

SELBY TRUST: SPORTS STRATEGY

2024-27



THE
SELBY
TRUST



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Message from the CEO

Sport and recreation can change lives and bring communities together.

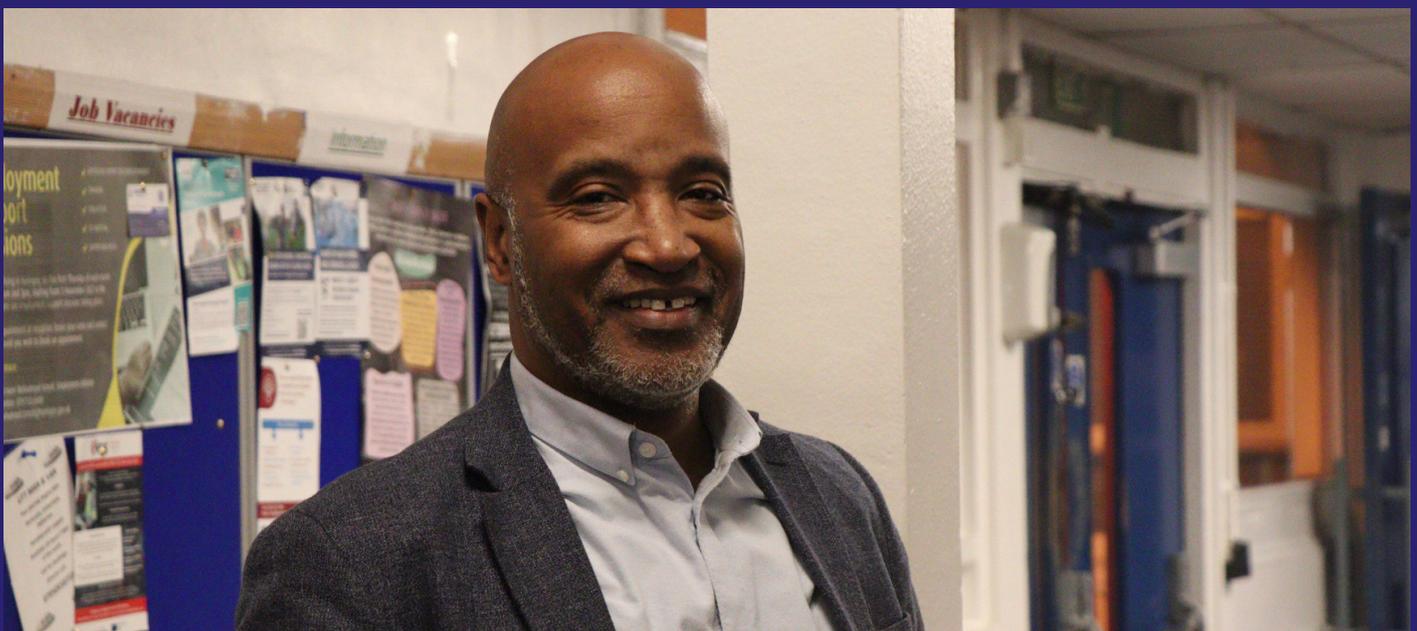
Tottenham, Edmonton and neighbouring areas, are amongst some of the UK's most deprived areas, with high levels of crime and obesity, general lack of access to affordable health and fitness facilities and a high unemployment rate, in particular with young and old people.

Our local community has a rich culture and history, and remains an area with tremendous untapped potential. For example, in 2023 the London Borough of Haringey won the trophy for the London Youth Games.

Through sports, whether it'd be through the provision of multi-sports and enrichment activities, put on as part of a half term holiday club, to regular boxing and/or fitness sessions, either free or at affordable prices to the local community and beyond are so important.

The work that Selby Trust are doing to build capacity, resilience and support for organisations, to then deliver sports and enrichment activities to the local community is so crucial, as the support provided ensures we're able to sustain a high-quality set of sports to the local neighbourhood.

Sport and physical activity are essential for our physical and mental health and for bringing communities together. Put simply, when we move, we are stronger.





Message from Selby Active

Sport continues to be a key part of our offer to enhance the health and wellbeing of the local community.

Over the next 2-3 years, working in partnership with Selby Active, local community and London Borough of Haringey, there will be a complete revamp of sports assets and services.

These are exciting times for the Selby Trust and the local community, as we build a legacy that will serve many young people and adults. There will be an enhanced range of activities and new facilities, which will serve the community for many decades to come.

We believe that new, affordable, accessible sports activities and facilities are central to the future wellbeing of the communities we serve.

THE SELBY TRUST

Who we are

The Selby Trust is 'Many Cultures One Community' and has been at the Heart of the Tottenham Community for 30 years. Over this time, we have grown organically, representatively, and sustainably for our diverse community and we have helped countless charities and VCS organisations to get started surrounded by warmth, knowledge, and support.

We are a learning and development centre, a workspace provider, a sport and wellbeing centre, a counselling and legal support hub, and a community social centre and we average over 600 visitors to the site a day to our 32 organisations on site that share our vision.

The Selby Centre is housed in the buildings of an ex- 1960's secondary school. The current lease from the Council ends in August 2027, and there are detailed plans to build replacement buildings in the Selby Urban Village. One of the objectives of Selby Urban Village is to deliver high-quality quality accessible and affordable sports and recreational facilities on Bull Lane playing fields. Make it a better-used green space, improve its ecology, and improve local connections with new foot and cycle routes.

Our vision

A sustainable partnership that has the Selby Trust's culturally rich communities involved at its heart. They will find high-quality community services and inspirational spaces, which will provide connectivity, engagement, and learning for all.



