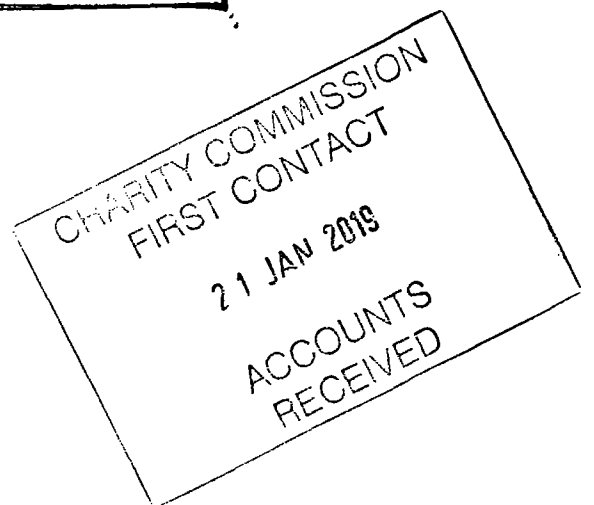


Charity Registration No. 1042095

Company Registration No. 02814639 (England and Wales)

THE SELBY TRUST
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018



THE SELBY TRUST

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mr N Makanji Mr G Gilfillian Mr J Clarke Ms S Nwimo Mr E Ihejirika Cllr P Berryman Cllr A Stennett Mr A Desai Cllr M Blake Dr V Olisa Mr M Kayoka-Ilunga	(Appointed 15 December 2017)
Secretary	Mr E Ihejirika	
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	

THE SELBY TRUST

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THE SELBY TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 MARCH 2018

The Trustees present their report and accounts for the year ended 31 March 2018.

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 2015).

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.

THE SELBY TRUST

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

FOR THE YEAR ENDED 31 MARCH 2018

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 in preparation for the community to manage it directly.

In 1992, 26 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 May 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 Haringey 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
- Economic Development
- Social Justice and Community Safety
- Community Environmental Development
- Community Facilities Management

Broadly, the direction of travel has encompassed:

(i) Community Development

- 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.
- Bringing the diversity of people together in our community, enables overcoming language barriers, celebrating food and cultures, helps engagement and connection of people with services, projects, and enables collective action in our social action hub.
- 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.

THE SELBY TRUST

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

FOR THE YEAR ENDED 31 MARCH 2018

(ii) Economic Development

- 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.
- The Selby Trust has become a grant distributor in 2017/2018, by obtaining resources from Haringey Council's Transformation Challenge Award and Ell Communities programme as a Local Trusted Organisation (LTO).
- Funding targets small grassroots organisations, some service providers and seedling projects, all of which were based in or had strong connections with Northumberland Park.
- 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) Social Justice and Community Safety

- 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.

(iv) Community Environmental Development

- 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, 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.

(v) Community Facilities Management

- In our 26th year of independence as a charitable trust, we aim to carry on co-locating community groups and communities on our 2.3 acre plot, council land on which a former school was converted into a multipurpose community hub.
- At the Selby Centre site, the Trust generates income from the hiring out of community and enterprise office space, houses a main hall for 300-strong community and cultural events, offers sports fitness, dance, meetings, training and conference facilities.
- We carefully identify gaps in our model to reach into the community to identify funding and incubation opportunities.
- In this way, we match the individuals with skills, confidence, networks and knowledge needed with the affordable workspace available here to develop new and exciting solutions to social problems.

THE SELBY TRUST

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

FOR THE YEAR ENDED 31 MARCH 2018

The Context:

- Over 130+ social enterprises, charities, community groups, faith groups, sports clubs, advisory and employment support providers regularly utilising the facilities at the Selby Centre under one roof to deliver community services and run their own activities.
- Maintained a sustainable model in practice by co-locating 37 of these charities, not-for-profits and community enterprises in registered offices onsite under the banner of "Many Cultures One Community."
- At least 151,387 regular attendances by individuals to the Selby Centre have taken place in 2017/18 involving take up of services provided by community groups, cultural & family events and playing sport.

A diverse range of social action projects and activities take place and here we outline the key highlights in 2017/18:

1: Community Development:

a) Well Communities - a public health and community initiative: The Selby Trust commissioned to deliver the final year of a two year programme called Well Communities in the Northumberland Park area. The programme was formally handed over to the Selby Trust in April 2017. We believe that commissioning The Selby Trust to manage this fund added value to the project as we were able to adapt swiftly to the gaps in infrastructure the grassroots organisations had, i.e. access to printers and photocopiers; assisting with additional coaching and training around the monitoring requirements.

The Selby Trust undertook the following elements:

- Opening of the grant making process alongside Haringey Council, Police & local residents
- Co-ordination of the Participatory Budgeting process (Community Voting Day)
- Contracting and due-diligence of successful bidders
- Contract monitoring including visits
- Management of the Personal Support Budgets (PSPs)
- Opening of round two of the funding process
- Social media, marketing and promotion of the programme

The key highlights of the programme were:

- 16 projects funded
- 1,311 Hours of Delivery
- 493 Local Participants
- 98 local staff and volunteers benefiting from professional development courses
- 16 Projects Funded (including continuation)

The Selby Trust has provided an interim report and University of East London are undertaking the full evaluation.

b) Community Organising Training in a Social Action Hub: The Selby Trust has successfully secured funds for the 2017-2020 period to deliver Community Organising to 120 community organisers.

This builds on previous work done to host Community Organisers under the National Programme in Community Organising, led by Locality. Since then, Community Organisers Ltd has spun out of Locality as a separate entity and now leads a national programme, in which the goal is to build up a movement of 3500 community organisers.

