing in more volunteers in to support building services, teaching English, events, library of things, front of house, events and projects.

In accordance with the SORP, due to the absence of any reliable measurement basis, the contribution of these volunteers is not recognised in the financial statements.

## **Financial Review**

The statement of financial activities on page 20 summarises the income and expenditure of the charity during the year ended 31 March 2023.



## **Income**

Our principal funding sources are grants from charitable trusts and foundations, grants from Lambeth and Croydon councils, donations, consultancy and income through use of the building and its facilities for the local community.

Total income for the year was £220,293 (2021/2022: £332,586). Donations for the year were £1,443 (2021/2022: £4,659) and grants received were £111,452 (2021/2022: £135,748). Income from Charitable Activities was £35,870 (2021/2022: £66,010) and from Trading Activities was £71,528 (2021/2022: £84,271).

## **Expenditure**

Expenditure for the year was £224,951 (2021/2022: £332,411). £12,542 (2021/2022: £13,443) of this relates to raising funds, £181,968 (2021/2022: £258,481) was spent on charitable activities and £30,441 (2021/2022: £60,487) was spent on trading activities.

## **Financial Position**

The net movement in funds for the year was a deficit of £4,658 (2021/2022: surplus £175).

The Charity ended the year with reserves of £256,533 (2021/2022: £261,191) of which £29,715 was restricted (2021/2022: £17,315) and £226,818 (2021/2022: £243,876) was unrestricted.

Details of restricted funds can be found in note 17 to the financial statements together with an analysis of movements in the year. Funds raised in the year are held as either restricted funds (where grant funders or donors have specifically requested that their grants or donations are used on a project) or within unrestricted funds (where no restrictions are placed by the donor). The Trustees are satisfied with the year-end position of the Charity.

## **Reserves policy**

The Trustees reviewed the Charity's reserves policy during the year. Trustees believe it is prudent to hold a level of free reserves to enable them to weather disruptions to income and cash flow, to take advantage of changes and opportunities as they arise, and to allow the fundraising and core charitable operations of the Charity to continue for a minimum of six months. This will allow the Charity to respond in a considered way to an adverse change in circumstances, give sufficient time to assess emerging circumstances, and to develop and implement appropriate risk assessment plans. This was shown to be particularly important during the Covid crisis and in the lengthy recovery period since.

As the Charity's activities expand, the Trustees continue to assess the appropriate level of free reserves for such purposes to allow for the uncertainty of both actual receipt and timing of grants and future fundraising income and meeting the unplanned costs of urgent requirements or of sudden closure. These reserves will be held in liquid and readily realisable assets accessible within one month. Any free reserves held at any time over and above the agreed amount will be considered by Trustees to be available for new projects.

Our target reserve levels are set at a level to cover six months' fixed costs based on the higher of six months' fixed cost for the financial year ended or budgeted for the upcoming financial year. Based on the budget for 2023/24 this requires £160,000.

**Our free reserves currently stand at £222,409 (2021/22: £221,926), which is above our target.**

We expect to utilise the reserves above our target to rebuild our income streams following the lengthy recovery period following Covid-19 closure and recommencement of activities following our reinvigorated strategy review. Further, we face headwinds of a reduction of grant funding opportunities, increased competition for such funding, and increased costs, particularly in the running and maintenance of the aging building. We no longer receive any statutory grant funding from local councils.

Trustees will continue to monitor and manage spend across the organisation. We will continue to seek grant income to support improvements to the building and activities and services which benefit our community. We will undertake new trading initiatives to assure our long-term sustainability.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by the order of the board of Trustees on 4<sup>th</sup> December 2023 and signed on its behalf by:

Clare Paget   
Chair of Trustees

## **Independent Examiner's Report to the Trustees of The Upper Norwood Library Trust ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2023.

### **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 your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of 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:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

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.



