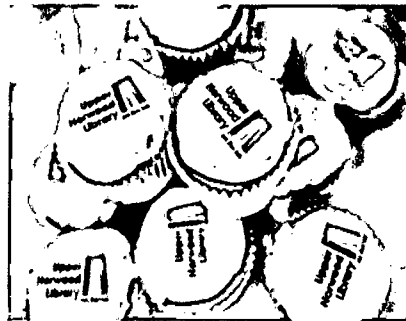




Company no. 08313429

Charity no. 1151668



**Upper Norwood
Library Trust**

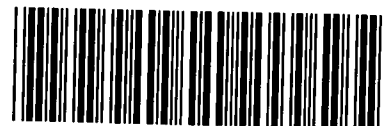
**Company Limited
by Guarantee**

**Annual Report and
Financial
Statements**

31 March 2021



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COMPANIES HOUSE

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Upper Norwood Library Trust (UNLT)

Company Limited by Guarantee

Reference and administrative details

Year ended 31 March 2021

The Trustees present their report and the unaudited financial statements for the year ended 31 March 2021. 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 were in office at 31st March 2021 and at the time this report was approved and served throughout the year, except where indicated:

Trustee	Title	Joining Date	Resignation Date
Samantha C Brown	Trustee		
Grahame Danby	Trustee	15 June 2021	
Thea J Edwards	Chair		
Sarah Fok	Trustee		25 September 2021
Pam M Gray	Trustee		1 December 2021
Clare Paget	Trustee	15 June 2021	
June O'Sullivan	Trustee		
Andrew Sturtevant	Trustee	15 June 2021	
Yee Man Anna Hui	Treasurer		

Senior Management:

The following Senior Management team were in office at 31 March 2021 and at the time this report was approved, except where indicated:

Name	Title	Resignation Date
Margaret Adjaye	Joint Hub Director	30 November 2021
Emily Jewell	Joint Hub Director	
Chris Neath	Library Hub Manager	

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

Solicitor: Winkworth Sherwood
Minerva House
5 Montague Close
London SE1 9BB

Independent examiner: Jane Chandler

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 2021

CHAIR'S REPORT



We are a small, passionate and innovative community business located in the heart of Crystal Palace. Our building, co-owned by Lambeth and Croydon Councils, houses and ensures the continuation of a joint library service. It is also home to a thriving Library of Things, a growing sustainability initiative to allow locals to borrow, rather than buy, many items. The Upper Norwood Library Hub delivers innovative performance, cultural, arts and wellbeing services for everyone in our community. We exist to protect and sustain the library - both the service and its historic building - for many years to come, evolving as we go to become a library for the 21st Century and beyond.

Like most organisations across the country and globally, Covid 19 hit us really hard. Trustees stepped up, meeting weekly with the management team to ensure we kept the organisation running to meet our community's needs. We identified savings, put some services on hold, negotiated with suppliers to reduce our running costs and utilised the furlough scheme. We benefited from the Local Restrictions Support Grant and the Business Interruption Grant. We secured grants from new and some existing funders such as Power to Change, the Arts Council, Arts Philanthropy Trust, Croydon Council's Cultural and Covid-19 funds, Neighbourly and the Citizens Advice Bureau Energy grant. We also received generous donations from our community.

We are lucky to have a technical specialist in our team who volunteered, along with a trustee, to set up a livestream service (generously supported by Power to Change and the Arts Council). Together with local volunteers the service connected, informed and supported our community during lockdown, by streaming live music, comedy and artistic events through the All Alone Together project. Our output included digital inclusion, mindfulness and ESOL classes, and a lunch time magazine show featuring interviews with local residents and other organisations. Through this service we were able to maintain contact with many residents including seniors, and to connect some vulnerable residents to vital local services. Our resilience, community spirit and care for others did not go unnoticed, as one beneficiary commented:

"I'm so impressed with the way you've adapted to online events - they are a great resource and there is something for everyone!"

When lockdown measures eased, we organised a Christmas event for children with live reindeer which sold out, meeting a real demand from local families for in-person activities.

Learning from our life in lockdown is helping us to re-engineer our services and reconsider our working models. We now have cultural and artistic camps for children, delivered in partnership with local residents/organisations. We are in discussions with Croydon Council about delivering some of our services in their libraries, and we are starting to review our business plan and strategies. An ongoing, and critical focus for us has been to agree with Lambeth and Croydon Councils a lease for the building, along with vital repair work. Moving from a licence to a formal lease will give us the certainty and stability we need to consolidate and expand our offer and business model.

Over the upcoming year, we will continue to secure the future of Upper Norwood Library Hub, focussing on business resilience, inclusion and making sure our building is fit for purpose. We will ensure our internal processes and systems are strengthened and will continue in earnest to protect, support and care for all our staff and volunteers.

I would like to take this opportunity to thank all our staff, volunteers, trustees, funders, donors, partners, Lambeth and Croydon Councils, our community and service users for their continued commitment and support. We will continue to work with and alongside the Crystal Palace community to make it the best place to live and work, and to protect and sustain the library for current and future generations.

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 pandemic ("Covid-19"), 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. 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 (2019/20: £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 is delegated to the Hub Directors who are not trustees.

Three sub-committees of the board, namely the Finance Working Group, HR Committee and the Fundraising and Income Generation Working Group 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 received a small grant from the Community Trade Up Programme (a Power to Change and the School for Social Entrepreneurs initiative), and with Trustees approval, invested in Calxa. Calxa provides accurate monthly reports, forecasts and business insights. The Charity also secured additional support on a volunteer basis from the 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. Salaries are set by the Trustees. Trustees will implement an Organisational Pay Policy in the 2021/22 financial year to reflect our values, make UNLT an attractive place to work and attract and retain high-performing staff while ensuring that our pay budget is well managed.

Relationships with related parties

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.