Our values



Realise individual and collective potential

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



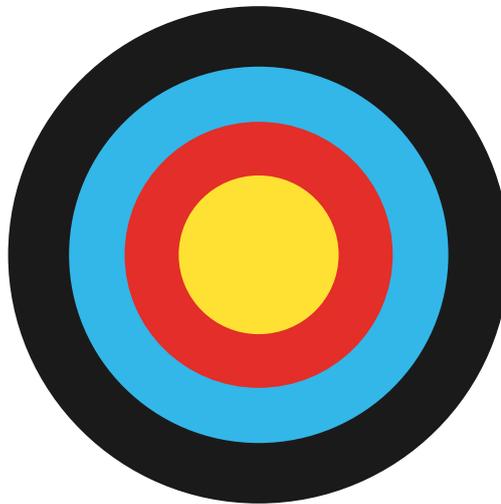
Building strong communities

We value contributions made by members, volunteers, staff, trustees, and statutory and community partners. We use time and resources responsibly and efficiently.



Openness and transparency

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



Equality and social inclusion

We treat all people with dignity and respect regardless of race, nationality, gender, sexual orientation, disability and age. At all times, people's feelings are valued and respected.



Environmental sustainability

We are committed to lowering our carbon footprint in the centre and in the communities that we serve by learning together and hosting projects in the social and economic community.

Sports Strategy Purpose

At Selby centre, we have around 50 different clubs and organisations that use our Sports Hall regularly to deliver sports and physical activities to young people, women/girls, and adults. The sports and activities include (but are not limited to) football, volleyball, basketball, badminton, boxing, running, fitness, and cricket.

Our social impact from sports feeds into the local, regional, and national health and wellbeing and Active Communities priorities. We have been able to do this by coordinating services bridging across sports, events, play, care, support, and employment. This community link is unique and offers something that individuals, charities, and businesses, both in the area and beyond, cannot access anywhere else.

This strategy is a practical guide for people working in sport; offering insights and questions to help create informed planning, inspire innovative thinking, and produce quality, sustainable sporting opportunities for all.



SELBY ACTIVE SPORTS ACTIVITIES

At Selby Centre, sports/physical activities and enrichment form an integral part of providing the community with health and well-being services for a better-quality life. The aim is to ensure that the community now and into the future are more than users of the site, but are very much employed on-site, trained on-site and part of the governance/strategy development.

In early 2023, Selby Trust secured funding from the government as part of Levelling Up, with £20m committed towards the new Selby Urban Village Scheme.

Selby Active – Sports Partnership Group

Selby Active comprise of association, and local (club) sports providers meeting to help guide how sports resources are committed at Selby; to provide input into funding applications and programme delivery; to deliver specific and ongoing programmes on-site; and to promote the Selby Trust and our sports offer across local and regional networks.

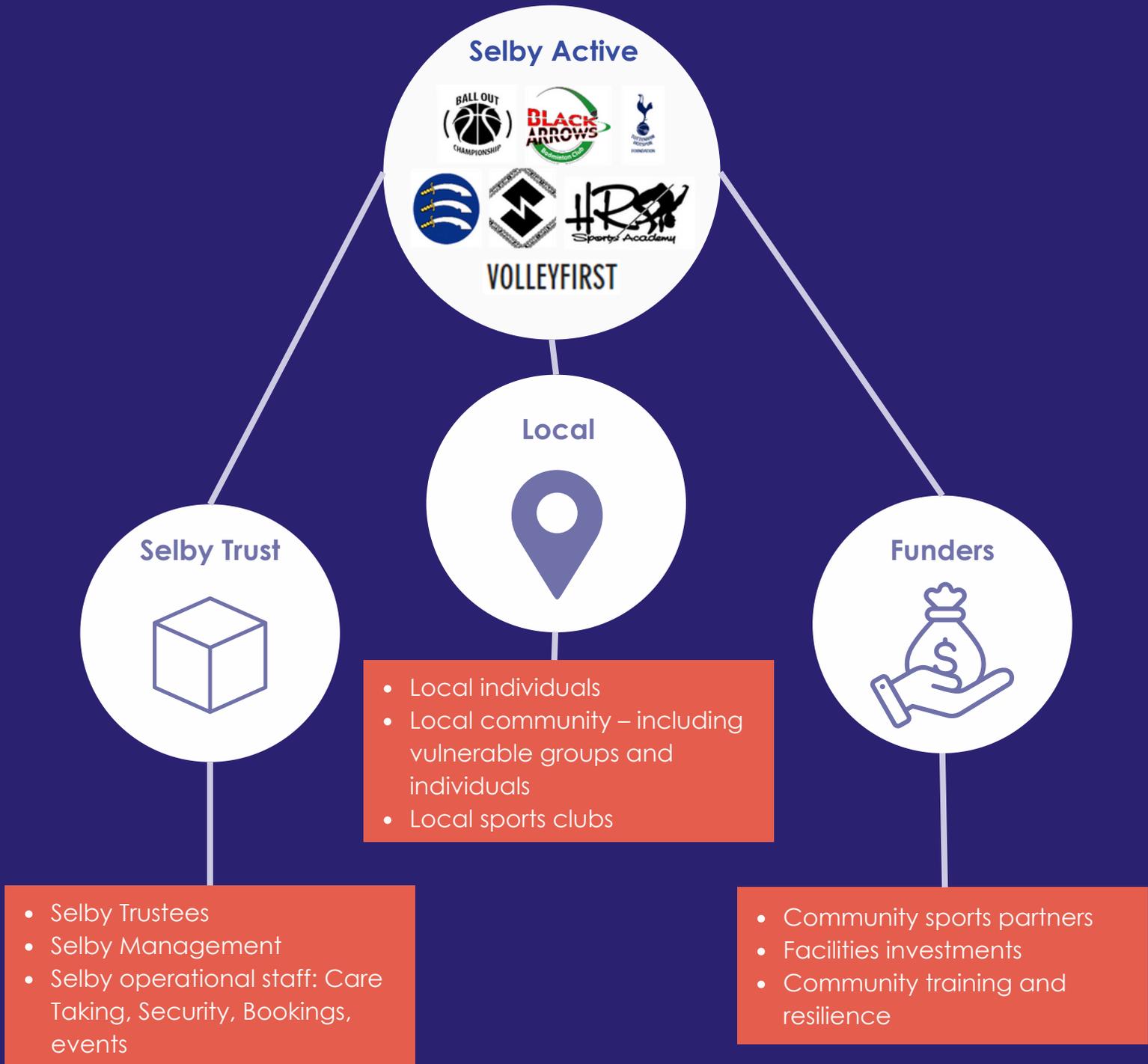
Selby Active:

1. Provides specialist advice on community needs/demand, development of new services and delivery of sports and wellbeing/enrichment activities advisory group for the Selby Trust, on the coordination and growth of sports activities.
2. Build shared capacity to ensure sufficient coaches, volunteers and other support personnel are available to increase the reach and quality of service to the local community.
3. Support bids led by Selby Trust by pulling our community outreach and Selby Active's strengths to bear.

Selby Active is central to our operation and delivery of sports and enrichment activities.



Selby Active - how we operate sport: Community-led



We are one of the National Partners of Sport England and received around £300k in funding since 2020.

This has enabled us to:

- Maintain Sports Partnership Group.
- Be one of the largest community providers of sports and enrichment activities in the Borough.
- Facilitate training and mentoring.
- Measure social impact.

Achievements

2020

- Refurbishment of the Selby Centre Sports Hall - with new automatic doors, disabled car parking added, improvements made to the changing rooms with new lockers and changing facilities, and improvements made to hall with new lighting and fire doors.

2021

- Featured as a stop on the tour of the Euro 2020(1) trophy, which involved members of the community visiting site to interact with the trophy and mascots
- Establishment of 'Selby Active' holiday clubs - providing sports and enrichment activities, as well as lunch/refreshments to those in the community

2022

- Launch of summer holiday club for children who have Special Educational Needs (SEN).
- Delivered resilience and governance sessions for local sports groups and providers to support their developing infrastructure.

2023

- Creation of the sports 3-year Strategy
- Resilience training enabled Selby Active members including Volley First, Haringey Basketball and Selby Boxing Club to achieve a Go London Foundation grant



What participants have said

What benefits, if any, have you received from participating in this activity?



How would you rate your overall experience of participating in this activity? Please consider all aspects of the activity in your answer, e.g. the activities, the support you received, the environment etc (with 0 very poor and 10 very good)

3% - 6 rating (to improve - communication and involvement)



10% - 8 rating (An amazing experience and would recommend to anyone trying to improve their social skills and make new friends. Also learning a new skill and improve their mental/physical health!)

40% - 9 rating (It's very good to be active and it's affordable)



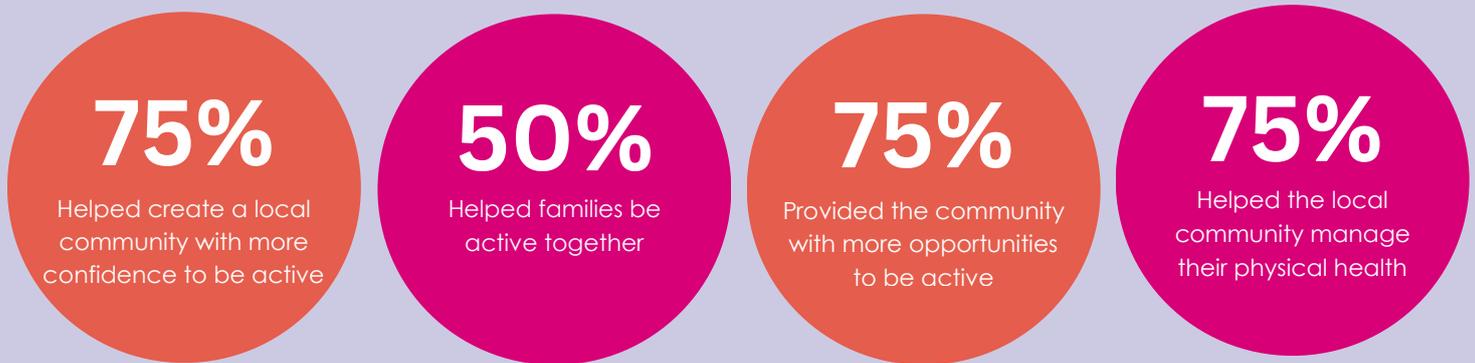
47% - 10 rating (a good way to connect with my son, he has ADHD and autism; The activities at Selby work to grow the local community, and give positive, active time for those in underprivileged areas. The experience is invaluable and should be preserved, The coaches are nice and have fun things to do).

What community organisations have said

What benefits, if any, has the funding brought your organisation?



What benefits, if any, has the funding brought to the local communities involved in the activities provided by your organisation?



Is the most senior leader of your organisation from a culturally diverse community?