Rajesh Amin FCA  
ICAEW  
BDA Associates Limited  
Chartered Accountants  
Global House  
1 Ashley Avenue  
Epsom  
Surrey  
KT18 5AD

Date: 06.12.2023



## Statement of Financial Activities

### Upper Norwood Library Trust

Company Limited by Guarantee

Statement of financial activities (incorporating an income and expenditure account) for the year ended 31 March 2023

	Note	Unrestricted funds £	2023 Restricted funds £	Total funds £	Unrestricted funds £	2022 Restricted funds £	Total funds £
<b>Income from:</b>							
Voluntary donations	2	1,443	-	<b>1,443</b>	4,659	-	<b>4,659</b>
Grants receivable	3	1,500	109,952	<b>111,452</b>	41,040	94,708	<b>135,748</b>
Charitable activities	4	87,322	-	<b>87,322</b>	104,221	-	<b>104,221</b>
Trading activities	5	20,076	-	<b>20,076</b>	46,060	-	<b>46,060</b>
Furlough scheme		-	-	-	41,898	-	<b>41,898</b>
<b>Total income</b>		<b>110,341</b>	<b>109,952</b>	<b>220,293</b>	<b>237,878</b>	<b>94,708</b>	<b>332,586</b>
<b>Expenditure on:</b>							
Raising funds	6	12,542	-	<b>12,542</b>	13,443	-	<b>13,443</b>
Charitable activities	7	116,918	80,708	<b>197,626</b>	178,823	87,310	<b>266,133</b>
Trading activities	8	14,783	-	<b>14,783</b>	52,835	-	<b>52,835</b>
<b>Total expenditure</b>		<b>144,243</b>	<b>80,708</b>	<b>224,951</b>	<b>245,101</b>	<b>87,310</b>	<b>332,411</b>
<b>Net income/(expenditure)</b>		<b>(33,902)</b>	<b>29,244</b>	<b>(4,658)</b>	<b>(7,223)</b>	<b>7,398</b>	<b>175</b>
Transfers between funds		16,844	(16,844)	-	(397)	397	-
<b>Net movement in funds</b>		<b>(17,058)</b>	<b>12,400</b>	<b>(4,658)</b>	<b>(7,620)</b>	<b>7,795</b>	<b>175</b>
<b>Reconciliation of funds</b>							
Total funds brought forward at 1 April		243,876	17,315	<b>261,191</b>	251,496	9,520	<b>261,016</b>
<b>Total funds carried forward at 31 March</b>	17	<b>226,818</b>	<b>29,715</b>	<b>256,533</b>	<b>243,876</b>	<b>17,315</b>	<b>261,191</b>

All of the above results are derived from continuing activities.

There were no other recognised gains or losses other than those stated above.



## Balance Sheet

### Upper Norwood Library Trust

Company Limited by Guarantee

Balance Sheet as at 31 March 2023

		The Group		The Charity	
	Note	2023 £	2022 £	2023 £	2022 £
<b>Fixed assets</b>					
Tangible fixed assets	14	4,409	13,950	4,409	13,950
Investment in subsidiary company		-	-	1	1
<b>Current assets</b>					
Debtors and prepayments	15	21,835	30,634	21,835	30,634
Stock		891	1,504	891	1,504
Cash at bank and in hand		246,729	250,019	246,729	250,019
<b>Total Current Assets</b>		<b>269,455</b>	<b>282,157</b>	<b>269,455</b>	<b>282,157</b>
<b>Liabilities</b>					
Creditors: amounts falling due within 1 year	16	(17,331)	(34,916)	(17,332)	(34,917)
<b>Net current assets</b>		<b>252,124</b>	<b>247,241</b>	<b>252,123</b>	<b>247,240</b>
<b>Total assets less current liabilities</b>		<b>256,533</b>	<b>261,191</b>	<b>256,533</b>	<b>261,191</b>
<b>Total net assets</b>		<b>256,533</b>	<b>261,191</b>	<b>256,533</b>	<b>261,191</b>
<b>The funds of the Charity</b>					
Restricted funds					
Junior Library (CP Mums)		1,013	1,013	1,013	1,013
Croydon Council HAF		4,096	6,357	4,096	6,357
Croydon Household Support Fund		158	5,000	158	5,000
Garfield Weston		12,000		12,000	
Lambeth Council - HAF		1,600		1,600	
London Catalyst 2022/23		2,930		2,930	
Oxford University		4,501		4,501	
Power to Change - 2022/23		3,417		3,417	
Norwood Forum - Healthy Gypsy Hill		-	4,945	-	4,945
Unrestricted funds					
Fixed assets		4,409	13,950	4,409	13,950
Power to Change - Community Business Renewal		-	8,000	-	8,000
General funds		222,409	221,926	222,409	221,926
<b>Total Charity funds</b>	17	<b>256,533</b>	<b>261,191</b>	<b>256,533</b>	<b>261,191</b>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2023. The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2023 in accordance with Section 476 of the Companies Act 2006. The trustees acknowledge their responsibilities for:

(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies' regime.

Approved by the Trustees and signed on their behalf on 4<sup>th</sup> December 2023 by:

Clare Paget   
Trustees and Directors

Sheung Wah Lee: 

Company no. 08313429

Charity no. 1151668

## **Notes to Financial Statements**

### **Upper Norwood Library Trust**

Company Limited by Guarantee

Notes to the financial statements

Year ended 31 March 2023

#### **1. Principal accounting policies**

##### **a) Basis of preparation**

The financial statements have been prepared under the historical cost convention and in accordance with UK Generally Accepted Accounting Practice, comprising the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' published in 2019 and Financial Reporting Standard (FRS) 102, together with the Companies Act 2006 and the Charities Act 2011. The Charity has adapted the Companies Act formats to reflect the SORP.

The trustees have assessed whether the use of going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern.

The trustees have made this assessment for a period of at least one year from the date of the approval of these financial statements.

In particular, the trustees have considered the charitable company's forecasts and projections and have taken account of pressures on income. They have taken steps to reduce the expenses of the charity, seek funding from grant opportunities, corporates and major donors and develop a strategy for other income streams (see "Going Concern and Our Plans for 2022/23" and "Reserves Policy" sections for more information).

Considering these actions, together with the Charity's existing reserves, the trustees have concluded that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. The charitable company therefore continues to adopt the going concern basis in preparing its financial statements.

The Charity is a public benefit entity. The financial statements are presented in sterling.

##### **b) Income**

Income is recognised once the Charity is entitled to receipt, it is probable (more likely than not) that the resources will be received and the amount can be measured with reasonable reliability. Where there are terms or conditions attached to income, particularly grants, then these terms or conditions must be met before the income is recognised as the entitlement condition will not be satisfied until that point. Where terms or conditions have not been met or uncertainty exists as to whether they can be met then the relevant income is not recognised in the year but deferred and shown on the balance sheet as deferred income. There are however no deferred grants this financial year.

##### Goods and services donated to the Charity

In the case of items donated for resale income is recognised at the point of sale.



### **c) Expenditure**

Expenditure is included in the statement of financial activities on an accruals basis and recognised when there is a legal or constructive obligation to make payments to third parties and includes any attributable VAT which cannot be recovered.

Expenditure, including attributable VAT, is allocated to the particular activity where the cost relates directly to that activity and comprises the following:

1. The costs of raising funds are those costs attributable to generating income for the Charity, other than those costs incurred in undertaking charitable activities or the costs incurred in undertaking trading activities in furtherance of the Charity's objects. The costs of raising funds represent fundraising costs, direct costs and overheads associated with raising donated income.
2. Costs of charitable activities comprise all costs incurred in the pursuit of the charitable objects of the Charity.
3. Support costs, which include governance costs, are those costs which do not relate directly to a single activity. These comprise costs incurred which are directly attributable to the administration of the Charity, management of the Charity's assets, organisational procedures and the necessary legal procedures for compliance with statutory and constitutional requirements, and other support costs. The majority of costs are directly attributable to specific activities. Support costs are allocated on the basis of the proportion of overall resources attributable to each activity.

