

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND

England & Wales · Charity number 1165086

Details

Other names	CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND LIMITED, CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND LTD, CROYDON VISION
Status	Registered
Legal form	CIO
Registered	2016-01-08
Register	View on the Charity Commission register

Contact

Address	Bedford Hall 72-74 Wellesley Road Croydon Surrey
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Website	www.croydonvision.org.uk

Activities

Objects: TO PROMOTE THE RELIEF OF NEED OF PEOPLE OF ALL AGES WHO SUFFER SIGHT LOSS BY:(1) PROVIDING QUALITY INFORMATION AND ADVICE, ADVOCACY, TRAINING AND COUNSELLING SERVICES, PEER SUPPORT GROUPS AND RECREATIONAL FACILITIES AND TO ENABLE SIGHT IMPAIRED RESIDENTS TO ENJOY HEALTHY AND INDEPENDENT LIVES AS POSSIBLE.(2) INFORMING AND ADVISING CARERS AND FAMILY MEMBERS AND THE PUBLIC ABOUT SIGHT LOSS AND HOW ITS CHALLENGES CAN BEST BE MET.(3) WORKING WITH HOSPITALS, EYE UNITS AND LOCAL AUTHORITIES TO ENSURE TIMELY AND SUCCESSFUL SERVICES THAT MEET THE NEEDS OF THOSE THEY SERVE.

Activities: Everything we do is focused on transforming lives, the journey from dependence to living independently.We do this through our personal development programmes for blind and partially sighted people in Croydon.Our three organisational aims: to deliver practical support, improve services and to raise awareness of sight loss.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Disability, The Prevention Or Relief Of Poverty, Economic/community Development/employment, Recreation
- **Who:** Children/young People, Elderly/old People, People With Disabilities

Geography

- Croydon

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£721,506	£766,182	£1,430,948	14
2024-03-31	£747,895	£815,677	£1,475,624	15
2023-03-31	£733,646	£734,791	£1,543,406	13
2022-03-31	£512,409	£852,852	£1,544,551	11
2021-03-31	£532,058	£565,407	£1,884,994	14

Trustees

Name	Role	Appointed
Nigel Gooding CBE	Chair	2021-09-09
Carolyn Simmonds		2026-01-15
DHRUVIN PATEL		2019-07-31
FRANCES CULLEN		2005-05-18
JAMIE HENDERSON		2021-07-15
Josef Khan		2024-12-18
KIEREN EXLEY		2021-07-30
Peter Osei-Bonsu		2025-04-01
SWARNA PILLAI		2019-05-29

Accounts

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025
FOR
CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

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FOR THE YEAR ENDED 31 MARCH 2025**

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**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**LEGAL AND ADMINISTRATIVE INFORMATION
FOR THE YEAR ENDED 31 MARCH 2025**

REFERENCE AND ADMINISTRATIVE DETAILS

Charity Name

Croydon Voluntary Association for the Blind

Other Working Name

Croydon Vision

Registered Charity number

1165086

Principal Charity Office

Bedford Hall
72-74 Wellesley Road
Croydon
Surrey
CR0 2AR

The Trustees serving during the year and to the date of this report were as follows: -

Trustees

Nigel Gooding CBE	- Chair	
Richard Wragg	- Vice Chair	Resigned 11 th October 2024
Josef Khan	- Treasurer	Appointed 18 December 2024
Frances Cullen	- Trustee	
Kieren Exley	- Trustee	
Jamie Henderson	- Trustee	
Dhruvin Patel	- Trustee	
Swarna Pillai	- Trustee	

Chief Executive

Susanette Mansour	Until 31 December 2024
Nicola Newman	From 1 January 2025

Senior Team

Abiodun Obileye	- Transport and Facilities Manager (until 30 September 2024)
Anca Sahin	- Project Manager (until 31 March 2025)
Colin Aldridge	- Transport and Facilities Manager (from 9 December 2024)

Independent Examiner

Mark Blackwell ACMA
For and behalf of M H R Consultancy Limited
Chartered Management Accountants
Ferneberga House
Alexandra Road
Farnborough
GU14 6DQ

Principal Bankers

Natwest Bank
Croydon Whitgift Centre Branch
40 Whitgift Centre
Croydon
Surrey
CR0 1UQ

CAF Bank Ltd
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4JQ

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025**

The Trustees present their annual report together with the unaudited financial statements of Croydon Voluntary Association for the Blind for the year ended 31 March 2025. The financial statements have been prepared in accordance with the accounting policies set out in Note 1 to the accounts on pages 19 and 20 and comply with the Charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Structure, Governance and Management

Governing document

Croydon Vision is a charitable incorporated organisation constituted on 8th January 2016 and registered with the Charity Commission on that date. However, the organisation itself has been supporting the blind and visually impaired community for over 100 years. In July 1923, a few visionaries decided to branch out of The Croydon Guild Social Services because it offered limited social activities for people with sight loss. The name of their new organisation was Croydon Voluntary Association for the Blind. Its aim was to promote the welfare of the blind people in Croydon.

The formation of the CIO was set up because of the merger with Bedford Hall, to become one entity. The governance of the charity was restructured and converted from an unincorporated trust to a CIO. On 1st May 2017, all the activities and undertakings of Croydon Vision (registered charity number 200482) were merged with the new Charity. Croydon Vision (registered charity number 200482) was removed from the register of charities on 16th November 2017.

Recruitment and appointment of new Trustees

The Charity's constitution states that the number of Trustees shall not be less than three and not more than eight plus the Chair (9). At least two of the Trustees should, if possible, be members who are visually impaired with skills set that complement the Board. During the year Josef Khan was recruited as Treasurer and Peter Osei-Bonsu as General Trustee. There is a desire to recruit sight loss individuals to the Board with the right set of skills and drive to help our work in transforming lives.

At every annual general meeting of the members of the CIO, one-third of the Charity's Trustees shall retire from office. If the number of Charity Trustees is not three or a multiple of three, then the number nearest to one-third shall retire from office, but if there is only one Charity Trustee, he or she shall retire. The Charity Trustees to retire by rotation shall be those who have been longest in office since their last appointment or reappointment. If any Trustees were last appointed or reappointed on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot.

The Charity Trustees may at any time decide to appoint a new Charity Trustee, whether in place of a Charity Trustee who has retired or been removed, or as an additional Charity Trustee, provided that the limit on the number of Charity Trustees would not as a result be exceeded. Trustees who retire by rotation are eligible for reappointment. A Charity Trustee who has served for two consecutive terms may not be reappointed for a third consecutive term but may be reappointed after an interval of one year.

Induction and training of new Trustees

The Charity attracts new trustees from a range of sources including central government, medical, legal and business industry. Trustees are involved in various appropriate training to further strengthen their role. A Register of Interests for Trustees, Staff and Volunteers is in place and updated annually. Each Trustee has a champion role, to drive positive change and sustainability of the Charity long term.

Each Trustee undertakes an induction process, consisting of the following: meet and greet the team and understand our culture, Trustee welcome pack which contains policies, procedures and H&S processes. In addition, Trustees are provided a copy of the CIO's constitution and any amendments made to it and a copy of the CIO's latest Trustees' annual report and financial statements. This is to ensure that Trustees carry out their responsibilities effectively; guided by advice provided from the Charity Commission.

Board members are encouraged to spend half a day at the Charity to further understand the operational aspect of the organisation. Furthermore, an annual event calendar is shared with Trustees with encouragement to attend events. At each board meeting, financial and operational information is supplied together with suitable explanations, including front line presentation at Board meetings. Board members are expected to be aware of the various Charity Commission publications that can be obtained to assist them with their duties as Trustees.

Organisation

The Board of Trustees administers the Charity and generally meets every 12 weeks. A People's Committee and Finance Committee are also setup to assist the work of the Board, and various task and finish groups are formed as necessary.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
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**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025**

At the end of December 2024, we said farewell to Susanette Mansour, our Chief Executive, who concluded her tenure with Croydon Vision. We extend our heartfelt thanks to Susanette for her dedicated service and the transformational change she led during her time with us. Her leadership has left a lasting legacy, strengthened our organisation and deepened our impact in the community.

On 1 January 2025, we were delighted to welcome Nicola Newman as our new Chief Executive. Nicola is a lifelong Croydon resident and brings with her over 19 years of experience in the voluntary sector. Her deep-rooted commitment to community development and inclusive leadership makes her a valuable addition to Croydon Vision. We are excited about the future under Nicola's guidance and look forward to building on the strong foundations laid in recent years.

Leadership

Leadership and decision making of the Charity is delegated to the Chief Executive by the Board of Trustees. The Chief Executive works closely with management, staff and volunteers to fulfil the Charity's objectives and ensure the smooth and effective running of the organisation. The Chief Executive reports to the Chair and to the Board of Trustees.

The CEO and management team comprise the key management personnel of the Charity in charge of leading or managing the running and operating the Charity on a day-to-day basis.

All Trustees give of their time freely and no trustee received remuneration in the year. One of our Trustees (Frances Cullen) leads an activity at Croydon Vision and charges the organisation at a substantially reduced rate. Details of Trustees' expenses and related party transactions are disclosed on pages 22 and 23 in Notes 9 and 13 of the accounts.

Croydon Vision has fully embraced generational diversity whereby feedback and appraisals are tailored to individual needs rather than just an annual process. The pay structure of staff focuses on staff KPIs (key Performance Indicator), based on a collaborative performance rather than simply focused on individual performance. In view of the nature of the Charity, it is the Trustees' responsibility to benchmark against pay levels within the voluntary sector across London as well as the public sector; with some consideration of National Joint Council for Local Government Services pay scales.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025**

Volunteers

Our volunteering programme offers valuable opportunities for individuals to develop transferable skills, build confidence, and realise their potential as active, engaged citizens. In 2024–25, we generated £112,442 in social value, a 33% increase from £83,922 in the previous year. This growth was fuelled by renewed volunteer enthusiasm, inspired in part by the recognition of the King's Award for voluntary services and by the expansion of meaningful roles across the charity. These roles included Drivers, Braille Support, IT and Digital Transformation, Advocacy, Cultural Tour Guides, support at the Moorfields Clinic, Eye Health Advice and Podcast Editing.

The growth in activities increased recognition of volunteer contributions; the introduction of leadership roles such as Croydon Vision Ambassadors also contributed significantly. We are also fortunate to benefit from the energy and commitment of work experience students from Croydon College of Further and Higher Education and Trinity School.

During the period from 1 April 2024 to 31 March 2025 Croydon Vision had the generous support from 72 volunteers of which 24 have some form of visual impairment.

We are grateful to our volunteers, who truly are the backbone of Croydon Vision. Their unwavering dedication and passion continue to drive our mission forward and make a lasting difference in the lives of those we support. The Trustees and Staff Team would like to formally record their sincere thanks to all our volunteers for their invaluable contributions throughout the year.

Related parties and co-operation with other organisations

None of our Trustees received remuneration from their work with the Charity as Trustees. However, one Trustee leads an activity at Croydon Vision and charges the organisation at a substantially reduced rate. Any connection between a Trustee, CEO or Management of the Charity with any service user, external contractor or supplier of services must be disclosed to the CEO or Board of Trustees in the same way as any other contractual relationship with a related party.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

Objectives and Activities

Croydon Vision exists to support blind and partially sighted individuals in Croydon in line with our charitable objectives. The Trustees confirm that they have complied with their duty under Section 17(5) of the Charities Act 2011 to have due regard to the guidance published by the Charity Commission on public benefit. Our services are designed to empower people with sight loss and those with an interest in visual impairment, helping them to lead independent, fulfilling lives.

Our Culture - At the heart of Croydon Vision is a culture that celebrates people and community.

- **We put people first** – ensuring that every individual feels seen, heard, and valued.
- **We empower our people** – supporting members on their journey to greater independence.
- **We take pride in our vibrant community** – fostering connection, inclusion, and shared purpose.

Our Values - Our values shape how we work and who we are.

- **Awareness** – We invest in a growth mindset.
- **Compassion** – We put people first.
- **Teamwork** – We build more together.
- **Integrity** – We keep our promises.
- **Diversity** – We stand shoulder to shoulder.