THE SELBY TRUST

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

FOR THE YEAR ENDED 31 MARCH 2018

Since the project began in July 2017, we have trained 79 community organisers in North East London. Our Community Organiser, Moussa Amine Sylla, has also supported a variety of community projects to come to fruition. This year, the focus has been on challenging food poverty, improving the range of affordable housing options and working with young people.

c) Sports for social change: Sport has been a fantastic vehicle at the Selby Centre to break down barriers, encourage healthy living and stimulate community cohesion. The Selby Trust's sports facilities attract a wide range of sporting activities run by resident led groups and major players. The Centre's sporting facilities are well used by 38 sports clubs on a regular basis.

In 2017, the Club gratefully received support from major backers Mako Global, which has enabled the Trust to benefit from funding for the Club by organising a fundraising day, which raised over £24,000, from the day's takings at the bank. Head trainer Paulo Muhongo has genuine expertise and respect within the sport.

d) High Impact Placements and Volunteering Opportunities: Once again 2017/18 saw a diverse range of volunteers and placements from the local community and various corporate employers devote their time to help out at the Selby Centre. These are the key people in 2018 who have made great personal strides and shared their time and energy with us:

- **Bradley Goddard**

Bradley has been working at the Selby Centre as an assistant boxing coach with the Selby Boxing Club since February 2018. Prior to this Bradley has worked as a personal trainer & group fitness coach for just over 10 years. He first came across the opportunity at Selby via connections with our community organiser Moussa Amine Sylla. Since joining Selby Boxing Club, Bradley found that there are a range of opportunities he has had from being based at the centre, especially making use of the courses that have been available to him such as the first aid training & community organising training. He is very impressed with the dynamic services that are provided here that are available almost any time which are enabling him to progress further in his career.

- **Victoria Rasaki**

Victoria has completed 2 years of computer science at university and has one year left to complete. Victoria has been on many youth exchange trips alongside Moussa Amine Sylla who introduced her to the Selby Centre. Using her skills for website development, Victoria currently volunteers at the Selby Centre helping out with the website development on the community aspect. Since volunteering at Selby it has created Victoria an opportunity to gain experience outside of Selby in website development which is what she hopes to take further with her in her career. Victoria says that Selby has provided her with a warm and friendly environment and is excited for what the future holds.

- **Haylee Venus**

Haylee Venus has hosted and coordinated various community events that focus on creativity, entertainment, charity and personal growth for the past 7 years. Alongside that she has also delivered community outreach projects and has worked in the youth development field offering mentoring, and workshop based activities to increase social development and early intervention. Haylee currently runs a community interest company called Make a Step CIC, which host creative arts volunteer workshops for young people in Schools, youth clubs and orphanages in London, the Caribbean and Africa which focused on creativity, youth development and art.

Haylee's role at the Selby centre is a volunteer community organiser alongside Moussa Amine Sylla. She joined Selby in October 2017 so that she could learn and understand how she could make her community work more impactful and sustainable. Since volunteering at Selby she has learnt so much about listening to her community and how to take steps & network to create long lasting social change.

Moussa Amine and Haylee has since then created a phenomenal youth-led platform called Spoken, which invites the community to come together and celebrate creativity, free expression & real topics. Haylee says her time volunteering at Selby has been really rewarding providing her with the opportunity to meet like minded people with similar goals enabling her to keep her positive mental attitude and bring ideas to fruition effectively.

THE SELBY TRUST

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

FOR THE YEAR ENDED 31 MARCH 2018

- **Patrick Laredo**

Patrick was a volunteer at Selby to support projects with written communication, notably last year's Annual Report. He has studied Political Science at the University of Bristol and since finishing University, he was looking for work in the local and community politics. He was already working at a trade union before joining the Selby Trust, and thought that working in grass roots community projects was a good way to understand a different type of way for society to work and engage with political institutions.

d) Employee Volunteering

This year, 432 volunteers have taken part at the Selby Centre on volunteering days to help maintain it. Volunteers do everything from painting the Selby Centre to constructing raised beds, digging and community clean ups! We welcome various groups who make a huge difference to our work. Volunteering is a great way for people to give back to communities and we welcome any new partnerships with corporate firms. In 2017/18, the corporates that have volunteered at the Selby Centre are:

• Price Waterhouse Coopers	•	Gap
• BBC	•	Blackrock
• BT	•	Mako
• Ernst & Young LLP	•	AON
• M&G Limited	•	Nielsen Sports
• Sopra Steria	•	VFC

e) Learning Families

The Learning Families Project completed this year resulting in:

- **Research Report:** identified the status of parental engagement in Romania; identified existing barriers, their causes and suggested solutions, selected best practices, designed LEAF activities (based on non-formal learning as a means to attract parental engagement).
- **Parental Engagement Training and Resources Package:** Implementation of activities, feedback questionnaires from participants, selecting case studies, elaboration of the course and materials (contributions to introduction, importance of family engagement, how to deliver this training course, trainer's profile, equipment, bridging communication gaps and evaluation).
- **Dissemination activities:** a wide range: formal and informal dissemination presentations of EuroEd projects (other project meetings, meetings with teachers, principals, fairs, exhibitions, conferences), websites (institution's page, Facebook), an article, mailing lists, school events, news in local newspaper/TV station.
- **A strategic framework for engaging hard to reach parents:** contribution to the practical guide aimed at schools, school inspectorates, youth organisations. This helped us forge links with a range of stakeholders, met new reliable partners, gave us ideas for new projects and collaboration, provided us with invaluable resources, materials and links and provided us with strategies which we can use to attract stakeholders leading to improved communication/ cooperation skills.