### **d) Employee benefits**

The costs of short-term employee benefits are recognised as a liability and an expense. 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 Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

### **e) Pension costs and other retirement benefits**

Employees of the Charity, including the hub director, are entitled to join the People's Pensions Scheme. The Scheme is a defined contribution scheme.

A defined contribution plan is a pension plan under which fixed contributions are paid into a pension fund and the Charity has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised as employee benefit expense when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

### **f) Investment in subsidiary company**

The Charity's investment in the subsidiary company is included in the financial statements valued at £1.00.

### **g) Tangible fixed assets and depreciation**

Tangible fixed assets are initially recognised at their transaction value. Donated assets are recognised at the value provided by the company making the donation or the lower of market or net realisable cost. The assets are depreciated using the straight-line method over their expected useful lives – usually 3 years.

### **h) Debtors**

Debtors are amounts owed to the Charity. They are measured based on the amount recoverable.



All amounts included as debtors fall due within one year.

**i) Cash and cash equivalents**

Cash at bank and in hand is held to meet the day-to-day running costs of the Charity and grant payments as they fall due.

**j) Creditors**

Creditors are amounts owed by the Charity. They are measured at the amount that the Charity expects to have to pay to settle the debt. Amounts which are payable in more than a year are shown as long-term creditors.

**k) Restricted funds**

Restricted funds comprise monies raised for, or their use restricted to, a specific purpose, or contributions subject to donor-imposed conditions.

**l) General funds**

General funds represent those monies which are freely available to the Trustees for application towards achieving any charitable purpose that falls within the Charity's charitable objects.

**m) Going concern**

The financial statements have been prepared on a going concern basis as the Trustees consider that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of approval of these financial statements. The budgeted income and expenditure are sufficient with the level of reserves for the charity to be able to continue as a going concern.

## 2. Donations

	2023			2022		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Donations						
Voluntary donations	1,443	-	1,443	4,659	-	4,659
Total	1,443	-	1,443	4,659	-	4,659

## 3. Grants receivable

	2023			2022		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Asda Foundation	-	2,000	2,000	-	-	-
CAB BESN Grant	-	38,495	38,495	-	20,758	20,758
Co-operative Local Community Fund	-	2,261	2,261	-	-	-
Croydon Council - HAF	-	15,616	15,616	-	29,985	29,985
Garfield Weston	-	15,000	15,000	-	-	-
Lambeth Council - HAF	-	13,200	13,200	-	-	-
Lambeth Council - Warm Spaces	-	1,000	1,000	-	-	-
London Catalyst 2022/23	-	3,000	3,000	-	-	-
National Lottery Communities Fund	1,500	-	1,500	-	-	-
Oxford University	-	9,380	9,380	-	-	-
Power to Change 2022/23	-	10,000	10,000	-	-	-
Arts Philanthropy Trust	-	-	-	-	2,500	2,500
GLA - HSFA	-	-	-	-	20,000	20,000
Lambeth Council - Business restart grants	-	-	-	24,000	-	24,000
Norwood Forum - Healthy Gypsy Hill	-	-	-	-	4,945	4,945
Power to Change - Peer Brokerage	-	-	-	-	16,120	16,120
Power to Change - Community Business Renewal	-	-	-	15,373	-	15,373
SSE - Community Business Trade Up	-	-	-	1,667	400	2,067
Total	1,500	109,952	111,452	41,040	94,708	135,748

## 4. Income from Charitable Activities

	2023			2022		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Space Hire	51,452	-	51,452	38,211	-	38,211
Children's Arts Courses and Camps	34,912	-	34,912	59,995	-	59,995
Adult Performing Arts Courses	689	-	689	5,111	-	5,111
Other educational events	59	-	59	484	-	484
ESOL classes	210	-	210	420	-	420
Total	87,322	-	87,322	104,221	-	104,221

## 5. Income from Trading Activities

	2023			2022		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Equipment Hire & Other Services	6,966	-	6,966	6,219	-	6,219
Events and bar	12,392	-	12,392	39,762	-	39,762
Consultancy	-	-	-	-	-	-
Other sales	719	-	719	79	-	79
Total	20,076	-	20,076	46,060	-	46,060