Donations to the Charity from a Trustee or a related party

We received a donation of £500 from Anna Hui's employer, RBC Capital Markets through the Benevity platform. There were no specific conditions attached to this donation. The total amount of donations received from a Trustee or a related party without conditions was £500 (2019/20: £324).

Upper Norwood Library Trust

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) (continued)
Year ended 31 March 2021

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.

Background

The Upper Norwood Library Trust (UNLT) was formed in November 2012 by local residents who campaigned to save the library building from closure. After successful negotiations with Lambeth and Croydon Councils, the Upper Norwood Library Trust established the Upper Norwood Library Hub (UNLH) in 2016 to take on the operation, governance and management of the building.

Today, the Upper Norwood Library Hub (UNLH) is a multi-purpose community and performance space available for hire, it also offers learning, wellbeing and enterprise services and a professional library service delivered by Lambeth Council, co-funded by Croydon Council. In partnership with Library of Things (a separate entity) and Crystal Palace Transition Town, UNLH hosts Crystal Palace Library of Things (the first library in the UK with a Library of Things). UNLH also created a live-stream studio in March 2020 in response to Covid-19 to provide some of its activities online and to engage, inform and support the community.

Our Vision

To protect and enhance the library service for current and future generations and make our community stronger, wiser and healthier.

Our Mission

To maintain financial sustainability so we can provide a long-term home for our professional library service and activities our community need and want.

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. This is delivered through the following activity areas:
 - Culture and Creativity
 - Lending and Sharing
 - Community Enterprise
 - Community learning
 - Health and wellbeing
 - Financial Growth
- b) Continue to diversify income streams to achieve financial growth and stability for the library hub as follows:
 - **Use of the building and facilities:** generate income from the building, through equipment, space and car park hire; from community activities, entertainment and performance events such as large scale entertainment and box office events; increase daytime hire of spaces in the building and develop innovative community initiatives on our own or in partnership with organisations and local residents.
 - **Grants from Trusts and Foundations:** develop relationships with charitable trusts and foundations who offer unrestricted funds; apply for project funds to support partnership, learning, education and wellbeing initiatives, and capital funds for repairs and improvements to the building.
 - **Distributed delivery model:** identify and agree opportunities for partnership working, co-location of statutory services, or project funding with statutory agencies.
 - **Intensify marketing and promotional activities:** increase promotion of the Supporters' scheme, and invest time in fundraising, corporate and sponsorship activities.
 - **Library without Walls:** Library without Walls (LWW) defines the Charity's commitment to 'think and do things outside of the box' to support its aims and objectives. An example being the Community Managed Libraries Peer Network, a successful project that has become a national Charity in its own right. During the pandemic Arts Council England funded us to create a 'Library of Voices', a series of podcasts to document personal experiences from this historic time: <https://uppernorlibhub.buzzsprout.com>.

Public benefit

The charitable objects of the Charity as set out above centre on the education and welfare of our community and the provision of a library service to the public at large. The Charity entered into an initial two-year agreement with Lambeth and Croydon Councils in 2016-18, which included core funding to support the Charity's establishment and the requirement that the Charity's building host a library service jointly funded by Lambeth and Croydon councils. The agreement was extended for another three years (2019 – 2021) albeit with the core funding tapered downwards over this period, ending in March 2021. Core funding from the councils,

along with core and grant funding from charitable trusts and partner organisations enables the Charity to meet its aims and objectives.

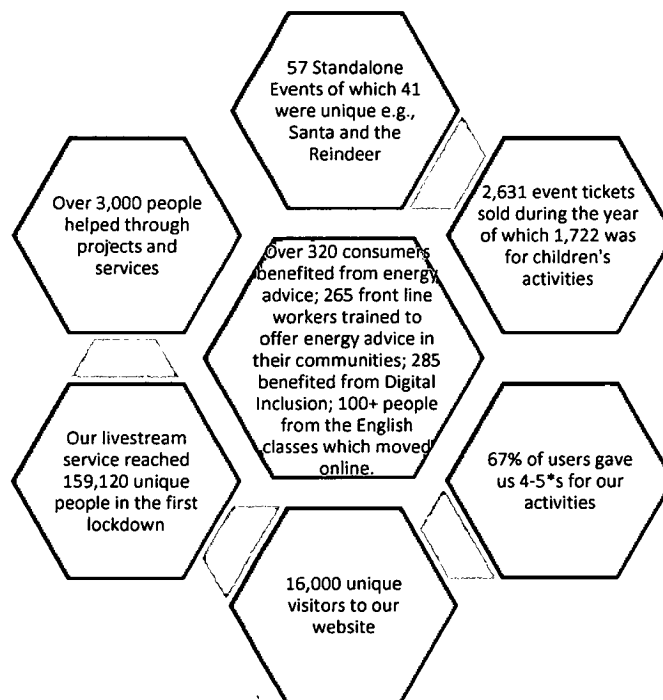
During the year the Charity successfully applied for grants to deliver a range of services to local residents which included:

- The Big Energy Saving Network (BESN) jointly funded by the Department for Business, Energy and Industrial Strategy (BEIS) and National Energy Action (NEA) to deliver help and advice to vulnerable residents in our community
- Groundwork's Cycling grants to share the joys and benefits of cycling with local residents in partnership with Bromley and Croydon Women's aid
- Local Voluntary Partnerships Grant to continue our 'Digital Inclusion and Skills Development Support in Crystal Palace'
- Croydon Council grant to extend the digital inclusion service
- Croydon Council's Cultural Relief Grant, the council's grant to help the creative community and organisations impacted by the Covid-19 pandemic
- The Arts Council's Emergency Fund which supported our All Alone Together Initiative in partnership with local artists affected by Pandemic. Funding invested in equipment for our live stream studio; we also showcased a number of creative talents online, conducted community research and captured the voices of a Community in Lockdown through a series of Podcasts.
- Power to Change's Emergency Fund which helped us to make our building Covid-19 safe, invest in equipment, initiate new community business ideas
- Community Trade Up initiative (joint initiative between Power to Change and the School for Social Entrepreneurs) which helped us to transform our social media and marketing activities.
- Neighbourly Fund which supported online volunteering activities during Covid-19, benefiting people with limited English Language Skills
- Donation from Benevity which contributed to our running costs when lockdown measures eased.
- Good Things Foundation Grant, which enabled us to work with our digital partner ClearCommunityWeb to help the elderly, carers and vulnerable adults stay connected online.
- Power to Change's final grant for the Community Managed Libraries National Peer Network. This allowed us to support subscribers to the Peer Network through online networking, information sharing and peer support sessions and a range of resources during the pandemic.
- Power to Change support for the Peer Network's Research into 'Community Managed Libraries as Community Hubs'.