The project was developed for primary school children from educationally, socially or economically disadvantaged backgrounds, at risk of becoming early school leavers because parents were not able to help them with their school work or provide encouragement and motivation. Diverse reasons may interfere with achieving the best you can be in school due to problems at home, on the street and economically. Family learning activities took place in non-formal environment outside normal school hours, the key characteristics being fun and enjoyment. Young people and parents were encouraged to get involved in the design of the activities.

THE SELBY TRUST

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

FOR THE YEAR ENDED 31 MARCH 2018

The project benefited teachers and non-teaching school staff, professionals working in the field of education and community groups. The project developed, through a transnational approach, a range of innovative measures that will help policy makers, teachers in schools and the wider community to create an environment where parents play a key role in their children's learning.

2: Community Economic Development

Grant Distribution in Northumberland Park in Resident Led Funding Programme:

The Northumberland Park Partnership Board received £210,000 from Haringey Council and MHCLG to develop community projects being in the Northumberland Park area. The Selby Trust was appointed to administer and evaluate the allocation of funding as well as the projects that received funding.

The NPPB approach was a pilot programme aimed at building the capacity of resident of the local community to a point at which they could form a Board that provided a link between residents in a local neighbourhood and the Local Authority. The aim was to deliver an experimental model for distributing grant through a local resident distribution vehicle in the Northumberland Park ward (NPW).

Overall, 66 applications were received from organisations and individuals resulting in 19 projects being awarded funding with projects monitored against a broad basket of output indicators approved by the NPPB.

These were aligned to the much broader programme outputs relevant to the Northumberland Park ward. Based on returns and other monitoring processes, such as on-site visits, the targets were met (i.e. the majority of targets were either exceeded or matched).

An indication of the reach and impact include the following indicators:

Measurable Indicator	Target	Achieved
Number of children/young people (5 - 16yrs) whose aspirations and/or learning were improved	199	216
Number of young people aged 16 - 18yrs and over engaged in FE/HE	40	70
Number of participants/beneficiaries engaged on the project	274	392
Number of volunteers trained /engaged	32	55
Number of completed 'case studies'	11	9
Number of employment skills training sessional hours provided (hrs/sessions)	140	160
Number of residents completing skills training	50	91
Number of participants/beneficiaries engaged on the project (18yrs+)	85	91

The pilot sought to achieve two principal challenges:

- The extent to which local residents would be able to take responsibility for determining what works locally through a funding programme where they decided on funding allocations; and
- The extent to which local residents could be supported to be empowered to deliver such a programme.

The evaluation report identifies the findings, makes recommendations and indicates some future implications for the Council to consider.

THE SELBY TRUST

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

FOR THE YEAR ENDED 31 MARCH 2018

3: Developing a Green Hub at Selby Centre offering low carbon community-led solutions

The achievements in 2017/18 have been:

Green Wheels/Smarter Travel

We are proud to confirm that under Michael Mullings' leadership, Green Wheels has gone from strength to strength, having supported 165 people in bike maintenance and women's safe cycling club since its inception. Support includes a number of aspects including:

- Showing young people and adults how to repair their own bike at no expense to themselves.
- Teaching women to cycle confidently, often re-learning after many years of non-activity

The project has benefited from volunteer input on a number of levels including technical support from Khaled Mohamed, a computing graduate living on Selby Road, and also from Pamela Harling, a local resident in White Hart Lane, who provides administrative support, with a view to helping out with fundraising applications. They have both contributed to making the project a continued success in 2017/18.

Green Wheels benefits from Michael being a fully qualified level 2 Bicycle Maintenance Technician delivering workshops with the assistance of local volunteers. The project also provides safe cycling skills and helps us promote overall health and wellbeing. We believe that promoting cycling as a green and money saving alternative to driving or public transport is a vital step in tackling pollution in Tottenham.

Big Energy Saving Network

Many people do not realise that they can wipe out historic energy debts, take up warm home discounts and are not aware of how best to switch energy suppliers. The Selby Trust raised resources from the Big Energy Saving network, led by National Energy Action and the Department of Business Energy & Industrial Strategy to reach people at a grass roots level. Our Outreach and Community Organising Team delivered 200 advice sessions, and reached out to 80 frontline staff to equip consumers with the knowledge and confidence to save money by switching their tariff, supplier or payment method and to check whether they are eligible for energy savings. This included support to benefit from the Warm Home Discount Scheme and seeking debt reductions from the Big Six energy suppliers for individuals where relevant.

Reuse & E-bay Shop

The Selby Trust has linked up with ISG and Credit Suisse to prevent furniture, fixtures and fittings from redevelopment of corporate offices going into a landfill. The furniture has been sold to charities, voluntary organisations, social enterprises and small businesses across North London at a fraction of the price enabling the furniture to be reused and save local organisations a lot of money. The furniture so far has helped organisations in North London with a new waiting area, a new meeting room and more secure storage. The Trust featured strongly in respect of some of the above in Haringey Council's Carbon Report 2017.

THE SELBY TRUST

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

FOR THE YEAR ENDED 31 MARCH 2018

4: Social Justice and Community Safety to better serve local communities

There were 166 deaths of people in London due to street violence by 31 March 2018. In the January-March 2018 period alone, amongst those who had died there were 19 people from the North London area i.e. 38% of those who had died in London had died locally.

The Selby Trust offered a course in helping professionals in the voluntary and statutory sector understand the context for young people who found comfort as members of gangs. Given how deeply gang violence had embedded in our local communities and London culture, this felt like a breakthrough in people wanting to understand more about what we could actually do as a community. The course was delivered by Gangsline and over-subscribed by 100% with 50 delegates seeking places and on the day, it formed a heady mix of many organisational cultures in one community.