## 6. Raising funds

	Note	2023			2022		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		£	£	£	£	£	£
Direct costs		171	-	171	96	-	96
Support costs	9	12,371	-	12,371	13,347	-	13,347
Total		12,542	-	12,542	13,443	-	13,443



## 7. Expenditure on charitable activities

		2023			2022		
	Note	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		£	£	£	£	£	£
From grants:							
Lambeth Council - HAF		-	11,600	11,600			
Lambeth Council - Warm Spaces		-	1,000	1,000			
Croydon Council - HAF		-	11,520	11,520		18,628	18,628
Croydon Council - Household Support Fund		-	4,842	4,842			
Asda Foundation		-	2,000	2,000			
CAB BESN Grant		-	28,008	28,008	-	20,758	20,758
Co-operative Local Community Fund		-	2,261	2,261			
Garfield Weston		-	3,000	3,000			
London Catalyst 2022/23		-	70	70			
Oxford University		-	4,879	4,879			
Power to Change 2022/23		-	6,583	6,583			
National Lottery Communities Fund		1,500	-	1,500			
Norwood Forum - Healthy Gipsy Hill		-	4,945	4,945			
Power to Change - Community Business Renewal		8,000	-	8,000			
Arts Philanthropy Trust		-	-	-	24,000	-	24,000
Power to Change - Peer Brokerage		-	-	-	-	16,120	16,120
GLA - HSFA		-	-	-	-	20,000	20,000
SSE - Community Business Trade Up		-	-	-	6,500	1,150	7,650
Croydon Council Cultural Grant		-	-	-	-	4,000	4,000
Power to Change - C-19 Emergency Support		-	-	-	-	3,007	3,007
Arts Philanthropy Trust		-	-	-		2,500	2,500
Power to Change - Community Business Renewal		-	-	-	7,373	-	7,373
Local Voluntary Partnership Grant		-	-	-	-	750	750
Arts Council - All Alone Together		-	-	-	-	311	311
Croydon Council Virtual Connections		-	-	-	-	86	86
		9,500	80,708	90,208	37,873	87,310	125,183
Direct expenditure on other charitable activities		8,457	-	8,457	47,523	-	47,523
Support costs	9	98,961	-	98,961	106,772	-	106,772
		116,918	80,708	197,626	192,168	87,310	279,478

## 8. Expenditure on trading activities

	Note	2023			2022		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		£	£	£	£	£	£
Direct costs		2,413	-	<b>2,413</b>	26,142	-	26,142
Support costs	9	<u>12,370</u>	<u>-</u>	<u><b>12,370</b></u>	<u>13,347</u>	<u>-</u>	<u>13,347</u>
		<u>14,783</u>	<u>-</u>	<u><b>14,783</b></u>	<u>39,489</u>	<u>-</u>	<u>39,489</u>

## 9.Support costs

	Raising funds	Charitable support of the library - from grants	Charitable support of the library - general	Trading activities	2023	2022
Note	£	£	£	£	Total £	Total £
	6	7	7	8		
People costs - staff, consultants, volunteers	8,024	32,095	32,096	8,024	80,239	78,370
Library Building facilities	2,105	8,420	8,421	2,105	21,051	30,603
Marketing & communications	600	2,400	2,400	600	6,000	1,454
IT and other office costs	1,317	5,265	5,266	1,317	13,165	9,352
Governance	325	1,299	1,298	324	3,246	13,687
	<u>12,371</u>	<u>49,479</u>	<u>49,481</u>	<u>12,370</u>	<u>123,701</u>	<u>133,466</u>

Allocations are made on the basis of the proportion of overall resources attributable to each activity.

## 10. Staff costs

	2023		2022	
	Group	Charity	Group	Charity
	£'000	£'000	£'000	£'000
Wages and salaries	110,617	110,617	141,898	141,898
Social security costs	4,643	4,643	6,570	6,570
Other pension costs	2,824	2,824	3,375	3,375
	<u>118,084</u>	<u>118,084</u>	<u>151,843</u>	<u>151,843</u>

The salary of the Hub Director is set by the Trustees. Salaries of other staff are set by the Hub Director within the budget approved by Trustees.