Our Vision, Mission and Purpose

- **Our Vision** – To create a community that protects sight and reduces mild to severe sight loss over the next 100 years.
- **Our Mission** – To encourage independence, confidence, and personal development among blind and partially sighted people in Croydon
- **Our Purpose** – To inspire individuals to re-evaluate what's possible—because there is life after sight loss.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

Achievements and Performance

In 2024-25, Croydon Vision has continued to deliver high-impact services across six core areas:

Health and Wellbeing

- Over 5,300 attendances at fitness, yoga, cookery and social sessions.
- 4,223 nutritious lunches served, supporting physical and emotional wellbeing.
- 613 counselling sessions delivered to 64 individuals, addressing trauma, anxiety and emotional resilience.
- 71 excursions attended by 615 members, promoting social inclusion and independence.

Employment and Inclusion

- Partnerships with Jobcentre Plus, DWP, and Croydon Works supported members into employment, training and volunteering.
- 52 businesses received Visual Awareness Training.
- 2,389 people reached through 117 outreach events.
- 12 members transitioned into volunteering, 5 into employment and 11 into training.

Digital Empowerment

- 139 individuals supported through over 400 tech training sessions.
- Members gained confidence using accessible technology, improving independence and reducing isolation.

Advice and Advocacy

- Our Advice & Advocacy service secured £120,268 in financial assistance for members, helping them navigate complex benefits systems and maintain independence.

Children and Young People (C&YP)

- Our CYP Officer delivered 73 workshops and 12 excursions with a unique, neuroscience-informed approach.
- On average of 59 attendees per month,

Transport and Excursions

- 60 excursions delivered across 24 wards in Croydon
- 58 round trips provided to 11 voluntary organisations during vehicle idle time

Health and Wellbeing

Our health and wellness activities were a cornerstone of our delivery. The activities delivered throughout the year allowed our members to experience:

Improved Physical Health & Mobility - 2,272 attendances at Keeping Active classes (e.g., keep fit, dance, bowling, kickboxing) show strong engagement in physical activity, helping improve balance, strength, and confidence in movement, key for those with sight loss.

Enhanced Cognitive Function - 1,632 attendances at Mental Aerobics sessions support memory, focus and mental agility, which are especially valuable for maintaining independence and mental sharpness.

Accessible, Gentle Exercise - 640 attendances at Chair Yoga offer a safe and adaptable way to stay active, reduce stress and improve flexibility; ideal for members with limited mobility or balance concerns.

Life Skills & Independence - 177 attendances at Cookery Classes empower members to prepare meals safely and confidently, promoting independence and healthier eating habits that result in improved health outcomes.

Social Connection & Belonging - 912 attendances at Social Sessions highlight the importance of community. These gatherings reduce isolation, build friendships and foster a sense of inclusion.

These activities not only support physical and mental wellbeing but also help visually impaired individuals lead more independent, connected and fulfilling lives.

4,223 nutritious lunches were served to our members over the course of the year. These meals played a vital role in supporting overall wellbeing, improving health outcomes, boosting immunity and fostering social connection through shared mealtimes. For many members, this service was not only a source of nourishment but also a key part of their daily routine and emotional wellbeing.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

Counselling Provision

Croydon Vision's Counselling provision has provided an additional layer to our wellbeing initiative. It provides the tools, support, and perspective individuals need to regain control and thrive.

Our members can be dealing with grief over losing their sight, seeking relief from anxiety, seeking coping strategies and our counselling provision can improve their emotional health and well-being.

Counselling offers a safe, supportive space to explore emotions, address challenges and develop effective coping strategies. Members are experiencing major life transitions, stress, anxiety and relationship difficulties. With the cost-of-living crisis, members do not have additional funds to prioritise their mental health. Through the lottery funding we were able to offer up to 8 sessions per individual. During these sessions counselling provided tools that improved mental health and overall well-being, using different counselling models including, EMDR, CBT and Solution focussed.

Over the course of three years our counsellor carried out 613 sessions and worked with 64 individuals.

Testimonial by individual who received counselling:

"My experience working with Helen was liberating and rewarding. I was at the lowest point in my life emotionally with anxiety, no hope and confidence in myself. I still had the trauma for the fateful morning when I woke up blind. I did not believe I still had a purpose in life even after the surgery on my left eye. Helen has been a big support as she helped me with different coping mechanisms for my anxiety, worries and emotional break downs. She helped me process and understand all my emotions. Continuously worked with Helen to heal that traumatic moment when I lost my sight. I gained confidence in myself and felt inspired to talk about my sight loss and started to look at the mirror again something I could not do before my counselling because it made me cry. Helen created a safe space for me to express myself which gave me relief, emotional regulations and psychological resilience. I feel empowered, motivated and purposeful and this has helped me on my return to work. I can't thank you enough for the unwavering support you gave to me."

Holistic Therapies

Due to demand and interest, we are incorporating more holistic approaches to mental wellbeing; a service that is growing in popularity is our Indian head massage.

Delivered with skilful sensibility by our Advice & Advocacy Officer (trained in Yoga and Complementary Therapies) our Indian head massage includes breath work, relaxation and meditation techniques, healing sound and self-massage techniques. It is a powerful tool to promote well-being, a sense of peace and calm and a positive outlook. It can alleviate anxiety, low mood, tension and insomnia by triggering the release of endorphins. By relieving tension and improving blood flow to the brain, it enhances mental clarity, improves concentration and focus, which can be particularly beneficial for individuals who rely on their senses more heavily.

"I had been feeling all over the place, worrying and insecure. After my Indian head massage with Stella, I felt calm, not worrying anymore or all over the place. I felt grounded and I can find that positive feeling in myself when I need it now."

Employment and Inclusion

Working Age Group

Croydon Vision developed key partnerships with organisations such as Jobcentre Plus, the Department for Work and Pensions (DWP) and Croydon Works. These collaborations have opened up new routes to employment for our members, supporting long-term economic empowerment. Croydon Vision hosted two job fairs specifically targeting those with disabilities looking for employment.

As a charity we continue to strengthen our corporate partnership with Croydon College of Further and Higher Education. Croydon Vision was invited to showcase opportunities at three job fairs (including a special event with a dual focus on health and wellbeing alongside work).

Croydon Vision hosts weekly sessions for our working age members that focus on employability, CV writing, benefits, assistance and confidence building. We collaborate with an employability adviser from the Job Centre.

During the last year:

- 12 members transitioned into volunteering,
- 5 members transitioned into employment,
- 11 members were supported into training or courses.

Visual Awareness Training

During the last year 52 businesses and organisations received Visual Awareness Training by Croydon Vision, giving them the tools they need to be inclusive employers and disability confident.

Croydon Vision was represented at 117 outreach events, reaching a total of 2,389 people. These events raise awareness, build community connections and bring our services to a wider audience.

Digital Empowerment

Our Tech Trainer reached 179 individuals carrying out over 400 sessions to build confidence in their use of accessible technology.

Through these sessions members felt:

Restored Confidence & Independence - Members who had given up on using technology found renewed hope through assistive software and personalised support, enabling them to re-engage with digital tools.

Accessible, Personalised Support - The ability to receive in-home guidance, especially from a trusted expert like Daniel, makes technology feel approachable and manageable.

Enhanced Communication & Daily Living - Learning to use features like voice interaction has empowered members to navigate their devices more independently, improving their quality of life.

Discovery of New Tools - Visits to the resource centre introduced members and their families to a wide range of assistive gadgets they didn't know existed, expanding their options for support.

Combatting Loneliness - For those living alone, technology becomes a vital connection to the outside world. Restoring access to devices like computers and TVs helps reduce feelings of isolation.

"I arranged an appointment with Daniel, so that I can get back into using my laptop. He was wonderful he showed me how do a lot of things with my laptop, I was also surprised how he was so patient with me. The most amazing thing is that I am able to talk to my laptop, and it talks back. I was a bit hesitant at first, but I am glad I did it." Member – Mary G.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

Advice and Advocacy

Alongside our varied and multi-layered programme of activities and support services, our Advice & Advocacy services generated £120,268 of financial assistance to enable members to live safely and, in some instances, to effectively survive at a time when socio-economic forces may have caused undesirable results. Primarily through PIP and Attendance Allowance, we empowered members to secure financial assistance while ensuring their voices are heard and fundamental unmet needs considered in a fair and legitimate manner.

Children and Young People

In 2024–25, Croydon Vision's Children and Young People's (CYP) Department delivered an evidence-based programme tailored to the needs of visually impaired (VI) children and young people. Over the course of the year, the CYP Officer ran 73 workshops and 12 excursions, each designed to support cognitive, emotional and social development through multisensory and inclusive learning.

Our *Digital Detectives* programme empowered children to explore technology hands-on, dismantling and rebuilding computers, learning to touch type with assistive software and building confidence in digital navigation. These sessions were complemented by our *Creativity Hub*, which offered tactile art, clay modelling and nature-based projects that encouraged self-expression, fine motor skills and teamwork.

Excursions played a key role in extending learning beyond the centre. From inclusive cycling and kickboxing to trips to Legoland, London Zoo and audio-described cinema outings, each experience was designed to build confidence, independence and social connection. Using our bespoke 5-Step Progression Framework, we tracked measurable growth in areas such as communication, leadership and emotional resilience; over 80% of participants progressed at least one level. Strong partnerships with organisations like Wheels for Wellbeing, VICTA, and Moorfields Eye Hospital further enhanced our reach and impact. The CYP service continues to be a cornerstone of our mission, offering a safe, empowering space where VI children can thrive, learn and lead.

Transport and Excursions

Croydon Vision continued to expand its transport and excursion service, made possible through funding from Motability, delivering 160 excursions. This growth has enabled greater access to activities across 24 wards in Croydon, fostering inclusion, independence and community connection for people living with sight loss. Our fleet of three minibuses provided daily transport to and from our centre, supporting members to attend morning and afternoon sessions, as well as our popular lunch club.

The service also supported 11 voluntary organisations across Croydon, providing 58 round trips during vehicle idle time. These collaborations helped meet urgent needs in areas of deprivation, particularly following the financial collapse of Croydon Council. The transport programme has become a vital lifeline, reducing isolation and improving health outcomes. Member feedback consistently highlight the joy, dignity and empowerment these excursions bring.

"The trip to CryerArts Theatre was amazing! I had so much fun, and sharing the experience with fellow peers from Croydon Vision made it even better. The driver was so supportive... Overall, a worthwhile experience—thank you, Croydon Vision." – Jim S.

Challenges

Throughout 2024–25, Croydon Vision navigated internal and external challenges that tested our resilience and adaptability.

Internal Organisational Challenges

- **Staff Retention and Continuity:** Like many in the sector, we faced difficulties in retaining staff due to short-term funding and sector-wide recruitment pressures. This impacted service continuity and placed additional strain on remaining team members. We responded by strengthening cross-training, improving operational processes and fostering a culture of shared learning.
- **Resource Constraints:** Demand for our services continued to outpace available resources. We maximised volunteer support and streamlined delivery, but the need for sustainable, long-term investment remains critical.
- **Demographic-Specific Needs:** A significant proportion of our members are older adults with additional health conditions or limited digital literacy. This required tailored, often resource-intensive, approaches to ensure accessibility and engagement.

Wider Sector and Local Challenges

- **Oversubscribed Funding Landscape:** The charity sector continues to face intense competition for limited funding. Many grant programmes are oversubscribed, with success rates declining, making it increasingly difficult to secure the resources needed to sustain and grow services.
- **Cost of Living Crisis:** The ongoing cost of living crisis has had a dual impact, exacerbating the needs of our members while also increasing operational costs. Many of those we support are on fixed or low incomes and rising prices have made it harder for them to meet basic needs, increasing reliance on our services.
- **Croydon Council Bankruptcy:** The financial collapse of Croydon Council has had a ripple effect across the borough's voluntary sector. Reduced local authority funding and support have placed additional pressure on charities like ours to fill the gaps in essential services.

Despite these challenges, Croydon Vision has remained steadfast in its mission. Our ability to adapt, innovate and draw strength from our community has been key to our continued impact. However, the current climate underscores the urgent need for stable, long-term investment in community-led services.