What parents have said

"THE KIDS ARE SO EXCITED ABOUT ALL ACTIVITIES AND THE STAFF AS WELL SO KIND AND HELPFUL"

"YET ANOTHER WELL RUN HOLIDAY CLUB, FOR BOTH MY CHILDREN AGED 8 AND 10. I LOVE THE FACT THAT THEY TAILOR THE SESSIONS TO THE CHILDREN'S AGES AND PROVIDE AN APPROPRIATE EXPERIENCE FOR THEM. I ASKED A FRIEND OF MINE TO COLLECT MY CHILDREN AS I WAS RUNNING LATE, BUT AS SHE WASN'T ON MY COLLECTION LIST THEY WOULDN'T LET HER COLLECT THEM. THIS SHOWED GREAT SAFEGUARDING AND COMFORTED ME THAT THE STAFF WERE FOLLOWING PROTOCOL."

"VERY LOVELY PEOPLE WHO CARE ABOUT CHILDREN AND I LOVE THAT FACT THEY LOOK AFTER THEM VERY WELL!"

"WE WOULD LIKE TO EXPRESS OUR GRATITUDE TO ALL STAFF AT SELBY FOR TAKING THE TIME TO PROVIDE OUR COMMUNITY WITH SUMMER ACTIVITIES FOR OUR CHILDREN. #WELOVESELBY"

"THANK YOU SO MUCH FOR MAKING THE KIDS SCH HOLIDAYS MEMORABLE. THEY LOVED IT"

"MY TWO SON'S ATTEND MONDAY TO THURSDAY AND REALLY ENJOYED THE VARIETY OF ACTIVITIES. THEY FOUND IT WELL STRUCTURED AND STATED THE EQUIPMENT WAS GOOD."

POLITICAL CONTEXT AND CHALLENGES

The State of the Borough Report (April 2023)[1] illuminates the challenges local people face. According to the 2019 Index of Multiple Deprivation, Haringey 006B LSOA, which includes the Selby Centre, is ranked 5,577 out of 32,844 LSOAs in England, placing it amongst the 20% most deprived neighbourhoods in the country.

Issues – Relevant to the area

The Sport for Community Development Handbook by the European Union [1] is referred to as a key guidance document in this strategy for futureproofing and acknowledging the concerns regarding racism and racial inequalities that are longstanding issues, that have resulted in ethnically diverse communities being “consistently disadvantaged”[2].

For instance, the Independent Commission for Equity in Cricket (ICEC) report (2023)[3] indicates:

- A deep-seated issue of racism continues in cricket with 50% of respondents experiencing discrimination in the previous 5 years where 87% of people with Pakistani and Bangladeshi heritage, 82% of people with Indian heritage and 75% of all Black respondents.
- Lack of representation and structural barriers is a significant concern, ECB recognises a need for targeted intervention regarding black community representation.
- Women are not even nearly on an equal footing with men within the sport today. Women receive an embarrassingly small amount compared to men (20.6% of the average salary for English men).

These issues apply to Selby Trust, our community, and our partners, where issues with deprivation, crime, and health and wellbeing are prevalent within a highly diverse (most of the Black ethnic group representation) community.



[1] State of the Borough - April 2023 (haringey.gov.uk)

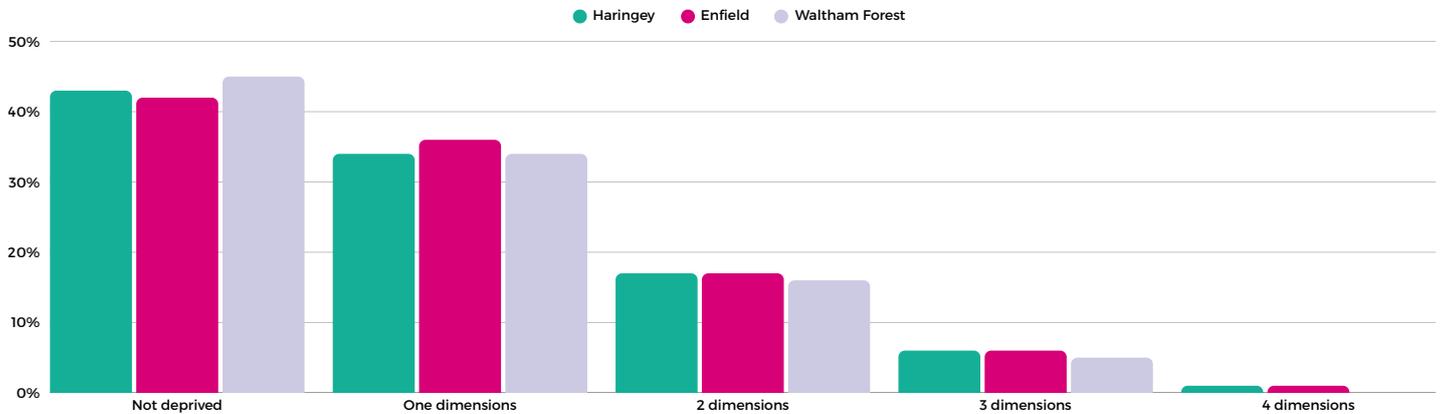
[2] HANDBOOK SPORTCD eng.pdf (europa.eu)

[3] Discrimination in sport: what progress has been made and what is being done? | Inside Sports Law | Global law firm | Norton Rose Fulbright

[4] Digested: the damning ICEC report's key findings and recommendations | Cricket | The Guardian

Deprivation (5)