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.

Therefore, the Trustees believe they have complied with the duty to have due regard to the guidance on public benefit published by the Charity Commission.

ACHIEVEMENTS AND PERFORMANCE



What we set out to do

What we achieved

Manage the UNLH building

We followed all government restrictions and lockdown rules during the pandemic, with the building entirely closed down and all in-person services ceased from March 2020, before returning and halting again in line with subsequent lockdowns. During this period we negotiated with some suppliers to keep running costs low and secured grant funding to make the building safe for our users when we re-opened.

We started lease negotiations with Lambeth and Croydon including discussions to 'make good'/repair

Sustain and develop Community Learning activities in the library hub

As lockdown measures eased the team developed the Crystal Palace Performance Arts School ('CPPA') for children, and another for adults. CPPA is developing into a very successful performance school in the community and has benefited over 604 children and their families since it was started in 2020.

Through our involvement with the Community Managed Libraries National Peer Network, we contributed to over 10 Networking and Peer Support sessions for CMLs across England. We also established close links with the Archibald Corbett's Public Space Management course, supported by Roehampton University.

Grow and sustain wellbeing activities.

Our partnership with our digital partner ClearCommunityWeb continues to be invaluable. When the pandemic started, the services moved online in March 2020 and continued to support and connect seniors, vulnerable adults and the isolated online. ClearCommunityWeb completed 285 Community Tech Support cases for older people, vulnerable adults and carers across South London. Computers were also given or loaned to those most in need. Local volunteers were trained to provide additional capacity; they engaged and supported the most vulnerable during the pandemic.

Our valued long term ESOL volunteers continued to support a number of people online all through the pandemic. Their commitment and passion enabled us to support hundreds of people who needed support with English Language skills.

Sustain and develop the lending and sharing economy

Though the library had to close for a long period at the height of the pandemic, as lockdown measures eased, some of the lending services resumed by appointment or through a Click and Collect service. Library of Things also implemented measures to allow the community to borrow equipment they desperately needed by appointment.

Grow our reputation as a local performance, cultural and creative hub.

We established a livestream service in March 2020 in response to the pandemic and immediately launched the "Library Lunch" show which attracted viewers from different demographics. The service gave our community an opportunity to engage with each other on local activities and keep up to date with the latest news in the area, including through interviews with other community projects and social enterprises. We hosted events which helped to diversify our audience base, an example being Atlanta Mae, a singer-songwriter from South London; it attracted viewers aged 25 - 34.

During the first lockdown the channel hosted a wide range of events for adults and parents, entertainment, health and wellbeing, kids activities, live performances, talk shows, workshops and classes. The channel also started hosting more live performances that have generated larger viewing figures and built on UNLH as being a performing arts space. These online events have become a way to bring people together and celebrate events such as Christmas, Halloween and Mother's Day. Through feedback from viewers, it is clear that these events benefited the health & wellbeing in the community.

In addition to UNLH events, the channel has developed from activities with community members to events from other organisations and groups. This has enabled UNLH to create a platform that shares stories, experiences and views from under-represented groups in the community, building UNLH as an inclusive space for the whole community to enjoy.

We invested in a social media expert who transformed our communication online, increasing attendance at our events by tenfold.

Develop and sustain enterprise activities in order to increase trading income

We demonstrated our resilience and commitment during one of the most challenging times. As and when lockdown measures eased, we introduced ideas and activities which enabled us to generate income. Led by one Hub Director, Hub Manager and the Events Co-ordinator, supported by other colleagues, volunteers and associates, we initiated and implemented a number of income-generating initiatives. From children's camps to theatrical events, as well as the reputable CPPA and Little Brushstrokes we continued to build the artistic skills of local children. A very successful and well attended Santa event

in December 2020 – complete with live reindeer! - was rated by local residents as one of the most inspiring and much needed events during the pandemic.

The team also started discussions with Croydon Council about running some of our camps and performance activities in their libraries, and also researched opportunities to take the services out of the building into other parts of the community and beyond. The Events Co-ordinator and Technical Manager worked hard on the All Alone Together Initiative, showcasing a range of artistic, theatrical and cultural events, short story reading (including by local actress and writer Isy Suttie, musical comedian) in the building and online. The popular Monday Visual Conversations (film nights) also started, reaching and showcasing films made by diverse artists, often touching on sensitive and difficult topics, e.g. discrimination, environmental contamination, gender based issues and more.

Maintain good governance and communication across the organisation

Trustees met with increased frequency during the pandemic and ensured good governance and communication was sustained alongside an agile response to changes in services during the pandemic. A number of policies were reviewed and updated. In June 2021, we recruited additional trustees with legal, HR and research experience.

Continue to monitor and report on our impact and the differences we make.

The library hub continues 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 introduced a social impact monitoring process during the pandemic. We started to gather a broader dataset including ethnicity, disability, sexuality and religion/belief for events that have been ticketed.

GOING CONCERN AND OUR PLANS FOR 2021/22

Like many other organisations, due to Covid-19, we are facing unprecedented uncertainty about our future.