Looking ahead – A vision for the future

Our vision is clear and ambitious. We are committed to evolving into a forward-thinking, inclusive organisation that continues to meet the changing needs of people living with sight loss. There are four primary strategic priorities.

1. Tackling Health Inequalities

We will continue to address the disproportionate health challenges faced by people with sight loss, particularly older adults and those from underrepresented communities. By integrating wellbeing, preventative care and advocacy into our services, we aim to reduce barriers and improve quality of life.

The need for this work is growing. By 2032, it is projected that 12,700 Croydon residents will be living with sight loss, up from the current estimate of 10,500, which includes 1,825 people registered with severe sight loss. With 51% of Croydon's population identifying as Black and Minority Ethnic (BME), these projections are shaped by the complex realities of eye health disparities. For example, individuals of Black African and Caribbean heritage are 4 to 8 times more likely to develop certain types of glaucoma and cataracts, while people of South Asian descent face a threefold increased risk of diabetic eye disease.

As a charity, we recognise our responsibility not only to support those already living with sight loss, but also to lead on prevention and education. Raising awareness, sharing knowledge and promoting early intervention will be central to our mission in the years ahead.

2. Championing a Community-Led Model

Volunteers have been the heartbeat of our success. We will strengthen and expand our community-led approach, empowering volunteers to take on leadership roles, co-design services and act as ambassadors for inclusion. This model not only enhances sustainability but also ensures our services remain rooted in lived experience.

3. Investing in Our People

In a competitive and uncertain job market, we recognise the importance of nurturing our staff team. We are committed to providing meaningful learning and development opportunities, fostering a culture of growth and ensuring our team feels valued and supported. This investment is essential to retaining talent and delivering consistent, high-quality services.

4. Expanding Access and Deepening Impact

We are committed to expanding our reach and deepening the impact of our services. We recognise that many individuals with sight loss, particularly those in employment, are currently unable to access our support and services during standard hours. To address this, we aim to secure the resources needed to extend Croydon Vision's opening hours, offering greater flexibility and accessibility.

We are also passionate about enhancing our offer for children and young people. We plan to introduce weekend sessions that provide social, educational and developmental opportunities, tailored to younger members and their families. These sessions will help foster confidence, independence and a sense of belonging from an early age.

These plans reflect our unwavering commitment to inclusion, innovation and community-led growth. With the right support, we are ready to lead Croydon Vision into its next chapter, stronger, more accessible and more impactful than ever.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025**

FINANCIAL REVIEW

Statement of Financial Activities

The Statement of Financial Activities is shown on page 16, with a more detailed analysis of income and expenditure within the notes to the financial statements.

Income

In the twelve months of 2024-25 total income was £721,506 (2024: £747,895) and was generated through donations and legacies (£17,032), grants funding (£475,575), fundraising events (£10,546) service users and activity income (£66,986), hall hire and rental income (£143,820) and other income, including investment income, (£7,547). More information on projects can be found in Notes 2 - 5, page 21. Most of the grant funding covers multiple years and has therefore changed the income profile of the Charity in the short to medium term.

Expenses

The total expenditure for the year was £766,182 (2024: £815,677). Staff and contract staff costs remain the largest single cost, comprising 55% of costs at £423,268 (2024: £458,237). Our average headcount was 15 (2024 15). Total direct charitable expenditure was £697,485 (2024: £713,327) which includes direct project costs of £101,321 (2024: £77,696) and depreciation costs of £60,204 (2024: £65,217) the majority of which relates to our vehicle fleet. Fundraising costs have reduced by 33% which includes the costs of various fundraising events in the year and the additional resources needed to help us meet the challenges of the current fundraising environment.

Principal funding sources

The Charity is dependent upon grants and donations from individual donors and institutions. Details of the Charity's income is set out in Notes 2 and 3 on page 21 of the accounts.

We would like to thank the following funders for their support during the year:

- Croydon Voluntary Action
- Edward Gostling
- Garfield Foundation
- King Charles III Charitable Fund (KCCF)
- London Borough of Croydon – Croydon Loves You
- Motability
- The City Bridge Foundation
- The National Lottery Community Fund
- The Powell Family Foundation
- The Spectacle Makers' Charity
- Wise Music Foundation
- All other grants funders (some who prefer to stay anonymous), generous donors and of course our members.

Balance Sheet

We had a deficit of £44,676 (2024: £67,782), which has resulted in a combined fund balance of £1,430,948 (2024: £1,475,624) at the year end. The Charity's free reserves are £62,495 (2024: £37,620). An analysis of the funds can be found in Note 18 on page 25, with the movements within each fund detailed in Note 19 on pages 26 and 27.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025**

FINANCIAL REVIEW - continued

Plan of Action (Diversifying Income)

Our Fundraiser at Croydon Vision continues to engage actively with a wider range of trusts and foundations to secure successful grant awards, supporting both core services and new initiatives. In parallel, we are expanding our income generation strategy by developing and promoting our products and services, particularly the Visual Awareness Workshops, which aim to raise awareness of sight loss across Croydon and surrounding areas.

To further strengthen our financial sustainability, we are exploring opportunities for corporate partnerships that align with our mission and values. These partnerships have the potential to provide both financial support and in-kind contributions, while also increasing our visibility within the business community. This multi-pronged approach to income diversification is central to ensuring the long-term resilience and impact of Croydon Vision.

Investment policy

The Trustees are responsible for the safekeeping of all assets of the Charity and may invest funds as they see fit.

Reserves Policy

Despite continued financial pressures, including the rising cost of living and the absence of financial support from Croydon Council, Croydon Vision has made meaningful progress in rebuilding its financial resilience. Our unrestricted reserves have increased to £62,495 (2024: £37,620), demonstrating our commitment to strengthening the organisation's financial foundation.

This improvement reflects the collective efforts of the Board of Trustees, CEO, fundraising and finance leads and management team, who have implemented a robust contingency programme aligned with our 2023–2026 strategy. This programme accounts for inflation, future financial risks and the need for long-term sustainability.

We continue to diversify our income through targeted engagement with trusts and foundations, expansion of income-generating services and development of potential corporate partnerships.

Rebuilding our reserves is not only vital for operational stability but also for enabling more preventative work, protecting sight and reducing avoidable sight loss for generations to come. Our goal is to ensure Croydon Vision remains a resilient, forward-looking organisation for the next 100 years.

To support this vision, we are working towards building unrestricted reserves equivalent to six months of operating costs, providing a critical buffer against future uncertainties.

Croydon Vision adopts the following principles in relation to on-going project funding:

- Planning for staffing changes will align with project-funding timeline; staffing expenditure will not be met by reserves.
- In exceptional circumstances when Trustees expressly wish that a specific activity continues and have a strong and realistic expectation that new funds will be received, designated funds will be used to sustain posts for a defined period.
- Redundancy for all members of staff for whom redundancy is applicable.
- Staff long-term sickness.
- Contracts and commitments, including Telephones, IT.
- Accountant, HR Contract, and legal costs.
- 6 months core operating costs (£33,197 per month based on our 2025-26 budget, totalling £199,182).

Risk Management

An integrated risk strategy is in place which is overseen by the CEO and management. In addition, a risk management policy and register are in place. The strategy comprises the following:

- An annual review of the risks which Croydon Vision may have to face.
- The establishment of systems and procedures to mitigate those risks.
- The implementation of procedures designed to report on and minimise any potential impact on Croydon Vision should any of those risks materialise.

The Board of Trustees is confident that the planned process will enable them to identify the major risks to which the Charity is exposed and that they have established systems to mitigate those risks.

The Trustees re-appointed Mark Blackwell of MHR Consultancy Ltd to carry out an independent examination of the Charity's financial statements for the year ended 31 March 2026.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025**

STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees are responsible for preparing the Report of the Board of Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

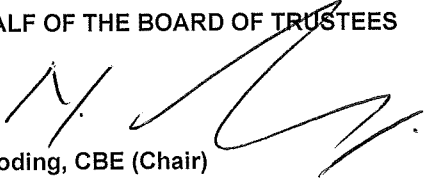
The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provision of the constitution requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure, of the Charity for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently,
- observe the methods and principles in the SORP 2019 FRS102,
- make judgements and estimates that are reasonable and prudent,
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the Charity and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

ON BEHALF OF THE BOARD OF TRUSTEES



Nigel Gooding, CBE (Chair)
For and on behalf of the Board of Trustees

15 September 2025

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND**

I report to the Trustees on my examination of the accounts of the Croydon Voluntary Association for the Blind (the Charity) for the year ended 31 March 2025.

Responsibilities and basis of report

As the Charity Trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('The Act').

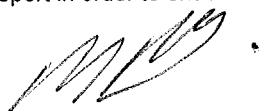
I report in respect of my examination of the Charities accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

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

1. accounting records were not kept in respect of the Charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do 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.



Mark Blackwell ACMA
M H R Consultancy Limited
Chartered Management Accountants
Ferneberga House
Alexandra Road
Farnborough
GU14 6DQ

15 September 2025

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025**

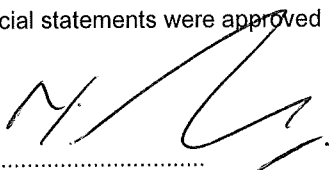
					2025	2024
	Notes	Unrestricted funds £	Restricted funds £	Endowment funds £	Total £	Total £
INCOMING AND ENDOWMENT FROM:						
Donations and Legacies	2	17,032	-	-	17,032	19,297
Charitable activities	3	100,136	442,425	-	542,561	606,495
Other trading activities	4	154,366	-	-	154,366	115,286
Investments	5	2,538	-	-	2,538	1,595
Other Income		5,009	-	-	5,009	5,222
Total Income		279,081	442,425	-	721,506	747,895
EXPENDITURE ON:						
Raising funds	6	47,833	832	-	48,665	72,509
Charitable activities	7	210,968	491,144	15,405	717,517	743,168
Total Expenditure		258,801	491,976	15,405	766,182	815,677
Operating Surplus/(Deficit)		20,280	(49,551)	(15,405)	(44,676)	(67,782)
Net gains/(losses) on investments		-	-	-	-	-
Net Income/(expense)		20,280	(49,551)	(15,405)	(44,676)	(67,782)
Transfer between funds		-	-	-	-	-
Net movement in funds		20,280	(49,551)	(15,405)	(44,676)	(67,782)
RECONCILIATION OF FUNDS	19/20					
TOTAL FUNDS BROUGHT FORWARD		340,971	117,483	1,017,170	1,475,624	1,543,406
TOTAL FUNDS CARRIED FORWARD		361,251	67,932	1,001,765	1,430,948	1,475,624

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**BALANCE SHEET
AT 31 MARCH 2025**

		2025	2024
	Notes	£	£
FIXED ASSETS			
Tangible assets	14	1,372,334	1,427,633
Investments	15	<u>458</u>	<u>458</u>
		1,372,792	1,428,091
CURRENT ASSETS			
Stock		-	-
Debtors: amounts falling due within one year	16	73,270	77,019
Cash at bank		<u>220,196</u>	<u>168,487</u>
		293,466	245,506
LIABILITIES			
Creditors: Amounts falling due within one year	17	<u>(235,310)</u>	<u>(197,973)</u>
NET CURRENT ASSETS		<u>58,156</u>	<u>47,533</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>1,430,948</u>	<u>1,475,624</u>
NET ASSETS		<u>1,430,948</u>	<u>1,475,624</u>
TOTAL FUNDS OF THE CHARITY	19		
Unrestricted funds		62,495	37,620
Designated funds		298,756	303,351
Restricted funds		67,932	117,483
Endowment funds		<u>1,001,765</u>	<u>1,017,170</u>
TOTAL FUNDS		<u>1,430,948</u>	<u>1,475,624</u>

The financial statements were approved by the Board of Trustees on 15th September 2025 and were signed on its behalf by:


.....
Nigel Gooding - Chair/Trustee


.....
Josef Khan – Treasurer/Trustee

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025**

	2025 £	2024 £
Cash flows from operating activities:		
Net cash provided by operating activities	<u>56,614</u>	<u>7,160</u>
	56,614	7,160
Cash flows from investing activities		
Purchase of fixed assets	<u>(4,905)</u>	<u>(1,661)</u>
Cash provided by (used in) investing activities	<u>(4,905)</u>	<u>(1,661)</u>
Increase in cash and cash equivalents in the year expended	51,709	5,499
Cash and cash equivalents at the start of the year	<u>168,487</u>	<u>162,988</u>
Cash and cash equivalents at the end of the year	<u>220,196</u>	<u>168,487</u>

CASH FLOW NOTES

	2025 £	2024 £
Reconciliation of net movement in funds to net cash flow from operating activities		
Net (expenditure) income for the reporting period (as per the statement of financial activities)	(44,676)	(67,782)
Adjustments for:		
Add back depreciation charge	60,204	65,217
Decrease/(increase) in stock	-	1,045
(Increase)/Decrease in debtors	3,749	7,349
Increase/(decrease) in creditors	<u>37,337</u>	<u>1,331</u>
Net cash used in operating activities	<u>56,614</u>	<u>7,160</u>

	2025 £	2024 £
Analysis of cash and cash equivalents		
Cash and cash equivalents	<u>220,196</u>	<u>168,487</u>
Total cash and cash equivalents	<u>220,196</u>	<u>168,487</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES

A summary of the principal accounting policies adopted judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation of the Financial Statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Accounting Practice.