The difference that Gangsline made was being led by and involving ex-gang members to deliver these training sessions, and the non-enforcement approach that is adopted. We benefited greatly from Sheldon Thomas, founder and Chief Executive of Gangsline delivering an unprecedented insight into gangs through his own experience as a leading gang member in the 1970s.

He now dedicates his life to engaging directly with gang leaders and members and using a 'no holds barred', yet spiritual, approach to changing young people's lives. Sheldon, mentored by Bernie Grant, is now hailed as a leading expert in gang culture and is both an advisor to the Home Office and New Scotland Yard on gang culture and violence, and to Trident which is a specialist unit dealing with black-on-black gun related crime.

Security and safety has increasingly included housing and homelessness and in 2017/18, many aspects of taking this forward have emerged through the work arising from grant-making. Examples include:

Tottenham Theatre benefited from a £5,000 grant from the Northumberland Park resident funding programme. Linda Brennan, Artistic Director, invited local residents to tell their life stories of how they ended up living in Tottenham and took their stories to the stage in a live production of "Up on the High Road" Theatre's to packed audiences of local residents at the Bernie Grants Arts Centre. Many actors/local residents spoke of their fears of regeneration and started a campaign on the stage that mirrored local events to challenge gentrification and the potential loss of their homes and loss of community.

Homelessness and deprivation has hit new levels, with higher numbers utilising the food bank, including those in work. Community Cook Up, led by Alison Davy, received funding from Well Communities and made a difference by involving homeless people in the team that cooked and benefitted from coming together to provide a service to other homeless people.

These issues also emerged through the training in Community Organising that Selby Trust is successfully delivering, in part due to the link up with London Renters Union, in which more than 40 people attended the training. This was also an exercise in collaboratively delivering training with other Community Organisers on the programme, and engaging with the challenges of finding affordable housing and devising community solutions to tackle the issue, of which local friends and partners, Start are doing as a community land trust in St Ann's Ward, Tottenham on the site of St Ann's Hospital.

The development of the Haringey Race Equality Scorecard Report has been a fascinating process. Figures and commentary from Haringey Council, The Runnymede Trust and The Selby Trust have informed a wide ranging and informative report. An event was organised in October 2017 by CORE, the infrastructure network for Race Equality, and The Selby Trust following the UK Government's release of race equality data, so that more community groups and social activists would be aware of it. "Making Race Count" consulted on the data's value and potential purposes. It was a well-attended and informative discussion with a panel and presentations from:

- Victor Olisa, former Haringey Borough Commander, now an independent consultant and Selby Trustee
- Cllr Mark Blake, now Executive Member for Communities and Engagement, as well as BTEG's consultation on the purpose of the Government's online data store on Race.

THE SELBY TRUST

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

FOR THE YEAR ENDED 31 MARCH 2018

- Farah Elahi, formerly of the Runnymede Trust and now in Mayor of London's team,
- Rt Hon David Lammy MP who explained the findings and recommendations of his Review of Racial Disparity in the Criminal Justice System

5. Community Facilities Management

In our 26th year of independence as a charitable trust, we aim to carry on co-locating community groups and communities on our 2.3 acre plot, council land on which a former school was converted into a multipurpose community hub.

At the Selby Centre site, the Trust generates income from the hiring out of community and enterprise offices, houses a main hall for 300-strong community and cultural events, offers sports facilities and a variety of multi-purpose meetings, rehearsal and training rooms for community activities e.g. sports, fitness, dance, meetings, training and conferences. We carefully identify gaps in our model to reach into the community to identify funding and incubation opportunities.

In this way, we match the individuals with skills, confidence, networks and knowledge needed with the affordable workspace available here to develop new and exciting solutions to social problems.

Yet we all know for some years of the priority to secure a longer, more secure lease arrangement or other model of asset transfer from Haringey Council. The Trust has been proactive with regards to this goal, by networking with funders and seeking external support.

Given that The Selby Trust's original focus was on providing community workspace and facilities, it is particularly relevant to highlight the success we have had with securing £58k of Big Potential Advance funding from Social Investment Business in October 2017. The investment readiness project is over a 2 year period, ending in December 2018.

The funds raised will be used to create a comprehensive plan to transform the site, the Selby Centre. We would like to ensure that we built up the elements of a plan to ensure that a site redevelopment of the Selby Centre. This will include:

- A business plan
- A financial model with social investment plan
- A social value report

These documents will convey how we will move from the current situation to our new modern premises that are fit for purpose, by creating improved space in a smaller footprint, ensure health and safety and energy efficiency measures, to better respond to our community's needs. The site will need enabling development in the form of a residential scheme to support the creation of new, fit for purpose, sustainable community facilities and this will be assessed as part of the project. Seema Manchanda has been appointed as our Project Manager, bringing significant London-wide urban planning and development expertise. Negotiations are underway with Haringey Council.

Conclusion: In 2017/18, the Selby Trust has:

- Undertaken new and fruitful activities in distributing over £250k of grant funding to local grassroots groups as a Local Trusted Organisation (LTO)
- Managed to make Selby Centre work despite it being an aged building with high maintenance bills
- Developed new earnings from the car park at a crucial time of rising costs thanks to support from DVLS
- Embedded stronger links through community organising and developing new relationships locally, regionally and nationally, creating a positive profile for Tottenham and Haringey
- Acquired a stronger sense of the future direction of the Selby Centre as a site that can be redeveloped in partnership with Haringey Council.