We saw an instant decline in room and car park bookings, cancellations of events and activities, and much reduced footfall to the building during pandemic. Trustees started to work on recovery plans and worked hard to secure grants and maintain the financial resilience of our Charity, and to review the impact on our staff and our services. We are reviewing and adapting our 5-year business plan as information and our assessment of the longer-term impacts of Covid-19 emerge and develop.

To generate income, we will

- continue to maintain a pipeline of funding opportunities and work hard to secure funding wherever possible to assure our viability and future in the long term. Funding will also be sought to sustain existing services and activities.
- continue to target increasing earned income as part of our objective to become sustainable. This will involve trialling new trading activities and identifying strategies to generate income from corporates and major donors.

- continue with plans to improve our marketing, social media and branding with support from our freelance social media expert and an external resource.
- work with Lambeth and Croydon Councils to refurbish key areas of the building and ensure it meets all regulatory requirements
- complete lease discussions with the councils.
- build and grow our community and performance arts programmes online, offline and outside (through outreach and at other locations)
- explore new partnership opportunities with the councils, statutory, theatrical, community and public service organisations to bring into our community the services they need and want.
- improve our branding, communication and marketing strategies

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.

The organisation has used the lockdown period to attract volunteers to support various activities across the organisation, support learning and ensure the organisation is ready for activities post-lockdown.

In relation to expenditure, the Charity utilised the government Coronavirus Job Retention Scheme. We have reviewed our cost base and reduced the operating cost of our building during the closure period and plan to maintain this cost focus going forwards.

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.

Overall, we will continue to monitor the ongoing impact of Covid-19 and engage with our stakeholders to identify risks and avoid significant impact on the organisation.

Trustees have met virtually with increased frequency to monitor the impact of Covid-19 and take remedial actions as appropriate. They will meet with the Councils, other statutory providers and grant funders to support fundraising and income generation efforts.

Trustees will also meet with Lambeth and Croydon Councils to finalise outstanding building issues and lease arrangements. Further, we will strengthen involvement in the Community Managed Libraries peer network to ensure learning from the Network's activities and engagement with government, statutory and national bodies to inform decision making/plans in the organisation.

To plan for the restoration of our services, the trustees will also work with the councils on recovery plans. To minimise the risk of Covid-19 infections arising from the building, we will be looking at phased re-opening, intensive cleaning and appropriate health and safety measures in line with government guidelines. Activities and events in the building will adhere to government guidelines; risk assessments and training for staff, event leaders and hirers will be provided as appropriate.

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.

OUR VOLUNTEERS

We have grown volunteer numbers to 91 (of which 17 are regular) and will continue to grow this further, bringing more volunteers in to support building services, reading with children, events, library of things, front of office, events, bid writing, social impact, marketing and communications.

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.

Upper Norwood Library Trust
Company Limited by Guarantee
Financial Review
Year ended 31 March 2021

FINANCIAL REVIEW

Financial performance

The statement of financial activities on page 20 summarises the income and expenditure of the charity during the year ended 31 March 2021.

Income

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

Total income for the year was 2020/2021: £351,989 (2019/20: £249,980). Donations for the year were £30,778 (2019/20: £10,688) and grants received were £181,561 (2019/20: £137,297). Income from Charitable Activities was £16,041 (2019/20: £14,902) and from Trading Activities was £45,779 (2019/20: £87,093). Due to the pandemic, we lost income from performance arts and community events and from confirmed space hire bookings. Potential income was also lost as enquirers and those ready to make a booking did not go ahead due to Covid-19. We received furlough payments from the Government's Job Support Scheme of £77,830 (2019/20: £nil).

Expenditure

Expenditure for the year was £221,435 (2019/20: £265,318), £9,915 (2019/20: £15,512) of this relates to raising funds; £172,400 (2019/20: £174,225) was spent on charitable activities and £39,120 (2018/20: £75,581) was spent on trading activities. Due to the pandemic and reduction in events expenditure was correspondingly below budget in all areas.

Financial Position

The net movement in funds for the year was a surplus of £130,554 (2019/20: loss (£15,338)). This is due mainly to furlough payments and to grants we received that will be used to support future recovery from the effects of the pandemic.

The Charity ended the year with reserves of 2020/21: £261,016 (2019/20: £130,462) of which £9,520 was restricted (2019/20: £12,334) and £251,496 (2019/20: £118,128) was unrestricted.

Details of restricted funds can be found in note 18 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 change and opportunity as it presents itself 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 plans, without requiring a crisis response. This has been shown to be particularly important during the current Covid crisis.

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.

Our free reserves currently stand at £228,051 (2019/20: £118,128) which is above our target. We expect to utilise the reserves above our target to rebuild our income streams following the reopening of the building and recommencement of activities. Further, we face headwinds of both a reduction of funding granted opportunities and increased competition for such funding, and the end of statutory grant funding from Lambeth and Croydon councils in March 2021. Our financial projections for FY21/22 indicate that for the next financial year, we will be operating at a net loss which will naturally erode our level of free reserves.

Trustees will continue to monitor and manage spend across the organisation. The organisation will continue to use experienced volunteers for specific project activities reducing staff costs wherever possible. 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.

Risks, uncertainties and risk management

The Trustees reviewed the risk policy during the year and have given consideration to the major risks to which the Charity is exposed and believe that the Charity has established systems and procedures to manage those risks. The Trustees seek actively to manage the Charity's key strategic risks, which are assessed by the Trustees on a regular basis (at least annually). The current key strategic risks are considered to be:

1) Effects of Covid-19 on financial performance

Due to Covid-19 UNLH saw a decline in room and car park hires and in regular performance and community activities. This affected income from trading and charitable activities this financial year, particularly as UNLT's strategy is to use the building more to generate income, improve marketing and promotion of services and strive towards reducing reliance on grants in the long term. However, we were fortunate to receive several grants to help mitigate the effects of Covid-19 and help us prepare for adaptations to how we can operate in future. The Government's Furlough scheme helped us to support and retain our staff during one of the most challenging times for the organisation.