Croydon Voluntary Association for the Blind meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest £.

Judgement and key sources of estimation uncertainty

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

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

Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Trustees. Unrestricted funds may include designated funds where the Trustees, at their discretion, have created a fund for a specific purpose.

Restricted funds can only be used for restricted purposes within the objects of the Charity. Restrictions arise when specified by the donor or when funds are raised for restricted purposes. Where required, a monitoring report is sent to the donor or funder detailing expenditure. Further explanation of the nature and purpose of each fund is included in Note 20 on page 28.

Income

All incoming resources are included on the Statement of Financial Activities (SoFA) when the Charity is legally entitled to the income, and the amount can be quantified with reasonable accuracy. Grants and donations are only included in the SoFA when the general income recognition criteria are met.

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

Costs of raising funds is detailed on Note 6 on page 22 and comprises the costs associated with attracting voluntary income and any fundraising events. Charitable expenditure is detailed in Note 7 on page 23, and comprises those costs incurred by the Charity in the delivery of its activities. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature to support them.

All expenditure is accounted for on an accruals basis.

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES – continued

Going concern

The financial statements have been prepared on a going concern basis, as the Trustees believe 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 authorising these financial statements and consider these sufficient for the Charity to be able to continue as a going concern.

Tangible fixed assets

Tangible fixed assets are stated at cost or valuation less depreciation. Individual fixed assets costing £1,000 or more are capitalised.

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Asset Category	Annual Rate
Motor Vehicles	25% on cost
Specialist Equipment	25% on cost
Computer Equipment	33.33% on cost
Fixtures and Fittings	20% on cost
Freehold Buildings	2% on cost
Land	No depreciation

Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price when the amount is material. The income arising on the investments is shown under investment income in the Statement of Financial Activities.

Gains and losses on investment assets disposed of are shown as gains and losses in the Statement of Financial Activities.

Cash at bank and in hand

Cash at bank and in hand represents bank accounts where funds are available on demand.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making allowance for obsolete and slow-moving items.

Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are recognised at the invoiced cost prepaid.

Creditors and Provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Taxation

The Charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010. Accordingly, it is potentially exempt from taxation in respect of income and capital gains received to the extent that such income or gains are applied to exclusively charitable purposes. No provision for taxation has been made in these financial statements.

Pension costs and other post-retirement benefits

The Charity operates a defined contribution pension scheme and was offered to all staff. Contributions payable to the Charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2025**

2. INCOME FROM DONATIONS AND LEGACIES

	2025	2024
	£	£
Donations	<u>17,032</u>	<u>19,297</u>
	<u>17,032</u>	<u>19,297</u>

Income from donations and legacies was £17,032 (2024: £19,297) of which £17,032 was unrestricted (2024: £19,297) and £nil was restricted (2024: £nil).

3. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

		2025	2024
	Activity	£	£
Grants – unrestricted	Core Services	33,150	75,330
Grants – restricted	The Lost 500 – Big Lottery	148,812	148,989
Grants – restricted	The Lost 500 – City Bridge Foundation	52,600	51,433
Grants – restricted	The Lost 500 – Edward Gosling	-	12,500
Grants – restricted	The Lost 500 – Vision Foundation	-	34,874
Grants – restricted	Children and Young People's Programme	16,250	8,250
Grants – restricted	Community Organisations Cost of Living Fund	-	35,992
Grants – restricted	Community Transport Project	180,993	165,785
Grants – restricted	Croydon Loves You Community Events	4,770	-
Grants – restricted	Croydon Vision Community Events	-	10,000
Grants – restricted	Outreach Projects	39,000	-
Grants – restricted	We can create too	-	7,364
Service users Income	Core Services	<u>66,986</u>	<u>55,978</u>
		<u>542,561</u>	<u>606,495</u>

4. INCOME FROM TRADING ACTIVITIES

	2025	2024
	£	£
Fundraising	10,546	8,821
Hall hire	96,834	58,758
Rent received	46,986	47,622
Other	-	85
	<u>154,366</u>	<u>115,286</u>

Income earned from trading activities was £154,366 (2024: £115,286) all unrestricted.

5. INVESTMENT INCOME

	2025	2024
	£	£
Investment income	<u>2,538</u>	<u>1,595</u>

All the Charity's investment income of £2,538 (2024: £1,595) is unrestricted.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2025**

6. RAISING FUNDS

	2025	2024
	£	£
AGM, Marketing costs and rebrand	2,718	6,400
Direct fundraising costs	43,452	45,975
Fundraising events	2,495	20,134
	<u>48,665</u>	<u>72,509</u>

Of the total raising funds expenditure of £48,665 (2024: £72,509), £832 was in respect of restricted funds (2024: £8,749) and £47,833 was in respect of unrestricted funds (2024: £63,760).

7. CHARITABLE ACTIVITIES COSTS

	Direct costs	Governance (See note 8)	2025	2024
	£	£	Totals £	Totals £
Children and Young People's Programme	15,903	-	15,903	8,250
Community Organisations Cost of Living Fund	-	-	-	34,971
Community Transport Assets	35,500	-	35,500	35,500
Community Transport Project	189,517	2,340	191,857	160,272
Core Services	212,047	14,326	226,373	245,448
Croydon Loves You Community Events	4,758	-	4,758	-
Croydon Vision Community Events	-	-	-	7,214
Outreach Projects	39,000	-	39,000	-
The Lost 500 Project	200,760	3,366	204,126	243,519
We can create too Project	-	-	-	7,994
	<u>697,485</u>	<u>20,032</u>	<u>717,517</u>	<u>743,168</u>

Of the total charitable activities' costs of £717,517 (2024: £743,168), £491,144 was in respect of restricted funds (2024: £497,719), £210,968 was in respect of unrestricted funds (2024: £230,044) and £15,405 in respect of endowment funds (2024: £15,405).

8. GOVERNANCE COSTS

	2025	2024
	£	£
Accountancy fees	9,976	13,597
Health & Safety	3,972	5,270
HR fees	4,354	9,364
Independent Examiner fee	1,320	1,200
Payroll fees	410	410
Professional fees	-	-
	<u>20,032</u>	<u>29,841</u>

Of the total governance costs of £20,032 (2024: £29,841), £5,706 was in respect of restricted funds (2024: £6,904) and £14,326 was in respect of unrestricted funds (2024: £22,937).

9. TRUSTEES' REMUNERATION AND BENEFITS

The Charity Trustees were not paid or received any other benefits from employment with the Charity in the year (2024: £nil) neither were they reimbursed expenses during the year (2024: £nil).

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2025

10. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	315,766	372,754
Social security costs	21,032	26,509
Pension costs	<u>13,364</u>	<u>15,924</u>
	<u>350,162</u>	<u>415,187</u>

One employee had employee benefits in excess of £60,000 in the £60,000- £70,000 band (2024: 1).

Pension costs are allocated to activities in proportion to the related staffing costs incurred.

The Senior Management Team of the Charity comprises of the Trustees and those detailed on page 1 of the Trustees report. The total employee benefits of the key management personnel of the Charity were £134,280 (2024: £160,828).

11. STAFF NUMBERS

The average monthly number of employees (including casual and part time staff) during the year was as follows:

	2025 Numbers	2024 Numbers
Senior Management Team	3	3
Other Direct Charitable Staff	<u>11</u>	<u>12</u>
	<u>14</u>	<u>15</u>

12. PENSION COSTS

The company has a defined contribution pension scheme, which all employees are entitled to join. The company contributes 5% and the employees contributed 5% and employees may make further additional voluntary contributions.

During the year ended 31 March 2025, the Charity's total contributions amounted to £13,364 (2024: £15,924).

The Trustees are satisfied that any foreseeable change in employer's contributions can be budgeted for without detriment to the Charity's on-going activities.

13. TRANSACTIONS AND RELATED PARTIES

None of the Trustees received remuneration from their work with the Charity as Trustees. However, one of our Trustees (Frances Cullen) leads an activity at Croydon Vision and charges the organisation at a substantially reduced rate. Any connection between a Trustee or Senior Manager of the Charity with Service User, external contractor or supplier of services must be disclosed to the full Board of Trustees in the same way as any other contractual relationship with a related party.

There were no other material related party transactions during the period.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2025**

14. TANGIBLE FIXED ASSETS

	Freehold Property Unrestricted £	Freehold Property Endowment £	Other Assets £	Totals £
COST/VALUATION				
At 1 April 2024	344,581	1,155,419	237,030	1,737,030
Additions	-	-	4,905	4,905
Disposal	-	-	-	-
	<u>344,581</u>	<u>1,155,419</u>	<u>241,935</u>	<u>1,741,935</u>
At 31 March 2025				
	<u>344,581</u>	<u>1,155,419</u>	<u>241,935</u>	<u>1,741,935</u>
DEPRECIATION				
At 1 April 2024	41,230	138,249	129,918	309,397
Charge for year	4,595	15,405	40,204	60,204
Eliminated on disposal	-	-	-	-
	<u>45,825</u>	<u>153,654</u>	<u>170,122</u>	<u>369,601</u>
At 31 March 2025				
	<u>45,825</u>	<u>153,654</u>	<u>170,122</u>	<u>369,601</u>
NET BOOK VALUE				
At 31 March 2025	<u>298,756</u>	<u>1,001,765</u>	<u>71,813</u>	<u>1,372,334</u>
At 31 March 2024	<u>303,351</u>	<u>1,017,170</u>	<u>107,112</u>	<u>1,427,633</u>

Valuation of the Freehold Property

A revaluation of the freehold property was carried out in May 2015 by an external firm of valuers and property was valued on an "existing use" basis at £1,500,000. This was split between £500,000 land and £1,000,000 buildings.

Endowment Funds

In previous years, £500,000 of the freehold property was originally regarded by the Charity Commission as a permanent endowment and therefore restricted. At the time of the last valuation before May 2015, the freehold buildings had a total net book value of £649,115. So, using the fraction £500,000/£649,115 the restricted proportion is calculated at £1,001,765 net book value as at 31 March 2025 (2024: £1,017,170).