THE SELBY TRUST

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

FOR THE YEAR ENDED 31 MARCH 2018

Strategic report

The description under the headings "Objectives, activities, 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 small surplus as it continues making consistent progress to eliminate its deficit.

The Selby Trust has generated an overall surplus of £53,438 during the year, which is achieved by sustaining a high level of existing usage at the Selby Centre whilst reducing its maintenance costs.

The total restricted fund balance is has a surplus of £8,608 at the year-end. However, there are some deficits generated on the following funds at the balance sheet date:

- £6,084 deficit carried forward on Power to Change Trust project, and
- £1,758 deficit on Northumberland Park Partnership Board project

The remaining projects with a surplus carried forward are explained in the notes to the accounts.

The Trust's fundraising strategy is to develop a secure future by securing a longer lease and to work towards a future site redevelopment with the Trust as a key partner, by maximising social value and impact through relevant prevention and proaction 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.

We are 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.

This year, these partnership projects include working with London Sustainability Exchange, Locality, Big Lottery Fund, Haringey Council and a number of corporates, especially Mako Global.

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 a 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 licencees 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.

Risk management

The Trustees has 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 SELBY TRUST

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

FOR THE YEAR ENDED 31 MARCH 2018

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, 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 4 years, 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.

Plans for the future:

The Selby Trust wants the coming years to be defined by a global mind-set that stays local. With rapid changes in how information is shared globally, the Selby Trust wants to incorporate new technology to bring knowledge and good practice from around the world, while sharing the knowledge and good practice that we have gained over the years. We will continue to invest in our staff to ensure that innovation, efficiency and entrepreneurship remain at the heart of our practice. We will bring in new and existing partners to the Selby Trust to better reflect the local needs and interests of the community. 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, maximising the offer to those people using our food bank, health services and disability support
- Keep abreast of future changes and trends in government, nationally and locally, technology, to bring good practice from around the world and share Tottenham's good practice elsewhere to help inform what takes place here
- Design the future – the site's future redevelopment will include community, leisure and housing
- Raise resources to contribute towards the site redevelopment, in line with a lease of 250 years
- Bring on board new and existing partners into the Selby partnership to reflect local needs and interests

THE SELBY TRUST

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

FOR THE YEAR ENDED 31 MARCH 2018

- Staff development and training to respond to a changing landscape of skills and employment patterns, increasing a focus on referrals, signposting, advice-giving and increasing financial inclusion
- Develop community organising and integrate into all aspects of the Trust's work
- Increase and further diversify income to cover future costs of redevelopment and some services

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 Selby Trust's mission is to embody the ethos of "Many Cultures One Community" in its approach to all that it does. Using this approach, the charity manages community buildings, related physical assets such as The Selby Centre and community projects to maximise community benefit that offer social and economic opportunities and improved life chances for disadvantaged communities.

History

The Selby Trust was established as a community led solution in 1992 (registering as a non-profit making company in 1993) to avoid the closure of the much needed community facilities offered at the Selby Centre after the site's conversion in the late 1980s from being an old school to a facility for community use. In 1994 The Selby Trust enhanced its not for profit status by registering as a charity and the Trust went onto securing a 25 year lease in 1997 with London Borough of Haringey (L B Haringey).

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 N Makanji

Mr M Samater

(Resigned 21 February 2018)

Mr G Gilfillian

Mr J Clarke

Ms S Nwimo

Mr E Ihejirika

Cllr P Berryman

Cllr A Stennett

Mr A Desai

Cllr M Blake

Dr V Olisa

(Appointed 15 December 2017)

Mr M Kayoka-Ilunga

THE SELBY TRUST

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

FOR THE YEAR ENDED 31 MARCH 2018

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.

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 11 (carrying one vacancy) 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, 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, Sona Mahtani, who is supported by her Senior Management Team to deliver the aims and objectives of the charity.

Related parties

The charity has 100% shareholding in Selby Facilities Management Services Limited, a subsidiary of the trust. The registered office is Selby Centre, Selby Road, Tottenham, London, N17 8JL. This company ceased trading as at 31 March 2016.

There were no disclosable related party transactions during the year.

THE SELBY TRUST

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

FOR THE YEAR ENDED 31 MARCH 2018

Statement of trustees' responsibilities

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 accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare accounts 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 accounts, the Trustees are required to:

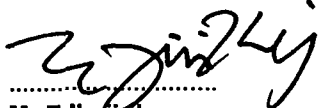
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepare the accounts 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 accounts 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.

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.

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



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Mr E Ihejirika

Trustee

Dated: 16/8/18

THE SELBY TRUST

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF THE SELBY TRUST

Opinion

We have audited the accounts of The Selby Trust (the 'Trust') for the year ended 31 March 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the accounts, 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 accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2018 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 accounts section of our report. We are independent of the Trust in accordance with the ethical requirements that are relevant to our audit of the accounts 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the accounts is not appropriate; or
- the Trustees have not disclosed in the accounts any identified material uncertainties that may cast significant doubt about the Trust's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the accounts are authorised for issue.

Other information

The other information comprises the information included in the annual report, other than the accounts and our auditor's report thereon. The Trustees are responsible for the other information. Our opinion on the accounts does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in 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 there is a material misstatement in the accounts or a material misstatement of the other information. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the accounts is inconsistent in any material respect with the Trustees' Report; or
- sufficient accounting records have not been kept; or
- the accounts are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

THE SELBY TRUST

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

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 accounts and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

In preparing the accounts, 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 company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the accounts 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 accounts.