Employees of the Charity are entitled to join the People's Pensions Scheme. The Scheme is a defined contribution scheme. The Hub Director is a member of the Pension scheme.

Pension payments recognised as an expense during the year amount to £2,824 (2021/22: £3,375).

The average number of employees (full time equivalent) of the group and the Charity was 4.1FTE (2021/22: 4.8). Their time was split approximately 10% (2021/22: 10%) Fundraising; 80% (2021/22: 80%) Charitable activities and 10% (2021/22: 10%) Trading activities.

No employees during the year received gross pay and benefits (excluding employer pension contributions) of £60,000 or more.

No Trustee/Director has received any remuneration or expenses during the year (2021/22: none).

The cost of untaken holiday at the year-end has been accrued at the full rate.

## 11. Taxation

Upper Norwood Library Trust is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities. It is exempt from these taxes on its other income and gains to the extent that these are applied to its charitable objects as primary purpose or ancillary to primary purpose trading.

## 12. Net incoming/(outgoing) resources before transfers

Net expenditure/income for the year is stated after charging depreciation on fixed assets (see note 14) of £12,559 (2021/22: £11,631). The members have not required the company to obtain an audit of its accounts the year to 31 March 2023 in accordance with section 476 of the Companies Act 2006.

## 13. Results of the subsidiary company

The Charity owns the whole of the issued share capital of Upper Norwood Library Enterprises Limited, a company registered in England (Company number 08313584). The subsidiary will be used for any significant non-primary purpose trading activities but did not trade during the period. As a dormant company since incorporation, the subsidiary company is exempt from the requirements to prepare individual accounts under [section 394A](#), or to file individual accounts [under 448A of the Companies Act 2006](#).

## 14. Fixed assets

### Tangible fixed assets

	Building Improve- ments	IT office and AV Equipment	2023 Total	Building Improve- ments	IT office and AV Equipment	2022 Total
	£	£	£	£	£	£
<b>IT equipment</b>						
<b>Cost or valuation</b>						
At 1 April	24,000	16,272	40,272	24,000	9,303	33,303
Additions	-	3,018	3,018	-	6,969	6,969
Disposals	-	-	-	-	-	-
At 31 March	24,000	19,290	43,290	24,000	16,272	40,272
<b>Accumulated depreciation</b>						
At 1 April	(16,000)	(10,322)	(26,322)	(8,000)	(6,691)	(14,691)
Depreciation for the current year	(8,000)	(4,559)	(12,559)	(8,000)	(3,631)	(11,631)
Disposals	-	-	-	-	-	-
At 31 March	(24,000)	(14,881)	(38,881)	(16,000)	(10,322)	(26,322)
<b>Net book value</b>						
At 31 March	-	4,409	4,409	8,000	5,950	13,950

### Fixed asset investments

The Charity holds the entire issued share capital of its subsidiary company, Upper Norwood Library Enterprises Limited, totalling £1



**15. Debtors and prepayments**

	The Group	The Charity	The Group	The Charity
	2023	2023	2022	2022
	£	£	£	£
Accounts Receivable	2,748	2,748	27,250	27,250
Grants Receivable - CAB - BESN	11,020	11,020	-	-
Prepayments	8,067	8,067	3,384	3,384
	<u>21,835</u>	<u>21,835</u>	<u>30,634</u>	<u>30,634</u>

**16. Creditors: amounts falling due within one year**

	The Group	The Charity	The Group	The Charity
	2023	2023	2022	2022
	£	£	£	£
Amounts due to the subsidiary company	-	1	-	1
Accounts payable	2,777	2,777	9,391	9,391
HMRC	2,848	2,848	4,237	4,237
Accruals	8,050	8,050	17,248	17,248
Deferred income	3,657	3,657	4,040	4,040
	<u>17,331</u>	<u>17,332</u>	<u>34,916</u>	<u>34,917</u>