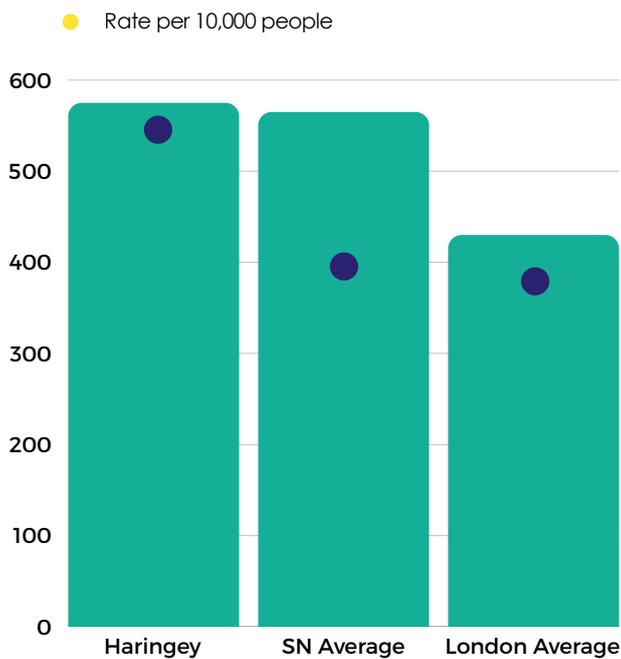
Living standards in neighbouring wards, are still worse than the London average and further declining due to the cost-of-living crisis and recovery from the Pandemic. Census 2021 [1] shows that most people in neighbouring boroughs are deprived of at least one dimension (Figure 1), thus representing the community at high risk.



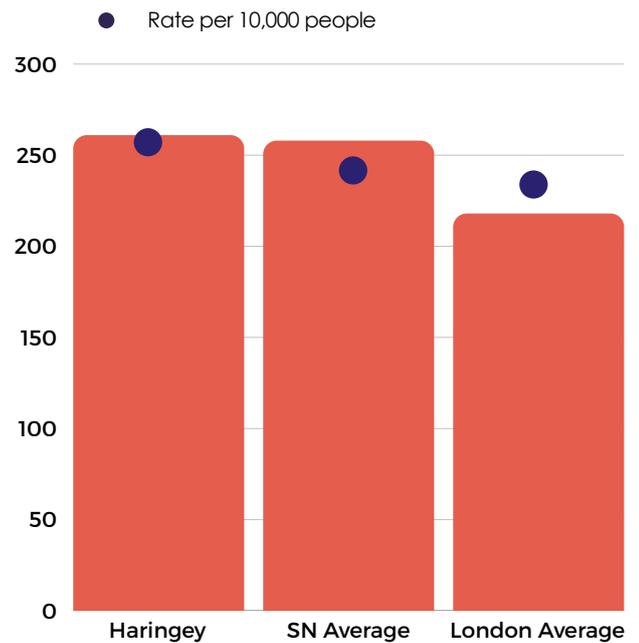
Crime

The Metropolitan Police records show that in April 2023 more than 200 crimes were recorded in our neighbouring wards, of which around 111 are anti-social behaviour, violent or sexual offences. Haringey has a rate of crime 18% above the London rate. Community organisations have a proven role in reducing crime rates. Significant youth violence has risen in the Borough with the Council implementing a Young People at Risk Strategy.

Incidence and rate (per 10,000 residents) of Domestic Abuse with injury, April 21 to March 23



Incidence and rate (per 10,000 residents) of knife crime with injury, April 21 to March 23



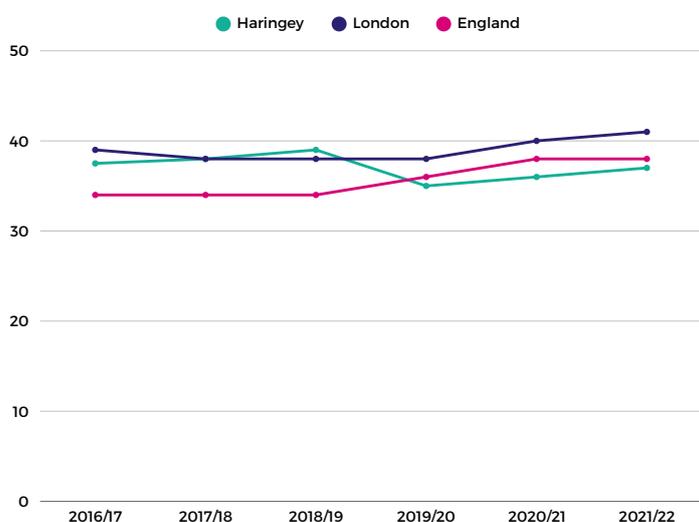
[5] Deprivation is calculated based on 4 dimensions – education, employment, health, and housing.

[6] Census Maps - Census 2021 data interactive, ONS

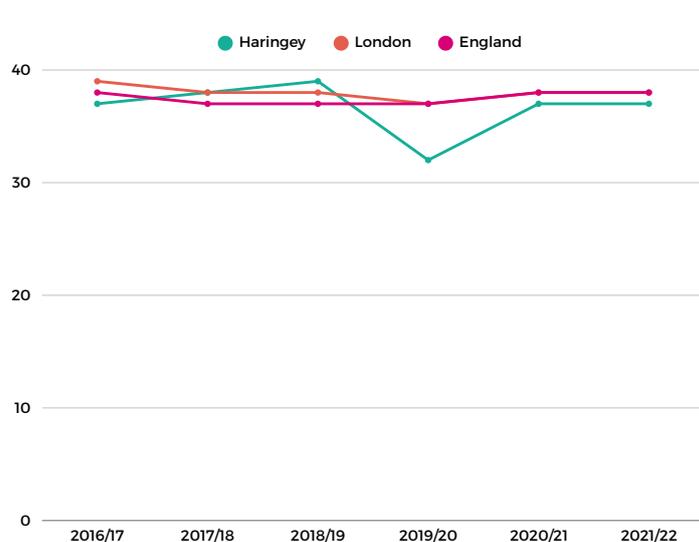
Health and Well-being

Haringey suffers from striking health inequalities. In Haringey, men have greater inequality in life expectancy than women across the social gradient (7.4 vs. 3.5 fewer years for those living in the most deprived areas than those living in the least deprived areas). Inequality in life expectancy amongst men increased from 7.4 to 8.1 in the last year, its highest level in the last decade, whilst inequality in women increased again from 3.5 to 4.2 years. Furthermore, issues with young people's health are also quite significant. The 2022 Haringey Healthy Weigh Strategy found that 46.4% of Year 6 pupils in the White Hart Lane ward are overweight or obese, compared with 38% across Haringey.