2) Effects of Covid-19 on organisation performance

Our livestream services continued to offer a number of performance arts, wellbeing and learning events for all ages and backgrounds online. The online service was a major lifeline for the community; it also enabled UNLH to share news from the community, to entertain, inform and support the community during lockdown.

3) Health and Safety of staff, library users and customers

Trustees placed the health and safety of staff, library users and customers at the heart of all decision making and responded accordingly to Government Covid-19 regulations. Staff were furloughed, though some were flexi-furloughed or were un-furloughed when restrictions eased to kick-start social innovation and income generation plans. We ensured the building was kept safe, secured funding to support wellbeing and entertainment activities online and for recovery planning.

4) Fundraising risk for committed projects and activities

This risk is mitigated through the application of the Trustees' reserves policy such that a commitment will not be made unless funding has been secured or where Trustees agree a designation from free reserves to cover the balance not yet fully secured.

5) Imminent cessation of local authority funding

As the funding from the councils came to an end in March 2021, Trustees are allocating resources towards identifying and realising alternative funding sources.

6) Increasing media focus on regulation of fundraising, economic environment and competitive market for charities

This risk is mitigated through the Charity implementing a strategic fundraising plan which is:

- a) focused on investment in a wide assortment of fundraising and revenue generating activities to reduce reliance on a more limited range;
- b) responsive to staying abreast of all the regulatory changes and best practice requirements for fundraising; and facilitates the growth of income under new regulations;
- and
- c) reviewed and updated quarterly by trustees.

These risks and other identified risks relating to the Charity are analysed in a formal risk register which includes controls and actions to mitigate the risks. There is now increased frequency in the review of fundraising and financial performance by trustees. This review compares actual outcomes against key indicators, including review of the forecast financial outturn. Trends will be acted upon through tactical shifts in the plan.

Upper Norwood Library Trust

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Upper Norwood Library Trust. Year Ended 31st March 2021

INDEPENDENT EXAMINER'S REPORT

Independent examiner's report to the members of Upper Norwood Library Trust (Registered Charity no. 1151668) on accounts for the year ended 31 March 2021 set out on pages 13 to 31.

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31 March 2021.

Respective responsibilities of trustees and examiner

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

The charity's gross income exceeded £250,000 and I am qualified to undertake the examination being a qualified member of the Chartered Institute of Management Accountants.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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.

Signed:



14/12/21

Name: Jane Chandler, ACMA

Address : 18 Limekiln Place, London SE19 2RE

Upper Norwood Library Trust
Company Limited by Guarantee
Statement of financial activities (incorporating an income and expenditure account) for the year ended 31 March 2021

STATEMENT OF FINANCIAL ACTIVITIES

		2021				2020 restated	
		Unrestricted funds	Restricted funds	Total funds	Total funds restated	Unrestricted funds restated	Restricted funds restated
	Note	£	£	£	£	£	£
Income from:							
Voluntary donations	3	30,778	-	30,778	10,688	10,688	-
Grants receivable	4	86,261	95,300	181,561	137,297	83,000	54,297
Charitable activities	5	16,041	-	16,041	14,902	14,902	-
Trading activities	6	45,779	-	45,779	87,093	87,093	-
Furlough scheme		77,830	-	77,830	-	-	-
Total income		<u>256,689</u>	<u>95,300</u>	<u>351,989</u>	<u>249,980</u>	<u>195,683</u>	<u>54,297</u>
Expenditure on:							
Raising funds	7	9,915	-	9,915	15,512	15,512	-
Charitable activities	8	73,859	98,541	172,400	174,225	111,769	62,456
Trading activities	9	39,120	-	39,120	75,581	75,581	-
Total expenditure		<u>122,894</u>	<u>98,541</u>	<u>221,435</u>	<u>265,318</u>	<u>202,862</u>	<u>62,456</u>
Net income/(expenditure)		133,795	(3,241)	130,554	(15,338)	(7,179)	(8,159)
Transfers between funds		(427)	427	-	-	8,542	(8,542)
Net movement in funds		133,368	(2,814)	130,554	(15,338)	1,363	(16,701)
Reconciliation of funds							
Total funds brought forward at 1 April		<u>118,128</u>	<u>12,334</u>	<u>130,462</u>	<u>145,800</u>	<u>116,765</u>	<u>29,035</u>
Total funds carried forward at 31 March	18	<u>251,496</u>	<u>9,520</u>	<u>261,016</u>	<u>130,462</u>	<u>118,128</u>	<u>12,334</u>

All of the above results are derived from continuing activities.

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

Upper Norwood Library Trust
Company Limited by Guarantee
Balance Sheet as at 31 March 2021

BALANCE SHEET

		The Group		The Charity	
	Note	2021	2020	2021	2020
		£	£		£
Fixed assets					
Tangible fixed assets	15	18,612	-	18,612	-
Investment in subsidiary company		-	-	1	1
Current assets					
Debtors and prepayments	16	18,632	11,887	18,632	11,887
Stock		-	1,147	-	1,147
Cash at bank and in hand		255,268	132,556	255,268	132,556
Total Current Assets		273,900	145,590	273,900	145,590
Liabilities					
Creditors: amounts falling due within 1 year	17	(31,496)	(15,128)	(31,497)	(15,129)
Net current assets		242,404	130,462	242,403	130,461
Total assets less current liabilities		261,016	130,462	261,016	130,462
Total net assets		261,016	130,462	261,016	130,462
The funds of the Charity					
Restricted funds					
Junior Library (CP Mums)		1,013	1,013	1,013	1,013
Local Voluntary Partnership Grant		750	-	750	-
Power to Change - Seed Fund		-	500	-	500
Power to Change - Peer Brokerage		-	(300)	-	(300)
Power to Change - C-19 Emergency Support		3,007	-	3,007	-
Croydon Cultural grant		4,000	-	4,000	-
SSE - Community Business Trade Up		750	-	750	-
Community Managed Libraries peer network programme		-	11,121	-	11,121
Unrestricted funds					
Fixed assets		18,612	-	18,612	-
Lambeth and Croydon Councils		-	(17,267)	-	(17,267)
SSE - Community Business Trade Up		4,833	-	4,833	-
General funds		228,051	135,395	228,051	135,395
Total Charity funds	18	261,016	130,462	261,016	130,462