## 17. Movements in funds

The Group and the Charity	At 1 April 2022	Incoming resources	Outgoing resources	Transfers	At 31 March 2023
	£	£	£	£	£
<b>Restricted Funds:</b>					
Junior Library (CP Mums)	1,013	-	-	-	1,013
CAB BESN Grants	-	38,495	(28,008)	(10,487)	-
Croydon Council HAF	6,357	15,616	(11,520)	(6,357)	4,096
Croydon Household Support Fund	5,000	-	(4,842)	-	158
GLA - HSFA	-	-	-	-	-
Norwood Forum - Healthy Gypsy Hill	4,945	-	(4,945)	-	-
Power to Change - Peer Brokerage	-	-	-	-	-
Arts Council - All Alone Together	-	-	-	-	-
Croydon Covid-19 Grant - Virtual Connections	-	-	-	-	-
Asda Foundation	-	2,000	(2,000)	-	-
Co-operative Community Fund	-	2,261	(2,261)	-	-
Garfield Weston	-	15,000	(3,000)	-	12,000
Lambeth Council - HAF	-	13,200	(11,600)	-	1,600
Lambeth Council - Warm Spaces	-	1,000	(1,000)	-	-
London Catalyst 2022/23	-	3,000	(70)	-	2,930
Oxford University	-	9,380	(4,879)	-	4,501
Power to Change - 2022/23	-	10,000	(6,583)	-	3,417
<b>Total Restricted Funds</b>	<b>17,315</b>	<b>109,952</b>	<b>(80,708)</b>	<b>(16,844)</b>	<b>29,715</b>
<b>Unrestricted Funds</b>					
Fixed Assets	13,950	3,018	(12,559)	-	4,409
Power to Change - Community Business Renewal Fund	8,000	-	(8,000)	-	-
National Lottery Communities Fund	-	1,500	(1,500)	-	-
General funds	221,926	105,823	(122,184)	16,844	222,409
<b>Total Unrestricted Funds</b>	<b>243,876</b>	<b>110,341</b>	<b>(144,243)</b>	<b>16,844</b>	<b>226,818</b>
<b>Total funds</b>	<b>261,191</b>	<b>220,293</b>	<b>(224,951)</b>	<b>-</b>	<b>256,533</b>

The Group and the Charity	At 1 April 2021	Incoming resources	Outgoing resources	Transfers	At 31 March 2022
	£	£	£	£	£
<b>Restricted Funds:</b>					
Croydon Council Cultural Grant	4,000	-	(4,000)	-	-
Junior Library (CP Mums)	1,013	-	-	-	1,013
Local Voluntary Partnership Grant	750	-	(750)	-	-
Power to Change - C-19 Emergency Support	3,007	-	(3,007)	-	-
SSE - Community Business Trade Up - Finance & consultant	750	400	(1,150)	-	-
Arts Philanthropy Trust	-	2,500	(2,500)	-	-
CAB BESN Grant	-	20,758	(20,758)	-	-
Croydon Council HAF	-	24,985	(18,628)	-	6,357
Croydon Household Support Fund	-	5,000	-	-	5,000
GLA - HSFA	-	20,000	(20,000)	-	-
Norwood Forum - Healthy Gypsy Hill	-	4,945	-	-	4,945
Power to Change - Peer Brokerage	-	16,120	(16,120)	-	-
Arts Council - All Alone Together	-	-	(311)	311	-
Croydon Covid-19 Grant - Virtual Connections	-	-	(86)	86	-
<b>Total Restricted Funds</b>	<b>9,510</b>	<b>94,708</b>	<b>(87,310)</b>	<b>397</b>	<b>17,315</b>
<b>Unrestricted Funds</b>					
Fixed Assets	18,612	6,969	(11,631)	-	13,950
Lambeth Council - Hospitality, leisure & business restarts	-	24,000	(24,000)	-	-
Power to Change - Community Business Renewal Fund	-	15,373	(7,373)	-	8,000
SSE - Community Business Trade Up	4,833	1,667	(6,500)	-	-
General funds	218,051	189,869	(195,597)	(397)	221,926
<b>Total Unrestricted Funds</b>	<b>231,496</b>	<b>237,878</b>	<b>(245,101)</b>	<b>(397)</b>	<b>243,876</b>
<b>Total funds</b>	<b>251,016</b>	<b>332,586</b>	<b>(332,411)</b>	<b>-</b>	<b>261,191</b>