15. FIXED ASSET INVESTMENTS

	£ Listed Investments	£ Totals
MARKET VALUE		
At 1 April 2024	458	458
Additions	-	-
Disposals	-	-
Revaluation	-	-
	<u>458</u>	<u>458</u>
At 31 March 2025		
	<u>458</u>	<u>458</u>

The remaining non-UK listed investments are 135 shares in Banco Santander, S.A. shares of €0.50 nominal value. Revaluation was considered to be immaterial due the small value of the shares held.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2025**

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade debtors	9,425	10,071
Other debtors	31,797	30,764
Accrued income	<u>32,048</u>	<u>36,184</u>
	<u>73,270</u>	<u>77,019</u>

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade creditors	18,004	20,651
Deferred income	200,747	156,944
Tax and social security	6,860	6,332
Other creditors and accrued expenses	<u>9,699</u>	<u>14,046</u>
	<u>235,310</u>	<u>197,973</u>

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Current year information for the net assets between funds:

	2025	2024
	Total Funds	Total Funds
	£	£
Fixed assets	1,372,334	1,427,633
Investments	458	458
Current assets	293,466	245,506
Current liabilities	<u>(235,310)</u>	<u>(197,973)</u>
	<u>1,430,948</u>	<u>1,475,624</u>

Comparative year information for the net assets between funds:

	2024	2023
	Total Funds	Total Funds
	£	£
Fixed assets	1,427,633	1,491,189
Investments	458	458
Current assets	245,506	248,401
Current liabilities	<u>(197,973)</u>	<u>(196,642)</u>
	<u>1,475,624</u>	<u>1,543,406</u>

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2025**

19. MOVEMENT IN FUNDS – Current Year

	At 1/4/24 £	Net movement in funds £	Transfers between funds £	At 31/3/25 £
Unrestricted funds				
General fund – Free reserves	37,620	24,875	-	62,495
Designated funds				
Designated fund – Freehold building	<u>303,351</u>	<u>(4,595)</u>	<u>-</u>	<u>298,756</u>
	340,971	20,280	-	361,251
Restricted funds				
Children & Young People Fund	-	347	-	347
Community Transport Assets	100,583	(35,500)	-	65,083
Community Transport Project	11,179	(11,029)	-	150
Lost 500 Project	<u>5,721</u>	<u>(3,369)</u>	<u>-</u>	<u>2,352</u>
	117,483	(49,551)	-	67,932
Endowment funds				
Freehold Building	<u>1,017,170</u>	<u>(15,405)</u>	<u>-</u>	<u>1,001,765</u>
	1,017,170	(15,405)	-	1,001,765
TOTAL FUNDS	<u>1,475,624</u>	<u>(44,676)</u>	<u>-</u>	<u>1,430,948</u>

Net movement in funds for the current year are as follows:

	Income £	Expenses £	Movement in funds £
Unrestricted funds			
General fund	279,081	(254,206)	24,875
Designated fund – Freehold building	<u>-</u>	<u>(4,595)</u>	<u>(4,595)</u>
	279,081	(258,801)	20,280
Restricted funds			
Children & Young People	16,250	(15,903)	347
Community Transport Assets	-	(35,500)	(35,500)
Community Transport Project	180,993	(192,022)	(11,029)
Croydon Loves You	4,770	(4,770)	-
Lost 500 Project	201,412	(204,781)	(3,369)
Outreach	<u>39,000</u>	<u>(39,000)</u>	<u>-</u>
	442,425	(491,976)	(49,551)
Endowment funds			
Freehold Building	<u>-</u>	<u>(15,405)</u>	<u>(15,405)</u>
	-	(15,405)	(15,405)
TOTAL FUNDS	<u>721,506</u>	<u>(766,182)</u>	<u>(44,676)</u>

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2025**

19. MOVEMENT IN FUNDS – Previous year				
	At 1/4/23 £	Net movement in funds £	Transfers between funds £	At 31/3/24 £
Unrestricted funds				
General fund – Free reserves	54,121	(16,501)	-	37,620
Designated funds				
Designated fund – Freehold building	307,946	(4,595)	-	303,351
	362,067	(21,096)	-	340,971
Restricted funds				
Children & Young People Fund	-	-	-	-
Community Organisations Cost of Living Fund	-	-	-	-
Community Transport Assets	136,083	(35,500)	-	100,583
Community Transport Project	6,086	5,093	-	11,179
Lost 500 Project	5,965	(244)	-	5,721
We can create too	630	(630)	-	-
	148,764	(31,281)	-	117,483
Endowment funds				
Freehold Building	1,032,575	(15,405)	-	1,017,170
	1,032,575	(15,405)	-	1,017,170
TOTAL FUNDS	1,543,406	(67,782)	-	1,475,624
Net movement in funds for the current year are as follows:				
	Income £	Expenses £	Movement in funds £	
Unrestricted funds				
General fund	272,708	(289,209)		(16,501)
Designated fund – Freehold building	-	(4,595)		(4,595)
	272,708	(293,804)		(21,096)
Restricted funds				
Children & Young People	8,250	(8,250)		-
Community Organisations Cost of Living Fund	35,992	(35,992)		-
Community Transport Assets	-	(35,500)		(35,500)
Community Transport Project	165,785	(160,692)		5,093
Croydon Vision Community Events 2023	10,000	(10,000)		-
Lost 500 Project	247,796	(248,040)		(244)
We can create too	7,364	(7,994)		(630)
	475,187	(506,468)		(31,281)
Endowment funds				
Freehold Building	-	(15,405)		(15,405)
	-	(15,405)		(15,405)
TOTAL FUNDS	747,895	(815,677)		(67,782)

20. FUND DESCRIPTION

Unrestricted Funds

General Fund

This fund is held to meet the day-to-day activities of the Charity in line with the Charity's objectives. This fund has been raised through donations, legacies and grants from Trusts and Foundations

Designated Funds

Freehold Building

This fund is held to match the unrestricted element of the Charity's freehold buildings. The unrestricted portion of the building has a net book value at 31 March 2025 of £298,756 (see note 14, page 24 for further details).

Endowment Funds

Freehold Building

In previous years, £500,000 of the freehold property was originally regarded by the Charity Commission as a permanent endowment and therefore restricted. At the time of the last valuation before May 2015, the freehold buildings had a total net book value of £649,115. So, using the fraction £500,000/£649,115 the restricted proportion is calculated at £1,001,765 net book value as at 31 March 2025 (2024: £1,017,170).

Restricted Funds

Children and Young People Fund

With grant funding from The City Bridge Foundation, The Powell Family Foundation and other smaller grants and donation we are able to provide services to our younger members. Croydon Vision's younger members, who range from 3 years old to 18, are all visually impaired or blind and some also have additional needs, such as physical or learning disabilities.

Our focus is helping them to live without being defined by their sight loss. The activities our younger members participate in through Croydon Vision are designed to challenge and stimulate them, while meeting their specific needs.

- Building self-esteem, independence and confidence.
- Boosting social and communication skills.
- Making new friends who have shared experiences and challenges.

Community Transport Assets and Project

Motability grant funding has enabled Croydon Vision to grow our community transport services. The project is directly aimed at improving community transport options in the London Borough of Croydon for people living with the disability of sight loss and sometimes other complex health conditions.

Croydon Loves You

Funding was received last summer from the London Borough of Croydon to support our summer programme of community well-being events. We were able to run a series of activities during the period for people with sight loss and for them to try new things and foster a love of well-being activities.

Lost 500 Project

Over the past three years, The Lost 500 project, funded by the Big Lottery Community Fund, Edward Gostling Foundation, City Bridge Foundation, The Vision Foundation other funders, has significantly transformed the lives of individuals living with sight loss in Croydon. Through a holistic and person-centred approach, we exceeded our original target of reaching 500 individuals, engaging 696 new members and delivering over 500 home visits to ensure inclusive, accessible support.

Outreach Project

Funding was received from the Garfield Weston Foundation, King Charles III Charitable Fund and other funders and donors to support our outreach service. These services are central to our mission and include our Working Age Group programme, Accessible Technology Support Hub, Advice and Advocacy services, home visits for prospective members, and the delivery of Visual Awareness Training to local organisations and businesses. Over the past year, this funding has enabled us to reach 178 new members and carry out 125 home visits, helping us connect with individuals at the earliest stages of their sight loss journey and provide tailored, impactful support.

21. CAPITAL COMMITMENTS

The Charity has authorised and contracted for expenditure of £Nil. The Charity has authorised but not contracted for expenditure of £Nil in its capital budget for the upcoming year.

22. POST BALANCE SHEET EVENT

There have been no post balance sheet events to report.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025**

	2025	2024
	£	£
Voluntary income		
Donations	<u>17,032</u>	<u>19,297</u>
	17,032	19,297
Incoming resources from charitable activities		
Service users' income	66,986	55,978
Grants	<u>475,575</u>	<u>550,517</u>
	542,561	606,495
Activities for generating funds		
Fundraising events	10,546	8,821
Hall hire	96,834	58,758
Rent received	46,986	47,622
Other	<u>-</u>	<u>85</u>
	154,366	115,286
Investment Income		
Bank Interest	2,538	1,589
Dividends	<u>-</u>	<u>6</u>
	2,538	1,595
Other Income		
Sundry income	<u>5,009</u>	<u>5,222</u>
Total incoming resources	721,506	747,895
Fundraising costs		
AGM, Marketing costs and branding	2,718	6,400
Direct fundraising costs	43,452	45,975
Fundraising events	<u>2,495</u>	<u>20,134</u>
	48,665	72,509
Charitable activities		
Staff Salaries	350,162	415,187
Team Training (staff and volunteers)	756	2,833
Staff Recruitment	13,746	758
Contract Staff	54,790	36,529
Staff Travelling and Meetings	2,092	1,203
Staff Welfare	1,722	1,727
Consultancy	1,575	5,561
Depreciation	60,204	65,217
Direct Projects expenses	101,321	77,696
Flat expenses	12,457	10,155
Hall expenses	12,552	6,198
IT and website	9,816	11,870
Office Administration	23,169	26,414
Premises expenses	45,519	46,843
Volunteer expenses	<u>7,604</u>	<u>5,136</u>
	697,485	713,327

This page does not form part of the statutory financial statements

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025**

	2025	2024
	£	£
Governance costs		
Accountancy fees	9,976	13,597
Health & Safety	3,972	5,270
HR fees	4,354	9,364
Independent Examiner fee	1,320	1,200
Payroll fees	410	410
Professional fees	-	-
	<u>20,032</u>	<u>29,841</u>
Total resources expended	766,182	815,677
	<u></u>	<u></u>
Operating (Deficit)	<u>(44,676)</u>	<u>(67,782)</u>

This page does not form part of the statutory financial statements

Accounts

REGISTERED CHARITY NUMBER: 1165086

**REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024
FOR
CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

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FOR THE YEAR ENDED 31 MARCH 2024

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**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**LEGAL AND ADMINISTRATIVE INFORMATION
FOR THE YEAR ENDED 31 MARCH 2024**

REFERENCE AND ADMINISTRATIVE DETAILS

Charity Name

Croydon Voluntary Association for the Blind

Other Working Name

Croydon Vision

Registered Charity number

1165086

Principal Charity Office

Bedford Hall
72-74 Wellesley Road
Croydon
Surrey
CR0 2AR

The Trustees serving during the year and to the date of this report were as follows: -

Trustees

Nigel Gooding CBE	- Chair
Richard Wragg	- Vice Chair
Frances Cullen	- Trustee
Kieren Exley	- Trustee
Jamie Henderson	- Trustee
Dhruvin Patel	- Trustee
Swarna Pillai	- Trustee

Chief Executive

Susanette Mansour

Senior Team

Abiodun Obileye	- Transport and Facilities Manager
Anca Sahin	- Project Manager

Independent Examiner

Mark Blackwell ACMA
For and behalf of M H R Consultancy Limited
Chartered Management Accountants
Ferneberga House
Alexandra Road
Farnborough
GU14 6DQ

Principal Bankers

Natwest Bank
Croydon Whitgift Centre Branch
40 Whitgift Centre
Croydon
Surrey
CR0 1UQ

CAF Bank Ltd
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4JQ

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024**

The Trustees present their annual report together with the unaudited financial statements of Croydon Voluntary Association for the Blind for the year ended 31 March 2024. The financial statements have been prepared in accordance with the accounting policies set out in Note 1 to the accounts on pages 36 and 37 and comply with the Charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Croydon Vision is a charitable incorporated organisation constituted on 8th January 2016 and registered with the Charity Commission on that date. However, the organisation itself has been supporting the blind and visually impaired community for over 100 years. In July 1923, a few visionaries decided to branch out of The Croydon Guild Social Services because it offered limited social activities for people with sight loss. The name of their new organisation was Croydon Voluntary Association for the Blind. Its aim was to promote the welfare of the blind people in Croydon.