Year 6 prevalence of Overweight (including obesity)



Reception Prevalence of Overweight (including obesity)



Source: National Child Measurement Programme (NCMP)

The prevalence of overweight/obesity among Year 6 students was significantly higher than the Haringey average among pupils from Black ethnic groups:

49% students from Black ethnic groups were overweight or obese.

and lower than the Haringey average among White ethnic groups

36% among students from white ethnic groups.

ACTION PLAN

Target

Sport England Active Lives[7] data shows that 63% of adults with disability/health conditions are not active in the UK. We want everyone to aspire to achieve the Haringey Chief Medical Officer (CMO) recommendations (Figure 2) for physical activity, and in doing so enjoy the wider outcomes of an active life. This means we will focus work to help those who are inactive to start and equally work to support those already active to 'stay' and increase their levels of activity.

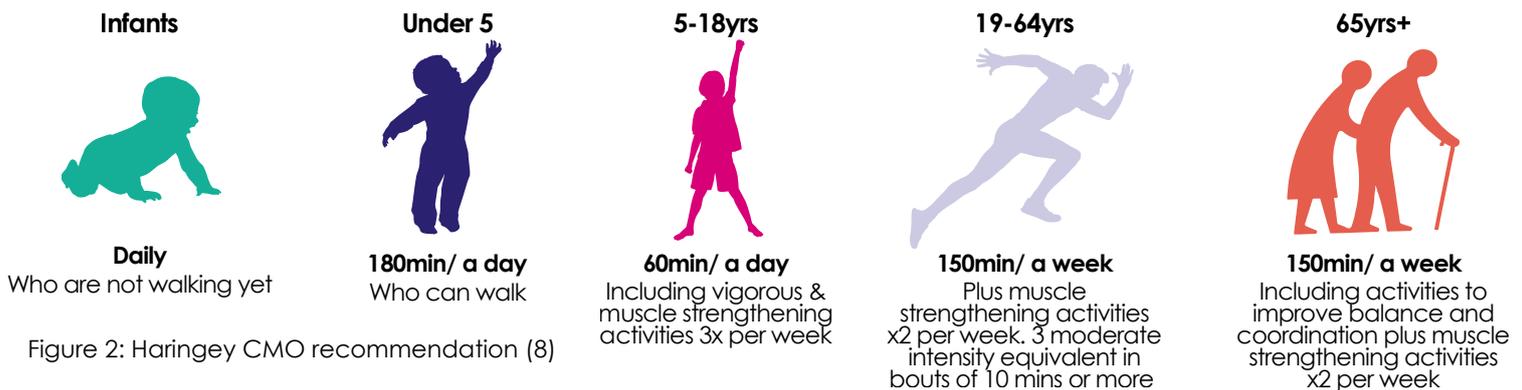


Figure 2: Haringey CMO recommendation (8)

In line with our key priorities, the following sections provide high-level recommendations for achieving the target of making people active for health and well-being.

Key Priorities and Recommendations

Our achievements indicate that the community-led approach of operating delivery of sports, enrichment and physical activities works for the community. Additionally, keeping Selby Active (Sports Partnership Group) at the heart of delivery provides strong evidence of how Selby Trust is managing the centre against the Selby Urban Village vision and our values.

Acknowledging the ongoing challenges of deprivation, crime and health and wellbeing and recognising our stakeholder's feedback[9]. This strategy has set 6 key priorities to maintain the Selby Active and continue sports as an enabler for community development.



[7] 'Active Lives Adult Survey November 2021-22 Report (sportengland-production-files.s3.eu-west-2.amazonaws.com)

[8] 'Active Together' (haringey.gov.uk)

[9] The stakeholders include - beneficiaries, sport active group, licensees, Selby staff, volunteers and Haringey and Enfield council staff.

2028

FACILITIES INVESTMENT:
REDEVELOPMENT OF COMMUNITY
AND SPORTS FACILITIES BY 2028.



93%

PARTICIPATION: OUR
CURRENT SOCIAL VALUE
SCORE IS 77%, BY 2028
WE AIM TO INCREASE UP
TO 93% BY INCREASING
PARTICIPATION AMONG
ALL AGES, GIRLS AND
WOMEN AND DISABLED
GROUPS.

88%

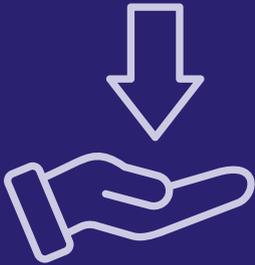
PARTNERSHIPS AND FUNDRAISING: OUR
CURRENT SOCIAL VALUE SCORE IS 84%, BY
2028 WE AIM TO REACH 88% BY FINDING
PARTNERS AND FUNDRAISING
OPPORTUNITIES TO FULLY UTILIZE ALL SPACES
WITH POSITIVE ACTIVITY DURING DAYTIME,
EVENING AND HOLIDAY PERIODS.



Key Priorities

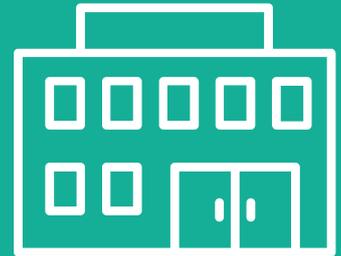
Needs

Understanding the needs and aspirations of the community.