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

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees 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

16 AUG 2018
.....

Chartered Accountants
Statutory Auditor

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

RDP Newmans LLP is eligible for appointment as auditor of the Trust by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006

THE SELBY TRUST

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2018

	Notes	Unrestricted funds £	Restricted funds £	Total 2018 £	Total 2017 £
<u>Income and endowments from:</u>					
Donations and legacies	3	8,034	163,000	171,034	176,257
Charitable activities	4	-	81,915	81,915	56,439
Other trading activities	5	825,722	-	825,722	763,010
Investments	6	286	-	286	372
Other income	7	8,658	-	8,658	209
Total income		842,700	244,915	1,087,615	996,287
<u>Expenditure on:</u>					
Raising funds	8	565,284	163,000	728,284	634,848
Charitable activities	9	186,597	77,624	264,221	260,562
Other	13	41,672	-	41,672	31,479
Total resources expended		793,553	240,624	1,034,177	926,889
Net incoming resources before transfers		49,147	4,291	53,438	69,398
Gross transfers between funds	15	(9,523)	9,523	-	-
Net income for the year/ Net movement in funds		39,624	13,814	53,438	69,398
Fund balances at 1 April 2017		163,035	(5,206)	157,829	88,431
Fund balances at 31 March 2018		202,659	8,608	211,267	157,829

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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 2018

	Notes	2018 £	£	2017 £	£
Fixed assets					
Tangible assets	16		26,857		35,579
Current assets					
Debtors	18	52,153		307,032	
Cash at bank and in hand		561,209		341,879	
		613,362		648,911	
Creditors: amounts falling due within one year	19	(399,785)		(497,494)	
Net current assets			213,577		151,417
Total assets less current liabilities			240,434		186,996
Creditors: amounts falling due after more than one year	20		(29,167)		(29,167)
Net assets			211,267		157,829
Income funds					
Restricted funds	23		8,608		(5,206)
<u>Unrestricted funds</u>					
Designated funds	24	8,564		8,597	
General unrestricted funds		194,095		154,438	
			202,659		163,035
			211,267		157,829

THE SELBY TRUST

BALANCE SHEET (CONTINUED)

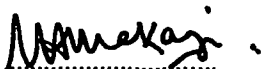
AS AT 31 MARCH 2018

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2018, although an audit has been carried out under section 144 of the Charities Act 2011. No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these accounts under the requirements of the Companies Act 2006.

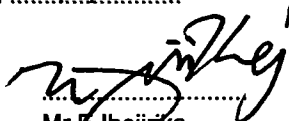
The trustees' responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the 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 accounts, so far as applicable to the company.

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

The accounts were approved by the Trustees on 16/8/18.....



Mr N Makanji
Trustee



Mr E Ihejirika
Trustee

Company Registration No. 02814639

THE SELBY TRUST

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2018

	Notes	2018 £	£	2017 £	£
Cash flows from operating activities					
Cash generated from operations	29		222,027		8,384
Investing activities					
Purchase of tangible fixed assets		(2,983)		(524)	
Interest received		286		372	
Net cash used in investing activities			(2,697)		(152)
Net increase in cash and cash equivalents			219,330		8,232
Cash and cash equivalents at beginning of year			341,879		333,647
Cash and cash equivalents at end of year			561,209		341,879

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

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 2016). The Trust is a Public Benefit Entity as defined by FRS 102.

The accounts 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 accounts, 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 accounts.

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 accounts.

1.4 Incoming resources

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. The value of services provided by volunteers has not been included in these accounts.

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 2018

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.

Rental income is accounted for when receivable.

Investment income is recognised on a receivable basis.

1.5 Resources expended

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 Fixed asset investments

Fixed asset investments are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. The investments are assessed for impairment at each reporting date and any impairment losses or reversals of impairment losses are recognised immediately in net income/(expenditure) for the year.

A subsidiary is an entity controlled by the Trust. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

1 Accounting policies

(Continued)

1.8 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).

1.9 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.

1.10 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.

1.11 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.

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2018

1 Accounting policies

(Continued)

1.12 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to income on a straight line basis over the term of the relevant lease.

1.13 Foreign exchange

Transactions denominated in foreign currencies are recorded at the rate ruling at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. All differences are included in other income.

1.14 Group financial statements

The financial statements present information about the company as an individual undertaking and not about its group. The company and its subsidiary undertaking comprise a small-sized group. The company has therefore taken advantage of the exemptions provided by section 399 of the Companies Act 2006 not to prepare group accounts.

1.15 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.

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total 2018	Total 2017
	£	£	£	£
Donations and gifts	8,034	-	8,034	13,257
Grants receivable for core activities	-	163,000	163,000	163,000
	<u>8,034</u>	<u>163,000</u>	<u>171,034</u>	<u>176,257</u>
For the year ended 31 March 2017	<u>13,257</u>	<u>163,000</u>		<u>176,257</u>

During the year a circular grant of £163,000 (2017: £163,000) was received from London Borough of Haringey (L B Haringey) to fund the occupation of its premises.