The formation of the CIO was set up because of the merger with Bedford Hall, to become one entity. Furthermore, to restructure the governance of the Charity and convert from an unincorporated trust to a CIO. On 1st May 2017, all the activities and undertakings of Croydon Vision (registered charity number 200482) were merged with this Charity. Croydon Vision (registered charity number 200482) was removed from the register of charities on 16th November 2017.

Recruitment and appointment of new Trustees

The Charity's constitution states that the number of Trustees shall not be less than three and not more than eight plus the Chair (9). At least two of the Trustees should; if possible, be members who are visually impaired with skills set that complement the Board. The Board is currently undergoing a recruitment process for a possible Treasurer and General Trustee role. There is a desire to recruit sight loss individuals to the Board with skills and drive to transform more lives.

At every annual general meeting of the members of the CIO, one-third of the Charity's Trustees shall retire from office. If the number of Charity Trustees is not three or a multiple of three, then the number nearest to one-third shall retire from office, but if there is only one Charity Trustee, he or she shall retire. The Charity Trustees to retire by rotation shall be those who have been longest in office since their last appointment or reappointment. If any Trustees were last appointed or reappointed on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot.

The Charity Trustees may at any time decide to appoint a new Charity Trustee, whether in place of a Charity Trustee who has retired or been removed, or as an additional Charity Trustee, provided that the limit on the number of Charity Trustees would not as a result be exceeded. Trustees who retire by rotation are eligible for reappointment. A Charity Trustee who has served for two consecutive terms may not be reappointed for a third consecutive term but may be reappointed after an interval of one year.

Induction and training of new Trustees

There's been no new Trustees for this year, however, over the past few years, the Charity has attracted new Trustees from governmental agencies, legal and business industry. Trustees are involved in various appropriate training to further strengthen their role. A Register of Interests for Trustees, Staff and Volunteers is in place and updated annually. Each Trustee has a champion role, to drive positive change and sustainability of the Charity long term.

Each Trustee undertakes an induction process, consisting of the following: meet and greet the team and understand our culture, Trustee welcome pack which contains policies, procedures, and H&S processes. In addition, Trustees are provided a copy of the CIO's constitution and any amendments made to it and a copy of the CIO's latest Trustees' annual report and financial statements. This is to ensure that Trustees carry out their responsibilities effectively; guided by advice provided from the Charity Commission.

Board members are encouraged to spend half a day at the Charity to further understand the operational aspect of the organisation. Furthermore, an annual event calendar is shared with Trustees with encouragement to attend events. At each board meeting, financial and operational information is supplied together with suitable explanations, including front line presentation at Board meetings. Board members are expected to be aware of the various Charity Commission publications that can be obtained to assist them with their duties as Trustees.

Organisation

The Board of Trustees administers the Charity and generally meets every 12 weeks. A People's Committee is also setup, and various task and finish groups are formed based on needs.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024**

The current Chief Executive is Susanette Mansour; appointed (2018) by the Trustees. There's been a huge step-change at Croydon Vision. A dynamic new team (volunteers and staff), a defined culture and a new organisational outlook that embraces the ethos of 'Heart of a Charity and Mindset of a Business' are visible every day. Each change has been a step in the long-term plan for transformation, adding extra strength to the solid foundations, which allows Croydon Vision to fail forward and grow with purpose. Susanette Mansour will be stepping down as Chief Executive from effect, December 2024. The Board is currently recruiting her successor, with the hope to appoint by end of September 2024.

Leadership

Leadership and decision making of the Charity is delegated to the Chief Executive by the Board of Trustees. The Chief Executive works closely with Management, staff, and volunteers to fulfil the Charity's objectives and ensure the smooth and effective running of the organisation. The Chief Executive reports to the Chair and to the Board of Trustees.

The CEO and Management team comprise the key management personnel of the Charity in charge of leading or managing the running and operating the Charity on a day-to-day basis.

All Trustees give of their time freely and no trustee received remuneration in the year. One of our Trustees (Frances Cullen) leads an activity at Croydon Vision and charges the organisation at a substantially reduced rate. Details of Trustees' expenses and related party transactions are disclosed on pages 39 and 40 in Notes 9 and 13 of the accounts.

Croydon Vision has fully embraced generational diversity whereby feedback and appraisals are tailored to individual needs rather than just an annual process. The pay structure of staff focuses on staff KPIs (key Performance Indicator), based on a collaborative performance rather than simply focused on individual performance. In view of the nature of the Charity, it is the Trustees responsibility to benchmark against pay levels within the voluntary sector across London as well as the public sector; with some consideration of NJC pay scales.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024**

Volunteers

Croydon Vision's Volunteers are simply awesome! At Croydon Vision when we refer to Team, it encompasses both volunteers and staff. With that in mind, having the right Volunteer Liaison Officer in post is super helpful to drive our focus on teamwork and development of volunteering at Croydon Vision. Building on Co-producing; an important pillar at Croydon Vision. The **Volunteer Liaison Officer** works alongside the team to deliver the three volunteering strands: Classic Volunteering, Skill Up and Route to Employment, laser focused in creating a roadmap of **Movement to Empower**.



There are 50 volunteers that give many hours of their time to the Charity. Our social value from April to March 2024 was a whopping **£83,922** – amazing support from our Volunteers, including Trustees. The increase on social value, compared to last year was mainly due to weekly excursions (The Motability Project) as well as our centenary celebrations, more hands to support events.

The Trustees and Staff Team would like to record their thanks to all volunteers, for their valuable support. Croydon Vision celebrates volunteers daily/weekly and then annually. We try and bring volunteers together; this can be a challenge as many work different days. However, our grand annual event, 6th June 2024 was a great success, the turnout was amazing, and we celebrated our volunteers in style, with gifts, tributes and a delicious meal.

“Thank-you so much for spoiling us at the Celebrating Volunteers event, it was very much appreciated. The gifts are lovely and so thoughtful. Croydon Vision is a super organisation, and I am very proud to be a volunteer” **Sue L, Volunteer**.

Bharat has a strong belief that as human beings helping out is important, so that’s what he and his fellow volunteers do. Volunteer’s Week showcased the work they do, which felt great.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024**

Volunteers

Theo thought it was really special few days. He felt a bigger appreciation, which was rewarding for him.

Jordan felt really happy at the end of Volunteers Week. Members and Staff showing their appreciation made him feel good.

Mohamed found that Volunteers Week made him feel like CV really cared about him as an individual. He was glad to be involved, and it made me feel special, especially since this was the first time he's been involved in a Volunteers Week.

We love to see the journey of progress, members getting the support they need and later on, becoming volunteers (giving back). An example of this is below:

"I work as an assistant to the Office Manager. I initially came to Croydon Vision for help, to apply for PIP. I was hesitant to get involved with Croydon Vision, I wasn't sure it was for people my age and I was struggling to accept being part of the sight loss community at the time. Then I spoke with the Employment Advisor about volunteering. She helped me with my CV and enticed me to come to the Croydon Vision careers fair, which was so good. I looked at the role of receptionist and thought 'this is me'! After putting a lot of work into my application I got the role, and I love it. I now wake up thinking 'I love to go work', which is obviously so good for my mental health. I am elated to work for such an honourable charity, who advocate for people like me and I love that it makes me feel helpful!" **Kai - Member & Volunteer.**

Related parties and co-operation with other organisations

None of our Trustees received remuneration from their work with the Charity as Trustees. However, one Trustee leads an activity at Croydon Vision and charges the organisation at a substantially reduced rate. Any connection between a Trustee, CEO or Management of the Charity with any service user, external contractor or supplier of services must be disclosed to the CEO or Board of Trustees in the same way as any other contractual relationship with a related party.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024**

OBJECTIVES AND ACTIVITIES

Croydon Vision's objectives and funding limit the services we provide to those detailed in our charitable objectives. The Charity's Trustees have complied with the duty in section 17(5) of the 2011 Charities Act to have due regard to the guidance published by the Charity Commission. Our primary beneficiaries are those people with sight loss or individuals with an interest in sight loss.

OUR CULTURE:

We put **People First**
We **Empower our People**, on the journey to independence.
We take great pride in our **Vibrant Community**.

OUR VALUES

Awareness: We invest... In a growth mindset.
Compassion: We put... People first
Teamwork: We build... More together
Integrity: We keep... Our promises.
Diversity: We stand... Shoulder to shoulder.

INTRODUCING OUR WHY, HOW and WHAT we do...

OUR VISION, PURPOSE: Why we do what we do.
Creating a community that protects sight and reducing mild to severe sight loss for the next 100yrs.

OUR MISSION: What we do
We're here to encourage independence, confidence, and personal development among our blind and partially sighted community. Encouraging people in Croydon to re-evaluate what's possible – because there is life after sight loss.

OUR 5 STEP MODEL: How we do this (Personal development):
We have a five-step process because we believe that transformation is a journey...

Stage 1 – Rebuilding:
Connecting with our vibrant community, Advice & Advocacy, counselling, peer support and active well-being.

Stage 2 – Re-direction:
Walk alongside each person, on their journey to design an individualised plan of action.

Stage 3 – Upskilling:
Improving social mobility through education, technology, and digital inclusion.
Providing coaching, mentorship, and intergenerational activities; power of learning and sharing together.

Stage 4 – Applying Knowledge:
Volunteering opportunities, route into work, reviewing CVs, mock interviews, business planning and more.

Stage 5 – From Survival to Thriving:
Employment or entrepreneurship, becoming an ambassador, a change agent for sight loss.

OBJECTIVES AND ACTIVITIES - continued

Empowering Croydon Vision means empowering the sight loss community.

We have over 100 years of experience at Croydon Vision, which gives us an innate understanding that the needs and experiences of those we seek to empower are constantly changing. As a result, we are focused on:

1. Shifting the **societal narrative** for people with sight loss, from help to empowerment.
2. Enabling and emboldening the sight loss community to **improve their own lives**.
3. Utilising our **land and buildings** to the best effect for our community.
4. Acting on our **strategy 2023-26**, to improve our transport solutions and organise more trips for members.
5. Continuing to transform the lives of all within four distinct categories:
 - a. **Young People (3 -18 years old)** - laying the foundations for a rich, full life, by offering activities like cookery workshops and technology training.
 - b. **Working Age (19 years plus)** - facilitating routes into employment and entrepreneurship; encouraging innovation, IT training and introducing new technology.
 - c. **Over 65s** - embedding our live well, age well attitude by offering wellbeing classes, dance, creative activities, and excursions.
 - d. **All ages** - connecting generations to enjoy activities together, volunteering, sharing knowledge, experiences, and perspectives.
6. Working successfully **with other organisations** in Croydon and the sight loss space.
7. Recruiting **the right staff and volunteers**, who want to serve and make a difference.

Croydon Vision over the past 100 years...

1931: Funds were raised to buy Bedford Park, the land on which Bedford Hall trust was built.

1979: Bedford Hall was sold to developers, allowing new and larger premises to be bought at 72-74 Wellesley Road.

1982: Queen Elizabeth paid a visit to Croydon Voluntary Association for the Blind to greet members with warmth and humility.

2015: Members voted on a proposal, to merge Croydon Voluntary Association for the Blind (CVAB) and Bedford Hall Trust into one entity. The newly merged organisation was named Croydon Vision to promote inclusion for all.

2018: New focus was established on organisational development - refining, adjusting and evolving Croydon Vision to transform and advance. The value of our resources was maximised, including employees, volunteers, finances, technology, and physical assets.

2021: A partnership between Croydon Vision and Moorfields Eye Hospital was established to promote a community-led approach to assisting people with sight loss and creating a more holistic way of working with members. Another by Croydon Vision and Age UK.

2023: The organisation's centenary marked a new era, including the launch of a plan that will cement financial sustainability for Croydon Vision, for the next 100 years.

ACHIEVEMENTS AND PERFORMANCE



A Snapshot of our 100 years celebration



CENTENARY COUNTDOWN:

1489 people reached to raise Eye Health Awareness

78 people attended our celebrating volunteers event (June)

121 attended our Centenary BBQ (July)

183 people joined us at our Gala Dinner (Oct)

110 people celebrated Christmas with us, much fun!