Facilities investment

Easy access and affordability for Low-Income Groups



Behaviour change

Reduce crime in the neighbourhood.



Learning and development

Facilitate quality services and enhance training and mentoring.



Participation

Increase participation among all ages, girl's and women's and disabled participation



Partnerships and Fundraising

Enhance financial sustainability and resilience.



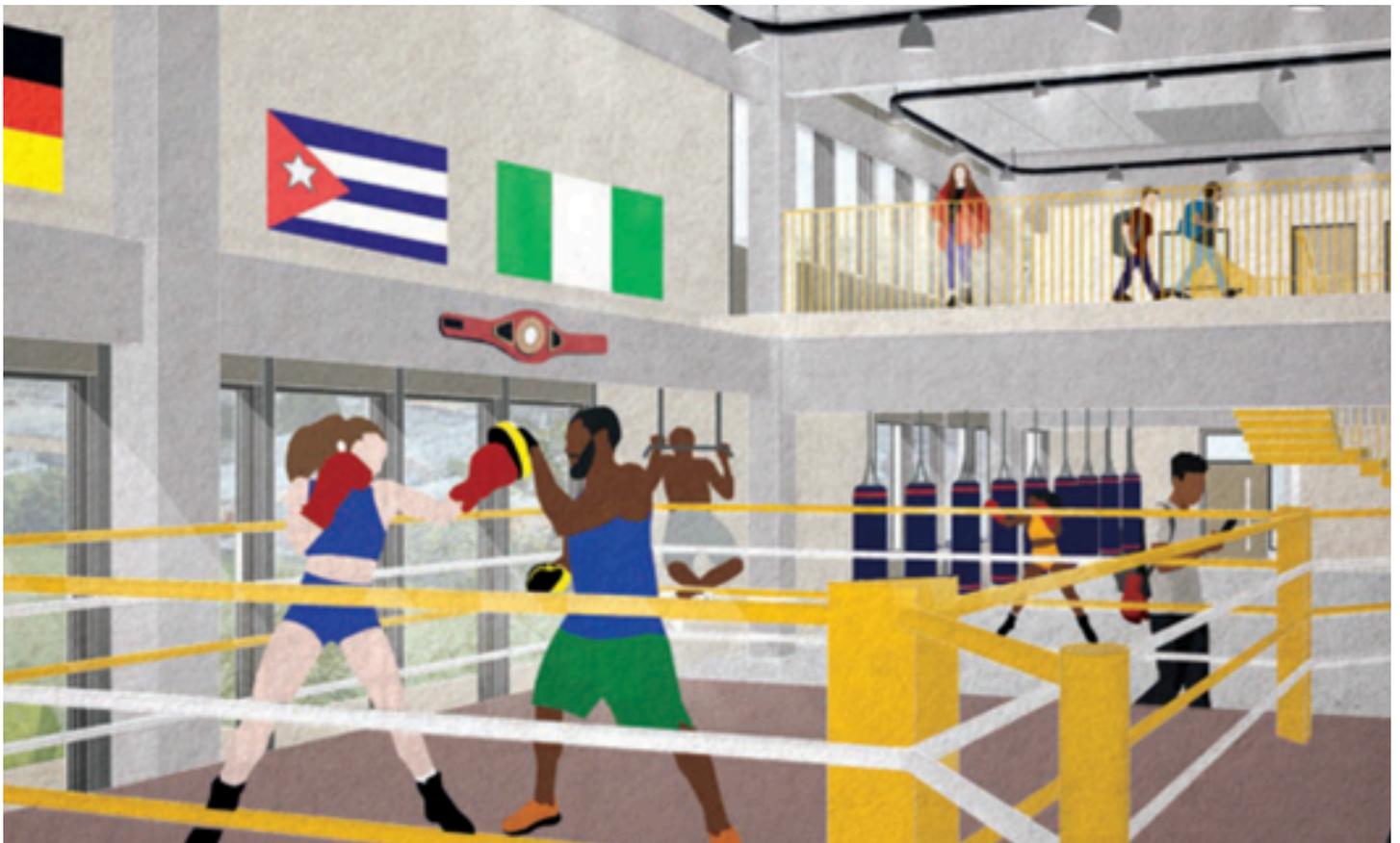
Recommendations for each priority are provided based on stakeholder feedback and using some useful local, regional, national, and international resources. The stakeholders include the Selby Active Advisory Group, Haringey and Enfield council officers and a range of local sports organisations.

Needs

At Selby Trust, our community partners, the Selby Active are core to sports and enrichment delivery at the Selby Centre. They work with grassroots-level groups and vulnerable individuals who are less able to remain active due to issues such as low income, unemployment, suffering from medical conditions, the victim of violence, housing and renting problems, lack of accessibility to basic needs such as food and essentials and others concerns that are common in a deprived community. They have been working with us and in the community for more than 25 years and have first-hand experience providing services to 60%-70 % of groups and individuals from BAME backgrounds.

As a sports enabler, to understand the needs and aspirations of the community we will regularly gather, monitor, and evaluate the following information from the community[10]:

- How can sports and physical activities promote and make visible community resources?
- What sports and physical activities community need and desire?
- What support does the community need to give life to sports and physical activities?



[10] [HANDBOOK SPORTCD eng.pdf (europa.eu)]



Participation

At Selby Trust, our key target audience has been individuals from BAME backgrounds, low-income groups, women and girls and young people. In addition to increasing participation from the target audience, this strategy aims to focus on disability and the elderly groups. Through our user feedback we have identified that in addition to issues related to unsafe neighbourhoods, there are religious reasons such as the lack of ONLY female classes become a barrier for women from minority backgrounds. This has been one of the reasons leading to a lack of confidence.