4 Charitable activities

	Community Economic Development	Community Development	Community Environmental Development	Total 2018	Total 2017
	£	£	£	£	£
Performance related grants	<u>23,897</u>	<u>45,018</u>	<u>13,000</u>	<u>81,915</u>	<u>56,439</u>

5 Other trading activities

	2018	2017
	£	£
Trading activity income: other	<u>825,722</u>	<u>763,010</u>

6 Investments

	2018	2017
	£	£
Interest receivable	<u>286</u>	<u>372</u>

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2018

7 Other income

	2018	2017
	£	£
Other income	8,658	209

8 Raising funds

	Unrestricted funds	Restricted funds	Total 2018	Total 2017
	£	£	£	£
<u>Staff costs and depreciation</u>				
Staff costs	224,861	-	224,861	207,140
Depreciation and impairment	6,719	-	6,719	8,772
Staff costs and depreciation	231,580	-	231,580	215,912
<u>Expenditure on raising funds</u>				
Rent	-	163,000	163,000	163,000
Other trading activities	333,704	-	333,704	255,936
Expenditure on raising funds	333,704	163,000	496,704	418,936
	565,284	163,000	728,284	634,848
For the year ended 31 March 2017				
Staff costs and depreciation	215,912	-		215,912
Expenditure on raising funds	255,936	163,000		418,936
	471,848	163,000		634,848

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2018

9 Charitable activities

	Community Economic Development	Community Development	Community Environmental Development	Facilities Management	Total 2018	Total 2017
	£	£	£	£	£	£
Staff costs	-	14,606	12,000	74,069	100,675	117,251
Activities undertaken directly	20,208	29,640	1,203	-	51,051	24,598
	<u>20,208</u>	<u>44,246</u>	<u>13,203</u>	<u>74,069</u>	<u>151,726</u>	<u>141,849</u>
Share of support costs (see note 10)	-	11,862	9,746	60,157	81,765	95,012
Share of governance costs (see note 10)	-	4,458	3,663	22,609	30,730	23,701
	<u>20,208</u>	<u>60,566</u>	<u>26,612</u>	<u>156,835</u>	<u>264,221</u>	<u>260,562</u>
Analysis by fund						
Unrestricted funds	-	16,320	13,442	156,835	186,597	
Restricted funds	20,208	44,246	13,170	-	77,624	
	<u>20,208</u>	<u>60,566</u>	<u>26,612</u>	<u>156,835</u>	<u>264,221</u>	
For the year ended 31 March 2017						
Unrestricted funds	20,927	3,462	14,876	158,047		197,312
Restricted funds	39,537	5,452	18,261	-		63,250
	<u>60,464</u>	<u>8,914</u>	<u>33,137</u>	<u>158,047</u>		<u>260,562</u>

10 Support costs

	Support costs	Governance costs	2018	2017	Basis of allocation
	£	£	£	£	
Staff costs	53,593	30,730	84,323	72,608	See below
General expenses	28,172	-	28,172	46,105	See below
	<u>81,765</u>	<u>30,730</u>	<u>112,495</u>	<u>118,713</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.

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2018

11 Trustees

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

12 Employees

Number of employees

The average monthly number of employees during the year was:

	2018 Number	2017 Number
Direct charitable work	19	18

Employment costs

	2018 £	2017 £
Wages and salaries	409,859	396,999

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

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

13 Other

	2018 £	2017 £
Net loss on disposal of tangible fixed assets	4,986	984
Audit fees	9,000	9,000
Subscriptions	556	797
Legal and professional fees	6,091	763
Other expenditure	21,039	19,935
	<u>41,672</u>	<u>31,479</u>

14 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 FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

15 Transfers

During the year a surplus of £526 of restricted grant income from the 40:20 Haringey Climate Forum project had arisen. The surplus was transferred to unrestricted funds as the project was concluded.

During the year a deficit of £352 of restricted grant income from the Big Energy Saving Network had arisen. The deficit was transferred to unrestricted funds as the project was concluded.

The Trust had deficits of £1,801 and £7,896 for Erasmus Exchange Trip and KA2 Strategic Partnerships Erasmus Plus projects respectively. The Charity will not be receiving any funding from the providers in the subsequent financial year to cover this expenditure. These deficits have, therefore, been transferred to unrestricted funds.

16 Tangible fixed assets

	Leasehold improvements £	Plant and machinery £	Computer equipment £	Total £
Cost				
At 1 April 2017	113,625	122,681	46,034	282,340
Additions	-	455	2,528	2,983
Disposals	-	(16,132)	-	(16,132)
At 31 March 2018	113,625	107,004	48,562	269,191
Depreciation and impairment				
At 1 April 2017	105,017	102,512	39,232	246,761
Depreciation charged in the year	1,722	3,130	1,867	6,719
Eliminated in respect of disposals	-	(11,146)	-	(11,146)
At 31 March 2018	106,739	94,496	41,099	242,334
Carrying amount				
At 31 March 2018	6,886	12,508	7,463	26,857
At 31 March 2017	8,608	20,169	6,802	35,579

17 Financial instruments

	2018 £	2017 £
Carrying amount of financial assets		
Debt instruments measured at amortised cost	44,463	295,666
Carrying amount of financial liabilities		
Measured at amortised cost	232,545	333,882

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

18 Debtors

	2018 £	2017 £
Amounts falling due within one year:		
Trade debtors	44,463	295,666
Prepayments and accrued income	7,690	11,366
	<u>52,153</u>	<u>307,032</u>

19 Creditors: amounts falling due within one year

	Notes	2018 £	2017 £
Other taxation and social security		8,087	7,208
Deferred income	21	47,894	41,042
Trade creditors		67,691	50,147
Other creditors		135,687	254,568
Accruals		140,426	144,529
		<u>399,785</u>	<u>497,494</u>

20 Creditors: amounts falling due after more than one year

	2018 £	2017 £
Other creditors	<u>29,167</u>	<u>29,167</u>

21 Deferred income

	2018 £	2017 £
Other deferred income	<u>47,894</u>	<u>41,042</u>

Deferred income is included in the financial statements as follows:

	2018 £	2017 £
Total deferred income at 1 April 2017	41,042	33,100
Amounts received in year	47,894	41,042
Amounts credited to statement of financial activities	(41,042)	(33,100)
	<u>47,894</u>	<u>41,042</u>