To top it all in 2023, we received the **Kings Award** for Voluntary service, much fun!



Testimonials:

"Thank you so much for the course. You did a brilliant job explaining what it means to be visually impaired, I learnt so much"

- Paul, volunteer

"Thank you very much for a wonderful Centenary Gala Dinner. Well done for organising such a great event!"

- Ines, member

ACHIEVEMENTS AND PERFORMANCE - continued

BIG Lottery – The Lost 500 (Year 2 of Project) – April to March 2024.

Reaching our Community:

FROM SURVIVAL TO THRIVING

3 gained new employment.

11 retained their employment through upskilling and business advice.

72 people were provided visual awareness workshops by us.

83 local business hosted, raising awareness of sight loss.

UPSKILLING

40 working age members provided with intensive readiness for work programme.

169 accessible tech sessions provided.

351 attended cookery sessions, promoting a 'can do'.

REBUILDING LIVES

180 counselling sessions provided for members, promoting well being.

1065 members (24% increase from 2022-23).

£254,803 was generated through Advice & Advocacy, supporting our members to have more money and control over their finances.

APPLYING KNOWLEDGE

7 members became volunteers (give back)

£83,922 is the whopping total of social value by volunteers.

REDIRECTING LIVES

255 people attended excursions (177 last year)

1266 transport trips for our members, promoting inclusion.

2869 lunches were served to our members (2527 in 2022-23).



ACHIEVEMENTS AND PERFORMANCE - continued

Motability Project to feature – Year 1 impact

Motability - Year 1

(Dec to Nov 2023)

- Improve community transport and increase community activities through excursions.
- Reach the whole of Croydon for people living with the disability of sight loss and sometimes other complex health conditions.
- Provide community transport to other VCS (disability) in Croydon; 4 per annum.

What we achieved:

Increased reach, people with sightloss by **12%** compared to previous year.

5 community organisations supported this year, opportunities for new experiences.

110 people at summer BBQ - we had 4 vehicles out and many more in attendance.

180 people attended our centenary gala dinner - Vehicles and drivers made the evening a smooth one.

Celebrated our Kings Award in grand style - more members attended using our transport service

Testimonials:

"I have only started coming to Croydon Vision most recently, using the transport service. What I have seen here is amazing. The organisation and staff are very helpful." - **B.M**



ACHIEVEMENTS AND PERFORMANCE - continued

Children & Young People Project - Impact

"I had an exceptional experience with Ayeza as she consistently demonstrated a friendly approach, making it easy for the kids to connect with her. She has a remarkable ability to understand and cater to the unique needs of each child, ensuring that everyone feels included and engaged. Additionally, the transport arrangements were seamless and well-coordinated, making each outing stress-free. Beyond the fun, she also provided valuable educational sessions, including interactive science lessons and practical skills like learning how to type." (CV parent).

Our Children & Young People

Most children living in deprivation, with sight loss are unable to access mainstream activities, our services are designed to level the playing field.

Workshops and activities are focused on building self-esteem, independence and confidence. Boosting social and communication skills. Making new friends, shared experiences and challenges.



Our activities:

- Cookery
- Reading Workshops
- Travelling Independently
- Tech Training
- Career Workshops
- Virtual Groups
- Peer Support



Testimonials:

"I had an amazing time with Ayeza at Crystal Palace park" - **Phoebe, member**

"We learn so much, but we are also having fun"
- **Abia, member**

What we've achieved:

Over **80** workshops organised
180 attendance
We encourage siblings and friends to join our activities.

ACHIEVEMENTS AND PERFORMANCE - continued

Working Age Project - Impact

Working Age The Impact

1 in 4 people living with sight loss are employed with ongoing barriers.

Why we want to do this:

Improve **inclusion** of people with sight loss.
To **transform** lives, on the journey to independence.



What we've achieved:

- 9 members helped to retain work
- 12 members helped to continue their studies
- 26 members attending the Working Age Group
- 33 members in employment
- 57 members in upskilling or coaching
- 292 members contacted in total

Testimonials:

"I was in a state of panic and confusion when I found out I was at risk of losing my job. As if by fate, I was contacted by Croydon Vision. I was taken aback by the willingness to help me. Daniel suggested writing a supporting letter to my employer, informing them about the available support mechanisms in place to assist me. Rather than termination, I was given a more accommodating role for my disability. I am very grateful to Croydon Vision!" - A.K.



ACHIEVEMENTS AND PERFORMANCE – continued

Preventable Sight Loss Impact – Eyes wide open campaign, Community outreach, Visual awareness workshops

Strategic Objective - Preventable Sight Loss



Eyes Wide Open Campaign

Our Eyes Wide Open Campaign was born from the idea of 100 glasses to represent our centenary. Supporting young people in Uganda. This initiative went cross sector and thanks to the Croydon community.

1600+ (2023 - 1400+)

Community Outreach

Preventable sight loss is one of our strategic aims. We are actively engaging with our community, raising awareness of sight loss, reaching new members as well as promote a 'Give Back' campaign to recruit volunteers.

2019 (2023 - 938)



Visual Awareness Workshops

Our Visual Awareness Workshops form a part of our inclusion campaign. It generate income for the organisation by providing workshops to schools, universities and businesses etc. The aim is to smash taboos about sight loss, developing confidence for people to better understand visual impairment.

13 (2023 - 9)



ACHIEVEMENTS AND PERFORMANCE – continued



ACHIEVEMENTS AND PERFORMANCE – continued

Celebrating our Success



A photo from our wonderful Kings Award Garden Party.



ACHIEVEMENTS AND PERFORMANCE – continued

Our values are the key to true success

Hemla, Volunteer Liaison Officer: Croydon Vision is community-driven above all. This means delivering support, inclusion, advocacy and providing services and resources to enhance our members' lives. Our commitment to raising **awareness** about visual impairments will help us to foster a more inclusive society. During my time here I've observed how inclusive it is, welcoming a **diverse** range of volunteers, members and staff. We use **teamwork** to take a proactive approach to advocate for the needs of our members.

Clara, Marketing and Engagement Officer: I identify strongly with the values here at Croydon Vision, which do resonate with my personal beliefs and inspire me to contribute positively and meaningfully to our community. We are a **close-knit team**, with everyone supporting and helping each other. I think this is the aspect of Croydon Vision that I like and admire the most.

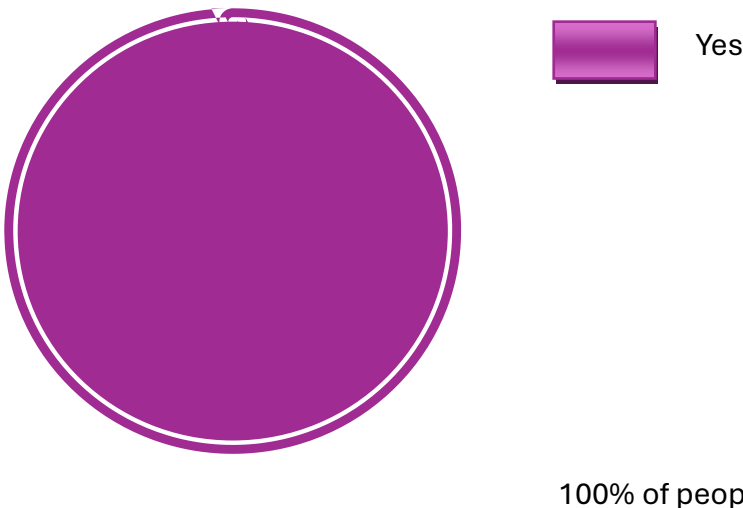
Ayeza, Children and Young People Officer: At CV, our core values are fundamental to our culture and guide our interactions with both members and with each other. **Awareness** and **integrity** ensure we handle every interaction with honesty and a deep **understanding** of others' needs. **Compassion** shapes our approach to various situations, allowing us to provide the best support and care.

Diversity is clearly reflected in our membership, staff, and volunteers, and means we have a range of perspectives and experiences that enhance our community. **Teamwork** is central to Croydon Vision's success, enabling us to achieve significant impact over time. Perhaps the greatest strength of our team lies in our ability to **come together** to overcome challenges and achieve our goals. Our culture fosters an inclusive and supportive environment, where individuals can transition from merely surviving to truly thriving. We are a **strong team** that consistently **collaborates** to ensure success in all endeavours. Additionally, everyone feels valued and empowered to reach their full potential, contributing to the overall mission and vision of Croydon Vision.

Ancella George, Working Age/Employment Advisor: Our values are an integral part of the work we do. Without a combination of all these values, our members would not be getting what they have signed up for. Working **together** as a team further enhances productivity and encourages growth amongst the staff. Our values encourage resilience, hard work and wisdom, to help us to overcome any challenges that may arise. I applaud our team for working in collaboration for the betterment of our community and for empowering individuals with sight loss.

Our latest survey gave us time to celebrate what's working as well as discuss areas for improvement. This was reviewed at our most recent bright ideas day – synopsis below:

Do you feel a sense of belonging at CV?

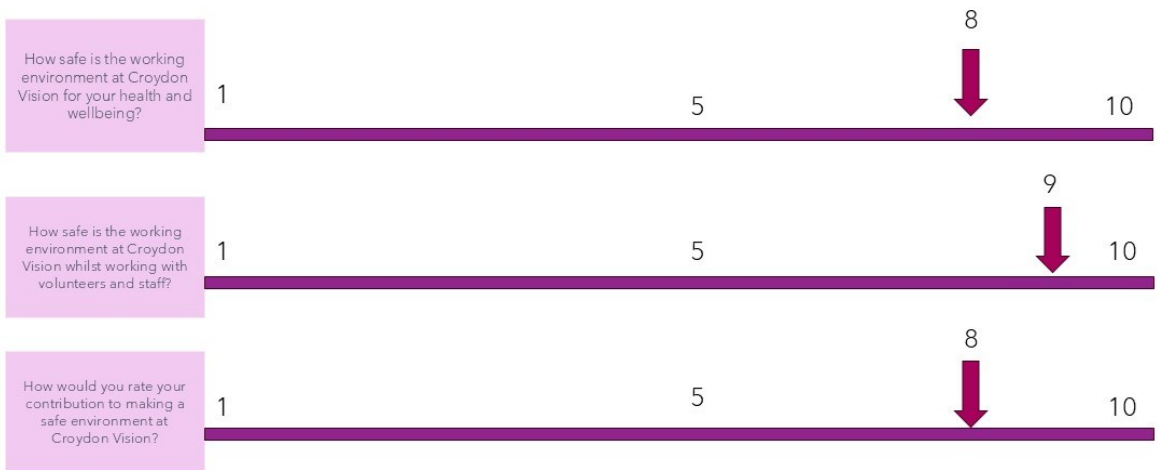


ACHIEVEMENTS AND PERFORMANCE – continued

TEAMWORK



WORKING ENVIRONMENT



ACHIEVEMENTS AND PERFORMANCE – continued

The journey from membership to Volunteering (Giving back):

“Croydon Vision has changed my life. I was in trouble in December when I almost committed suicide but had a chance meeting with Shalini at a bus stop. She told me about Croydon Vision and encouraged me to come. Since, then I have attended lots of activities, and I have made some good friends. Now I am a volunteer, and I support other members as well as forming new friendships. I can proudly say CV has changed me for the better.” Paul, H. (Member and Volunteer).

How Andrew L and CV help each other...

On Friday 10th August 2012, at around 8am, Andrew’s life changed forever. He’d just put his 4-year-old son on his shoulder, carried him downstairs and opened the front door to go out for the day. The next thing he knew he was at St George’s Hospital with no vision, after having had a massive stroke. He shares his experience since then and how he and Croydon Vision have come to help each other...

Saying goodbye to a job he loved.