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2021.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2021 in accordance with Section 476 of the Companies Act 2006. The trustees acknowledge their responsibilities for

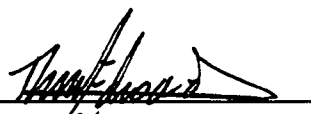
(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(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 Upper Norwood Library Trust Annual Report and Financial Statements 2020/21 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.

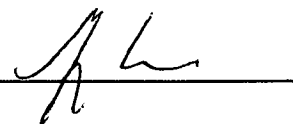
Approved by the Trustees and signed on their behalf on 14 December 2021 by:

Thea Edwards



Trustees and Directors

Anna Hui:



Company no. 08313429

Charity no. 1151668

Upper Norwood Library Trust

Company Limited by Guarantee
Notes to the financial statements
Year ended 31 March 2021

NOTES TO THE FINANCIAL STATEMENTS

1. Principal accounting policies

a) Basis of preparation

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

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.

The trustees have assessed the consequences of the Covid-19 pandemic and recognise that this will impact income from donations, grants and the Charity's ability to generate income from its building and other assets. The Directors and Trustees have taken steps to reduce the expenses of the charity, seek funding from grant opportunities, corporates and major donors and develop a strategy to offer paid services online and grow our supporter scheme (see "Going Concern and Our Plans for 2021/22" 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 is allocated to the particular activity where the cost relates directly to that activity and comprises the following:

- 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.
- Costs of charitable activities comprise all costs incurred in the pursuit of the charitable objects of the Charity.
- 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) Investment in subsidiary company

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

e) 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.

f) 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.

g) 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.

h) 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.

i) Restricted funds

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

j) 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.

k) 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. Restatement of 2020 Financial Statements

A Power to Change Sandbox grant was awarded to UNLT in 2018-19 to formalise the Community Managed Libraries National Peer Network (CMLNPN), improve governance, create a business and financial plan, develop a membership programme, improve communication, organise shared learning activities including an annual conference and develop and grow its activities nationally. During 2019/20 a separate charity was set up for CMLNPN and Power to Change has formally agreed for the balance of this grant to be transferred to that charity. UNLT continued to manage the finances of CMLNPN until recently. During the year it was noted and agreed that four items of expenditure totalling £299 which had been charged in 2019/20 against the Power to Change grant transferred to CMLNPN actually related to work undertaken by UNLT against another Power to Change grant. These items have now been corrected in the accounting records and as a result the 2019/20 financial statement figures have been restated. At the year-end a balance of £11,076 was held on behalf of CMLNPN and the remaining balance was transferred to that charity's new bank account after the balance sheet date.

A review of the classification of income and associated expenditure of UNLT was undertaken during the year and it was recognized that certain changes in recognition would be more appropriate. To provide a comparison on a like for like basis the prior year figures from 2019/20 have been restated.

3. Donations

			2021	2020
	Unrestricted	Restricted	Total	restated
	£	£	£	Total
				£
Donations				
Voluntary donations	6,778	-	6,778	10,688
Donation of building improvements (bar area)	<u>24,000</u>	<u>-</u>	<u>24,000</u>	<u>-</u>
Total	<u>30,778</u>	<u>-</u>	<u>30,778</u>	<u>10,688</u>

A new style Café/bar was made possible through pro-bono support from Grimshaw Architect in July 2020. It improved the front of the library hub building and the café/bar space and is valued at £24,000, to be depreciated over 3 years.

4. Grants receivable

			2021	2020
	Unrestricted	Restricted	Total	restated
	£	£	£	Total
				£
Lambeth Council	50,428	-	50,428	40,000
Croydon Council	27,500	7,593	35,093	40,000
CAB BESN Grant	-	25,475	25,475	11,000
Arts Council - All Alone Together	-	30,043	30,043	-
Power to Change - C-19 Emergency Support	-	24,470	24,470	-
SSE - Community Business Trade Up	8,333	750	9,083	-
Local Voluntary Partnership	-	5,000	5,000	-
Arts Philanthropy Trust	-	489	489	-
Power to Change - Peer Brokerage	-	1,000	1,000	-
Good Things Foundation	-	600	600	-
Neighbourly Community Fund	-	400	400	-
Arts Council - Attic Arts	-	-	-	15,000
National libraries peer network programme	-	-	-	14,999
Arts Council - Catalyst Fund	-	-	-	2,418
Groundwork London - Wonder Wheels - CG	-	-	-	1,920
Local Voluntary Partnership Grant	-	-	-	4,960
Power to Change- Seed Fund - grant balance refunded	-	(520)	(520)	2,500
Croydon Digital Funding	-	-	-	1,500
Total	<u>86,261</u>	<u>95,300</u>	<u>181,561</u>	<u>134,297</u>

5. Income from Charitable Activities

	2021			2020 restated
	Unrestricted	Restricted	Total	Total
	£	£	£	£
Children's Arts Courses and Camps	11,806	-	11,806	14,262
Adult Performing Arts Courses	3,708	-	3,708	-
ESOL classes	527	-	527	640
Total	<u>16,041</u>	<u>-</u>	<u>16,041</u>	<u>14,902</u>