Encouraging women and girls' participation will require:

- Creating safety logistics for the neighbourhood by collaborating with schools or other community logistics services in the area.
- Explore utilising our national partnership with Sport England - This Girl Can, Women and Girls initiative[11].

A recent family resources survey[12] shows that between 2021 and 2022, 24% of people were found to be disabled in the UK. In Selby Trust's neighbouring wards and boroughs, although the proportion of disability is just under 20%, nonetheless, overall health and well-being are some of the key issues in the area. Therefore, to encourage people of all ages and disabled participation we will require to:

Identify new opportunities for people by gathering the following information from disabled individuals and partners[13]:

- What are the resources to develop?
- What sports and physical activities do different ages and disabled individuals need and desire?
- What support do different ages and disabled individuals need to give life to sports and physical activities?
- Identify partners with high-quality safeguarding and qualifications to deliver for vulnerable and special needs.

[11] This Girl Can | Sport England

[12] Family Resources Survey: financial year 2021 to 2022 - GOV.UK (www.gov.uk)

[13] HANDBOOK SPORTCD eng.pdf (europa.eu)

Behaviour change

Crime is one of the key issues in our neighbourhood and surrounding boroughs. Selby Active already work with young individuals who have been through mental trauma and anxiety due to being part of anti-social activities. Partners have coaches, mentors and trainers equipped with skills that help and support individuals to transform and utilise their energy into sports and physical activities. To reduce crime, we will be required to increase targeted interventions[14]:

- Develop partnerships with the Metropolitan Police, Youth Offending Teams and Schools in the area to gather data (young people) on their:
 1. Behaviour
 2. Offences
 3. Substance misuse
 4. Academic attainment
- Measure our outcomes – hard evidence on the impact and transformation by providing before v/s after intervention.
- Maintain contact with intervened individuals.



Figure 3: Principles of behaviour change

Achieving the interventions will require Selby Active to share best practices and apply the principles of behaviour change (Figure 3) as outlined by Sport England's strategy Towards an Active Nation (2016-2021). [15]

[14] Layout 1 (allianceofsport.org)

[15] sport-england-towards-an-active-nation.pdf (sportengland-production-files.s3.eu-west-2.amazonaws.com)

Facilities investment

This is one of the key objectives of Selby Urban Village, whereby, the ambition is to deliver high quality accessible and affordable sports and recreational facilities on Bull Lane playing fields.

In 2019-2020, with support from Sport England, we upgraded our Sports Hall facilities, which was based on an extensive needs assessment survey of the sports users. The achievements speak for themselves on the substantial social impact of a small investment.

To continue delivering accessible and affordable services we require regular needs assessments in the following areas[16]:

- What are the resources to develop?
- What is the supply and demand in the neighbourhood?
- What are the obstacles from practical aspects of arranging sporting activities: timetables, accessibility, and costs - should consider the needs of participants from both a social and cultural point of view?

Selby Urban Village commitments

The Selby Urban Village commits to having a Sports Hall, Studio Space and Selby Centre located in such a way that enables easy coordination across the site and shared facilities management resources to achieve economies of scale across the village. Additionally, the proposal to build 3G football pitches, cricket facilities and a clubhouse have been designed to fully integrate with other community uses to better enable productive community programming of the space.



[16] HANDBOOK SPORTCD eng.pdf (europa.eu)

Learning and Development

At Selby Trust, one of the key achievements of 2022 and 2023 has been the support community partners and individuals received through training, mentoring and resilience workshops. These led to enhanced governance and leadership skills, increased awareness, transformed behaviours, increased activeness, social inclusion, and reduced isolation.

To maintain and continue enhancing learning and development we need to know[17]:

- What are the experiences and knowledge available to members of the community in the field of sport in general?
- What are the specific skills required to be resourced based on demand?
- Who are the local clubs and community partners we want to involve?
- What kind of sports activities are more useful to enhance community engagement?
- Are there any educational goals and related training courses that will be useful?

Partnerships and Fundraising

Throughout the strategy, it is evident that keeping community partners at the centre of decision-making is one of the key elements that build local partnerships and provide real-time outcomes and impacts thus enhancing the fundraising opportunities.

To maintain and further strengthen the Selby Active, some of the key considerations indicated by partners and the Sport for Community Development handbook by the European Union[1] are:

- Governance responsibilities of Sports Partnership Group (Selby Active)
1. Develop objectives: Objectives must be developed keeping in mind the S.M.A.R.T.
 - Specific
 - Measurable
 - Attainable
 - Relevant
 - Timely.
 2. Establish a structure and leadership roles: all members should have a voice. For instance, share responsibilities through committees.



[17] HANDBOOK SPORTCD eng.pdf (europa.eu)

[18] HANDBOOK SPORTCD eng.pdf (europa.eu)

Concluding remarks

At Selby Trust, communication and collaboration are paramount, we build capacity through resourcing, providing outreach and networks by:

- Giving the community a stronger voice
- Ensuring everyone can afford to be involved
- Link social activities and sports with opportunities for a better quality of life.

This strategy will:

- Enhance the customer journey at the Selby Centre.
- Enable social connection through sports and well-being and improve mental health.
- Create opportunities and spaces where everyone feels comfortable and has easy access to facilities and services.
- Encourage high standards and ethical success.
- Continue to provide community-led sports leadership expertise in the borough.
- Work with the community – valued sports hall users, local clubs/organisations and individuals that share Selby Trust values.
- Be accountable for ensuring action is taken, goals are achieved, and learnings are shared.





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