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

22 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 FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

23 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			
	Balance at 1 April 2017	Incoming resources	Resources expended	Transfers
	£	£	£	£
LB Haringey	-	163,000	(163,000)	-
Erasmus Exchange Trip	(1,801)	-	-	1,801
Well Communities	-	25,768	(25,359)	-
Big Energy Saving Network	188	8,000	(8,540)	352
LB Haringey: Smarter Travel	3,154	5,000	(3,830)	-
Power to Change Trust	(4,616)	-	(1,468)	-
LB Haringey: Northumberland Park Partnership Board	194	12,842	(14,794)	-
Haringey Council - 40:20 Haringey Climate Forum	1,326	-	(800)	(526)
Community Organisers Ltd - NCS Graduates Training Grant	-	3,500	(3,500)	-
KA2 Strategic Partnerships Erasmus Plus	(3,651)	-	(4,245)	7,896
The Big Lottery Fund	-	11,055	(3,946)	-
Community Organisers Ltd - the Social Action Hub	-	15,750	(11,142)	-
	<u>(5,206)</u>	<u>244,915</u>	<u>(240,624)</u>	<u>9,523</u>
				<u>8,608</u>

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

The Erasmus Exchange Trip project and the KA2 Strategic Partnerships Erasmus Plus projects are now complete. There was a total deficit of £9,697 on both projects which is not recoverable. Hence, the Trustees have transferred these amounts to Unrestricted funds.

During the year, the charity received funding from the Haringey Council in relation to Well Communities Project. This programme is in conjunction with the existing Northumberland Park Partnership project. A small surplus of £409 is carried forward to next year to be used in accordance with the grant agreement.

During the year a grant of £8,000 was received from Big Energy Saving Network to improve on energy efficiencies. The project has completed and the deficit of £352 has been transferred to unrestricted funds.

During the year a grant of £5,000 was received for Smarter Travel Community project from L B Haringey to encourage local people, including local residents to travel sustainability. An amount of £4,324 of this project is being carried forward to next year for these set objectives.

During the year 2016/2017 a grant of £10,000 was agreed with the Power to Change Trust in order to contribute towards legal costs for renegotiation of the building lease. However, the pre-conditions of the grant are not yet met and the funding has not been received at the year end. Therefore, the deficit of £6,084 is being carried forward and will be matched by funding next year.

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

23 Restricted funds

(Continued)

Since 2016/2017, the charity has been receiving funding for Northumberland Park Partnership Board project from L B Haringey. A deficit of £1,758 is being carried forward at the balance sheet date, which will be matched by additional funding next year.

A grant of £2,926 was received from Haringey Council for the 40:20 Haringey Climate Forum project in the prior year. The purpose of this funding is to make dialogues and learning about energy saving and renewables through workshops. The project has been completed and an amount of £526 of this project has been transferred to unrestricted funds.

During the year, the Charity secured funding from The Big Lottery Fund. The surplus of £7,109 is being carried forward to next year for the set objectives of the project.

During the year, the Charity also secured funding of £15,750 from Community Organisers Ltd for the Social Action Hub Grant. The surplus of £4,608 is being carried forward to next year for the set objectives of the project.

Also during the year the Charity received a grant totalling £3,500 upon signing of the NCS Graduates Training Grant agreement with Community Organisers Ltd. The Charity will undertake responsibility of training young people in the following financial year in accordance with the grant agreement for additional funding.

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.

24 Designated 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:

	Balance at 1 April 2017 £	Movement in funds		Balance at 31 March 2018 £
		Incoming resources £	Resources expended £	
Global Garden project	6,119	-	(33)	6,086
Positive Youth News Haringey	2,478	-	-	2,478
	<u>8,597</u>	<u>-</u>	<u>(33)</u>	<u>8,564</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 SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2018

25 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 March 2018 are represented by:			
Tangible assets	26,857	-	26,857
Current assets/(liabilities)	204,969	8,608	213,577
Long term liabilities	(29,167)	-	(29,167)
	<u>202,659</u>	<u>8,608</u>	<u>211,267</u>

26 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 (2017: £Nil).

27 Related party transactions

There were no disclosable related party transactions during the year (2017- none).

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2018 £	2017 £
Aggregate compensation	<u>74,986</u>	<u>71,683</u>

28 Subsidiaries

The financial statements below are separate from the Trust's financial statements.

Details of the Trust's subsidiaries at 31 March 2018 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held Direct Indirect
Selby Facilities Management Services Limited	Selby Centre Selby Road, Tottenham, London, N17 8JL	Facilities Management	Ordinary	100.00

THE SELBY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2018

28 Subsidiaries

(Continued)

The aggregate capital and reserves and the unaudited result for the year of subsidiaries was as follows:

Name of undertaking	Profit/(Loss)	Capital and Reserves
	£	£
Selby Facilities Management Services Limited	15,186	(1,671)

The above results are for 31 March 2016. The company ceased trading on this date.

The company is currently in the process of being struck off.

29 Cash generated from operations	2018 £	2017 £
Surplus for the year	53,438	69,398
Adjustments for:		
Investment income recognised in statement of financial activities	(286)	(372)
Loss on disposal of tangible fixed assets	4,986	984
Depreciation and impairment of tangible fixed assets	6,719	8,771
Movements in working capital:		
Decrease/(increase) in debtors	254,879	(257,447)
(Decrease)/increase in creditors	(104,561)	179,108
Increase in deferred income	6,852	7,942
Cash generated from operations	222,027	8,384