6. Income from Trading Activities

	2021			2020 restated
	Unrestricted	Restricted	Total	Total
	£	£	£	£
Space Hire	7,334	-	7,334	37,087
Events and bar	26,070	-	26,070	33,689
Consultancy	12,375	-	12,375	15,358
Other sales	-	-	-	959
Total	<u>45,779</u>	<u>-</u>	<u>45,779</u>	<u>87,093</u>

7. Raising funds

	Note	2021			2020 restated
		Unrestricted	Restricted	Total	Total
		£	£	£	£
Direct costs		96	-	96	581
Support costs	10	9,819	-	9,819	14,931
Total		<u>9,915</u>	<u>-</u>	<u>9,915</u>	<u>15,512</u>

8. Expenditure on charitable activities

	Note	Unrestricted	Restricted	2021 Total	2020 restated Total
		£	£	£	£
From grants:					
Arts Council - All Alone Together		-	30,043	30,043	-
CAB BESN Grant		-	25,475	25,475	10,250
Local Voluntary Partnership Grant		-	4,250	4,250	3,673
Power to Change- Seed Fund		-	-	-	2,000
Power to Change - C-19 Emergency Support		-	21,463	21,463	-
Power to Change - Peer Brokerage		-	1,152	1,152	-
Good Things Foundation		-	600	600	-
Croydon Council Virtual Connections		-	3,593	3,593	-
Arts Philanthropy Trust		-	489	489	-
Neighbourly Community Fund		-	400	400	-
SSE - Community Business Trade Up		3,500	-	3,500	-
Arts Council - Catalyst Fund		-	-	-	7,289
WonderWheels project		-	-	-	3,870
National libraries peer network programme*		-	11,076	11,076	13,134
Men in Sheds cycle project		-	-	-	6,515
Arts Council - Attic Arts		-	-	-	14,475
Croydon Digital Funding		-	-	-	1,250
Direct expenditure on other charitable activities		1,628	-	1,628	7,241
Support costs	10	<u>68,731</u>	<u>-</u>	<u>68,731</u>	<u>104,528</u>
		<u>73,859</u>	<u>98,541</u>	<u>172,400</u>	<u>174,225</u>

* This is the balance of the grant from Power to Change agreed with them to be transferred to the new charity

Community Managed Libraries National Peer Network which was established following work led by UNLT

9. Expenditure on trading activities

	Note	Unrestricted	Restricted	2021 Total	2020 restated Total
		£	£	£	£
Direct costs		19,483	-	19,483	45,716
Support costs	10	<u>19,637</u>	<u>-</u>	<u>19,637</u>	<u>29,865</u>
Total		<u>39,120</u>	<u>-</u>	<u>39,120</u>	<u>75,581</u>

10. Support costs

	Raising funds	Charitable support of the library - from grants	Charitable support of the library - general	Trading activities	2021	2020 restated
	£	£	£	£	Total £	Total £
Note	7	8	8	9		
People costs - staff, consultants, volunteer	8,605	34,417	25,811	17,208	86,041	89,984
Library Building facilities	1,046	4,186	3,139	2,093	10,464	40,643
Marketing & communications	6	24	18	12	60	1,127
IT and other office costs	82	329	247	164	822	16,909
Governance	80	320	240	160	800	662
	<u>9,819</u>	<u>39,276</u>	<u>29,455</u>	<u>19,637</u>	<u>98,187</u>	<u>149,325</u>

Allocations are made on the basis of the proportion of overall resources attributable to each activity. 2020 support costs have been restated on a like-for-like basis.

11. Staff costs

Staff costs during the year were as follows:

	2021		2020	
	Group £'000	Charity £'000	Group £'000	Charity £'000
Wages and salaries	126,359	126,359	120,598	120,598
Social security costs	8,352	8,352	8,558	8,558
Other pension costs	<u>3,209</u>	<u>3,209</u>	<u>3,102</u>	<u>3,102</u>
	<u>137,920</u>	<u>137,920</u>	<u>132,258</u>	<u>132,258</u>

The salaries of the Hub Directors are set by the Trustees. Salaries of other staff are set by the Hub Directors 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 two joint directors are on the Pension scheme.

Pension payments recognised as an expense during the year amount to £3,209 (2019/20: £3,102).

The average number of employees (full time equivalent) of the group and the Charity was 4.8FTE (2019/20: 4.8). Their time was split approximately 10% (2019/20: 10%), Fundraising, 70% (2019/20: 70%) Charitable activities and 20% (2019/20: 20%) 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 (2019/20 none).

The Charity claimed allowable furlough payments from HMRC. The Charity topped up staff wages and salaries where furlough payments did not cover the full amounts staff would normally have expected to have received. The cost of untaken holiday at the year-end has been accrued at the full rate, reflecting the right of furloughed staff to carry forward holiday accrued.

No payments were made to the professional accountant who independently examined and verified the accounts.

12. 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.

13. Net incoming/(outgoing) resources before transfers

The members have not required the company to obtain an audit of its accounts for the year to 31 March 2021 in accordance with section 476 of the Companies Act 2006.

14. 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.