## **Purposes of restricted funds**

The income funds of the Charity include restricted funds comprising balances of donations and grants held on trusts to be applied for specific purposes. The specific purposes for which the funds are to be applied are as follows:

### **From grants:**

#### **Asda Foundation**

To support costs towards heating the building to enable our activities to take place in a warm space during the cost-of-living crisis.

#### **CAB BESN Energy saving advice programme (Big Energy Saving Network)**

To deliver energy advice and support to local residents, plus advice and training sessions for front facing professionals to help them inform and support service users.

#### **Co-operative Community Fund**

To support children who have been affected by domestic abuse through creative projects.

#### **Croydon Council HAF**

To support the delivery of children's holiday camps for the arts in the London Borough of Croydon.

#### **Croydon Household Support Fund**

To support a Food & Fuel Poverty project.

#### **Garfield Weston**

Supporting our core costs of the organisation to support our work across health & wellbeing, sharing & learning, venue & performance and community outreach underpinned by volunteering, signposting and progression opportunities.

#### **Lambeth Council Warm Spaces**

To help with costs towards utilities, cleaning and refreshment costs as a designated warm space in the winter months during the cost-of-living crisis.

#### **Lambeth Council HAF**

To support the delivery of children's holiday camps for the arts in the London Borough of Lambeth

#### **London Catalyst 2022/23**

To support Chairs, 'Chat and Connect' - older adults chair exercise and local health and wellbeing services connection programme.

#### **Norwood Forum – Healthy Gypsy Hill**

To support Stay Active and Social older people's project.

#### **Oxford University**



To deliver a pilot community lab to develop community decision-making processes about AI-based technologies.

**Power to Change – 2022/23**

To support core staff costs, energy bills and delivery of services for residents during the cost-of-living crisis.

**Other:**

**Junior library**

To provide facilities for the junior section of the library from funds raised by local community group Crystal Palace Mums.

## 18. Analysis of net assets between funds

The Group	2023		2022
	Unrestricted funds	restricted funds	Total funds
	£	£	£
Fixed assets - IT equipment	4,409	-	4,409
Fixed asset investments	-	-	-
Current assets	239,740	29,715	269,455
Creditors: amounts falling due within 1 year	(17,331)	-	(17,331)
	<u>226,818</u>	<u>29,715</u>	<u>256,533</u>
			<u>261,191</u>

The Charity	2023		2022
	Unrestricted funds	restricted funds	Total funds
	£	£	£
Fixed assets - IT equipment	4,409	-	4,409
Fixed asset investments	1	-	1
Current assets	239,740	29,715	269,454
Creditors: amounts falling due within 1 year	(17,332)	-	(17,332)
	<u>226,818</u>	<u>29,715</u>	<u>256,533</u>
			<u>261,191</u>

## 19. Liability of members

The Charity is constituted as a company limited by guarantee. In the event of the Charity being wound up, the members are required to contribute an amount not exceeding £1 each.

## 20. Related party transactions

Disclosure of related party transactions is provided in the Trustees' Report – Relationships with related parties on page 7. Other than the transactions disclosed in that section there were no related party transactions during the year.

### Thank you

We would like to take the opportunity to thank all of our wonderful funders, supporters, fundraisers and volunteers.

### Get in touch

We welcome feedback and suggestions for future activity that will benefit and enhance the local community.

**Donate:** <https://localgiving.org/charity/uppernorwoodlibraryhub/>

**Find out more or to volunteer:**

Visit: <https://www.uppernorwoodlibraryhub.org/>

Call: 020 8670 4321