15. Fixed assets

Tangible fixed assets

The Group and the Charity

	Building Improve- ments	IT and AV Equipment	Total	IT equipment	2020
	£	£	£	£	£
IT equipment					
Cost or valuation					
At 1 April	-	5,220	5,220	5,220	5,220
Additions	24,000	4,083	28,083	-	-
Disposals	-	-	-	-	-
At 31 March	<u>24,000</u>	<u>9,303</u>	<u>33,303</u>	<u>5,220</u>	<u>5,220</u>
Accumulated depreciation					
At 1 April	-	(5,220)	- 5,220	(5,220)	(5,220)
Depreciation for the current year	(8,000)	(1,471)	- 9,471	-	-
Disposals	-	-	-	-	-
At 31 March	<u>(8,000)</u>	<u>(6,691)</u>	<u>(14,691)</u>	<u>(5,220)</u>	<u>(5,220)</u>
Net book value					
At 31 March	<u>16,000</u>	<u>2,612</u>	<u>18,612</u>	<u>-</u>	<u>-</u>

Fixed asset investments

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

16. Debtors and prepayments

	The Group 2021 £	The Charity 2021 £	The Group 2020 £	The Charity 2020 £
Accounts Receivable	5,360	5,360	10,608	10,608
Prepayments	2,685	2,685	1,279	1,279
Overpayment to HMRC to offset in 2021/22	10,587	10,587	-	-
	<u>18,632</u>	<u>18,632</u>	<u>11,887</u>	<u>11,887</u>

17. Creditors: amounts falling due within one year

	The Group	The Charity	The Group	The Charity
	2021	2021	2020	2020
	£	£	£	£
Amounts due to Community Managed Libraries				
National Peer Network	11,076	11,076	-	-
Amounts due to the subsidiary company	-	1	-	1
Accounts payable	1,274	1,274	7,628	7,628
Accruals	19,146	19,146	7,500	7,500
	<u>31,496</u>	<u>31,497</u>	<u>15,128</u>	<u>15,129</u>

18. Movements in funds

The Group and the Charity	At 1 April 2020 restated	Incoming resources	Outgoing resources	Transfers	At 31 March 2021
	£	£	£	£	£
Restricted Funds:					
National libraries peer network programme	10,822	-	(11,076)	254	-
Groundwork London WonderWheels project	(1)	-	-	1	-
Junior Library (CP Mums)	1,013	-	-	-	1,013
Arts Council - All Alone Together	-	30,043	(30,043)	-	-
CAB BESN Grant	-	25,475	(25,475)	-	-
Local Voluntary Partnership Grant	-	5,000	(4,250)	-	750
Power to Change- Seed Fund	500	(520)	-	20	-
Power to Change - C-19 Emergency Support	-	24,470	(21,463)	-	3,007
Power to Change - Peer Brokerage	-	1,000	(1,152)	152	-
Good Things Foundation	-	600	(600)	-	-
Croydon Council Cultural Grant	-	4,000	-	-	4,000
Croydon Council Virtual Connections	-	3,593	(3,593)	-	-
SSE - Community Business Trade Up	-	750	-	-	750
Arts Philanthropy Trust	-	489	(489)	-	-
Neighbourly Community Fund	-	400	(400)	-	-
Total Restricted Funds	<u>12,334</u>	<u>95,300</u>	<u>(98,541)</u>	<u>427</u>	<u>9,520</u>
Unrestricted Funds					
Fixed Assets	-	28,083	(9,471)	-	18,612
Lambeth and Croydon Councils	(17,267)	77,928	(60,661)	-	-
SSE - Community Business Trade Up	-	8,333	(3,500)	-	4,833
General funds	135,395	142,345	(49,262)	(427)	228,051
Total Unrestricted Funds	<u>118,128</u>	<u>256,689</u>	<u>(122,894)</u>	<u>(427)</u>	<u>251,496</u>
Total funds	<u>130,462</u>	<u>351,989</u>	<u>(221,435)</u>	<u>-</u>	<u>261,016</u>

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:

Community Managed Libraries National Peer Network (Power to Change).

Refer to Note 2

Groundwork London Wonder Wheels Project

To promote and support cycling amongst local residents.

Arts Council – All Alone Together

Supporting local artists, creating livestreamed content for the community and cataloguing a Library of Voices heard throughout the pandemic.

Energy saving advice programme (National Energy Action – 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.

Local Voluntary Partnerships (LVP Croydon)

Created more opportunities for the elderly, vulnerable, isolated and lonely to access digital services – virtual and inhouse. They developed new skills, learnt how to connect with family and friends on their tablets, phones and laptops and also allowed for more social networking both on and offline.

Power to Change – Seed Fund

UNLT administered the grant on behalf of P2C which supported local community business initiatives.

Power to Change – C-19 Emergency Support

Emergency funding awarded to support and compensate for loss of trading income due to the Covid-19 pandemic.

Power to Change – Peer Brokerage

To deliver peer support/mentoring to community business leaders.

Good Things Foundation

Supporting our digital inclusion services offering in person support for the elderly and vulnerable in the community.

Croydon Council Cultural Grant

To support the delivery of artistic programme(s) in the London Borough of Croydon.

Croydon VCS Covid-19 Emergency Fund

Supported our digital inclusion services that moved online as soon as the pandemic struck. It connected, informed and supported the elderly, vulnerable, and most isolated in the community.

School for Social Entrepreneurs (SSE) and Power to Change Community Trade Up

To help us recover and rebuild income from trading and pandemic proof our business.

Arts Philanthropy Trust

To support development of skills seeking to fundraise and generate income from the arts.

Neighbourly Community Fund

To support our digital inclusion services through connectivity.

Other:

Junior library

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

19. Analysis of net assets between funds

The Group	Unrestricted funds	Restricted funds	2021	2020
			Total funds	Total funds
	£	£	£	£
Fixed assets - IT equipment	18,612	-	18,612	-
Fixed asset investments	-	-	-	-
Current assets	264,380	9,520	273,900	145,590
Creditors: amounts falling due within 1 year	(31,496)	-	(31,496)	(15,128)
	<u>251,496</u>	<u>9,520</u>	<u>261,016</u>	<u>130,462</u>
The Charity	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Fixed assets - IT equipment	18,612	-	18,612	-
Fixed asset investments	1	-	1	1
Current assets	264,380	9,520	273,900	145,590
Creditors: amounts falling due within 1 year	(31,497)	-	(31,497)	(15,129)
	<u>251,496</u>	<u>9,520</u>	<u>261,016</u>	<u>130,462</u>

20. 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.

21. Related party transactions

Disclosure of related party transactions is provided in the Trustees' Report – Relationships with related parties on page 18. 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 4389