With 4 children and 11 grandchildren, Andrew is a busy man with a full life. But since losing his vision over a decade ago, he’s had to find new ways to feel useful. In the days and months following his stroke some of Andrew’s central vision returned, though he still felt as though he was looking through a periscope. His job as a long-distance lorry driver - which he loved - meant the DVLA had to assess his sight at Moorfields. “I’ll never forget when the visual field test came back,” remembers Andrew, “30% or less and you lose your licence and the guy doing the test just said, ‘I’m so sorry, you’re at 10%.’” He looked absolutely heartbroken for me. I knew my sight was bad, but I couldn’t believe that number was so low.”

Being told to ‘enjoy retirement’. As well as driving lorries in Europe, Andrew had experience on building sites and in carpentry. Even though he had some sight, insurance wouldn’t cover him for that sort of work anymore. “I went to the job centre and said, ‘I’ll do anything’ but the guy there just said, ‘You enjoy your retirement’. I experienced depression following that, I like to be useful.”

Discovering Croydon Vision.

The number of staff at Croydon Council has been greatly reduced in recent years, so when Andrew was recommended Croydon Vision as a place that could help with his PIP, he couldn’t believe how quick we were to react. “Croydon Vision has now helped me win two court appeals connected to the benefits I’m entitled to.” Andrew explains, “Everyone on the team is there for you and trust me we all need that, even if we’re too proud to ask for it sometimes.”

Asking ‘What can I do for Croydon Vision?’

Following the help he got from CV, Andrew asked himself ‘What can I do for Croydon Vision?’. He serves as the Permanent Charity Steward for Lavender Hill 3191 Fellowships, so when he heard CV needed a defibrillator, he spoke to another Fellowship who owns a medical equipment supply company.

Andrew had intended to pay for it himself, but his Fellowship insisted on donating the machine (which usually costs £2,000) and covering the cost of the training too. Andrew is a big fan of Shalini’s cooking (she is our Cooking Lead and Outreach Officer), so he also arranged the donation of a new chest freezer and £100 of cooking equipment. “It felt really good,” Andrew enthused, “though I don’t do things for the glory, it gives me purpose - and having nothing to do is so frustrating.”

What Croydon Vision gives Andrew...

Just being at Croydon Vision is important to Andrew and members like him, “It breaks up time when you’d otherwise be sitting at home in the dark, just waiting for company, which can be so depressing,” he explains. If Andrew could click his fingers, he says he’d love to get us our new building. “It would give people a life-changing hub where they can come together and just do more.” Knowing Andrew, he’s the type to help us make it happen! – Andrew (Member and Volunteer).

ACHIEVEMENTS AND PERFORMANCE – continued

Kings Award Garden Party Celebrations

In May we were delighted to celebrate being awarded The Kings Award with everyone who forms our vibrant community. We spoke to a few of the members who were in attendance, about the memories they'll never forget from this special day.



A photo of Esther smiling and arranging bright flowers for the celebration.

Abiodun was struck by the happiness that filled the air, "When we come together at Croydon Vision, it is a happy union. Everyone is happy, they gave us food, drink, flowers at the Garden Party it was so beautiful."

Heather loved the way we filled the hall with flowers, "I walked into the most beautiful room of white tablecloths and beautiful blue glasses in a circle on the table and the stage was a riot of fresh flowers and a beautiful archway of flowers. The room was filled with fresh flowers on every table. They smelt beautiful and we enjoyed being shown how to make bouquets."

Mrs Samuel loved how sociable it was, "The food was good, and it was also special being with my friends at the Garden Party."

**REPORT OF THE TRUSTEES
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ACHIEVEMENTS AND PERFORMANCE – continued

Services - Our social groups, held at Bedford Hall on Mondays, Tuesdays and Thursdays are lively occasions, where people can share stories, experiences and laughs too. We also run lots of activities including drama, cooking, quizzes and keep fit. A few members tell us what it's like to join in:

"I have glaucoma, I like to go to keep fit and I really benefit from the excursions. Because I'm on my own I appreciate the company." **Kaye**

"I recently had a stroke so coming here for the exercise and stretching is very beneficial. I have a very bad back, so it helps it. I also come for the dancing with two canes, and I move myself!" **Pearl**

"Croydon Vision is very good for my mental health. If you're around others the same as you - you don't feel so alone." **Isaac**

"As Muhammad has been attending activities and workshops regularly at CV, we have noticed great improvements in his social interaction and energy! He interacts more with his siblings, and we've seen an increase in his vocabulary. He's picked up new words from his peers at CV during games such as articulate and Ker-Plunk!" **Parent of one of our younger members.**

"I live alone in my flat, so when I come to Croydon Vision I relax. Without this place life would be boring." **Abiodun**

How technology becomes a game changer!

A member had a one-to-one meeting with our Employment Advisor and was then referred to the Accessible Tech Trainer:

"I was studying until I became visually impaired, and I found it hard to continue. Due to the advances in technology and deterioration of my vision, I decided to suspend my studies. I came to Croydon Vision to upskill and also to gain knowledge about the technologies that can help me. So, I started to attend tech sessions with the ATT, and I still do it regularly. The knowledge I gained from the sessions not only gave me the confidence to continue my studies, but also allowed me to pursue employment opportunities. Every time I attend a session it feels that both my computer skills and knowledge have improved". AS (Working Age Member)

Another example:

A member still in employment met our **Member Liaison Officer (MLO)** and was introduced to CV, he was complaining about struggling with reading printed documents. The member was then referred by the MLO to the **Accessible Tech Trainer (ATT)** who offered him a tour of our Resource Centre, and he was recommended to get new gadgets to aid him with his work struggles.

The member says: "It has changed my whole work life; I find myself doing my tasks faster than I was previously able to. I also received training and tech support from Croydon Vision (CV) on how to make full use out of my iPad. With the skills I gained I am now able to work way effectively, and I am now able to get most of my work done in the office and not having to carry it home. I am grateful for the support that the ATT, MLO and CV has given me." DC (Working Age Member).

ACHIEVEMENTS AND PERFORMANCE – continued

This year, a key focus was on people with sight loss maintaining and progressing within employment. Through this, we can develop leaders with lived experience of sight loss who will lead the inclusive workplaces of tomorrow.

A Case Study:

Beginning of 2024, a survey was conducted at CV for the working age members, which is when we contacted EB. We found out that EB was facing the threat of losing her job due to difficulties in accessing her tasks effectively. Despite her capabilities, she was worried she may lose her job. Her employer had concerns about her productivity and was unsure on how to support her. The situation was dire, with the employee facing the possibility of unemployment, coupled with emotional and financial strain.

Recognising the importance of workplace inclusivity and the potential of the visually impaired employee, we intervened by drafting and providing a supporting letter to the employer. This letter highlighted the availability of support services such as Access to Work, emphasizing how these resources could enable the employee to overcome barriers and continue contributing effectively within the organisation. Additionally, the ATT facilitated the communication between the employee and her employer, advocating for reasonable adjustments within work and a reconsideration of her role within the company.

CV's intervention resulted in a positive outcome. The employer decided to explore alternative solutions that would enable EB to remain a valuable member of the team. Consequently, the employee was offered a different role within the organisation—one that aligned better with her abilities and allowed for reasonable accommodations to be made. This new role not only preserved her employment but also provided her with a renewed sense of belonging within the company.

As a result of this intervention, the future looks brighter for both the member and the organisation. By prioritising inclusivity and making accommodations for diverse needs, the company fostered a culture of acceptance and equality in the workplace. The visually impaired employee, now empowered with the necessary support, can thrive in her new role, leveraging her skills and contributing meaningfully to the organisation's objectives. Moreover, this success story sets a precedent for future instances where employees with disabilities require accommodations, fostering a more inclusive and supportive work environment for all. Ultimately, this case serves as a testament to the transformative power of advocacy and collaboration in championing accessibility and diversity in the workplace.

"I was in a state of both panic and confusion. When I found out I was at risk of losing my job. When Croydon Vision contacted me, I initially, I thought nothing of it until I was asked about employment. I then explained my situation to Daniel, the IT trainer. I was taken aback by his willingness to help me. He suggested writing a supporting letter to my employer, informing them about the available support mechanisms in place to assist me. I was very pleased that I was able to receive such quick support from Croydon Vision. With the information contained in the letter, my employer reassessed their previous decision. Rather than termination, I was given a more accommodating role for my disability. I am very grateful for Daniel and Croydon Vision's aid. I will be attending other activities that go on there." EB

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024**

ACHIEVEMENTS AND PERFORMANCE – continued

Croydon Vision is needed more than ever before.

THE NOW and FUTURE: There are 10,500 people with sight loss in Croydon (2022), this means **1 in 37** people living with some form of visual impairment. By 2032, it is projected to increase by 21% which equate to 12,700 living with sight loss.

In order to provide the most support, make the most difference and be a force for good in our area, it is crucial that we understand the complexity of societal issues at work. As we write this, Croydon Council are £1.6 billion in debt, impacting the Voluntary Sector with a massive cutback of £2.6m, this reduction in funds had a significant impact on residents in need of accessing local services.

Cost of living:

The demand for services continues to rise nationwide. Locally, the voluntary sector is struggling to fully meet needs due to financial cuts by the council, as well as higher demands on trusts and foundation, causing huge delays on awards/responses. Life is a concern for many people, due to the rise in utility bills versus option to eating well. There's an increase in anxiety, a fall in living standards which impacts physical and mental wellbeing. Our members are experiencing the impact of sight loss and lack as majority live in the most deprived areas.

In Croydon, there seems to be a cycle of social dependence, some working age members opting to stay on social benefit rather than taking up employment. The system seems more favourable to claim benefits, instead of encouraging employment, sometimes, due to the complexity of welfare application. Another continued issue is Department of Work and Pensions (DWP), access to work takes 5-9 months from initial assessment for someone in work, to them receiving an award for accessible equipments. As a result, sometimes, employers are discouraged to employ people with sight loss because the lack of equipments can affect day to day business. In some cases, employees have raised an alarm that reasonable adjustment wasn't in place, escalating to tribunal claims.

Some contexts on poverty and health within our community:

- The unemployment rate in Croydon is 8% (nationally that same number is 4.9%).
- 71% of our members have severe sightloss, residing in the areas of highest deprivation and lowest income in the Borough.
- 29% of Croydon Vision members have an additional disability - either a physical/learning disability and/or a long-term health condition and/ or mental health illness.

Statistics like these demand action. We want to see change happen for people with sight loss, levelling the playing field and transforming lives from dependence to independence.

Nationally - there are more than 2 million people in the UK living with sight loss.

- Every day 250 people start to lose their sight.
- 340,000 people are registered blind or partially sighted in the UK.
- There are now more than 26,000 visually impaired children in the UK, and around half of them have an additional special educational need or disabilities.
- Nearly 80% of the people registered as blind or partially sighted in the UK are 65 or older, and around 60% are 75+.
- Well over half of people currently living with sight loss are women.

Zooming in on Croydon...

The Croydon borough has certainly seen its fair share of upheaval in recent years. It is the second-largest London Borough, with more than 51% of the population identifying as coming from a BAME background.

- Black African and Caribbean people are four to eight times more at risk of developing certain forms of glaucoma.
- The risk of diabetic eye disease is around three times greater in South Asian people due to diabetes retinopathy.
- There is also evidence that people from ethnic minority backgrounds experience barriers to accessing eye health care, which will increase their risk of avoidable sight loss.

Service demand continues to increase, including people with sight loss:

- 10,500 people are estimated to be living with sight loss in Croydon today.
- 1,825 people are registered blind or partially sighted.
- By 2032 it is projected that 12,700 people in Croydon will be living with sight loss.

The current sight loss stats by age:

- 190 are aged 0 to 17 years.
- 2,500 are aged 18 to 64 years.
- 1,930 are aged 65 to 74 years.
- 2,640 are aged 75 to 84 years.
- 3,240 are aged 85 years and over.

FUTURE PLANS

Year one of three years - Strategy 2023-26

We want to welcome many more people to our vibrant community, from mild to severe impairment, providing vital services through a new bespoke centre that is forward thinking, inclusive and multi-functional (bricks and clicks). A building that is self-sustainable for the next 100yrs, driven by our model, heart of a charity and mindset of a business.

Our strategy will focus on preventative work (avoidable sight loss), whilst providing practical support to transform lives and developing a culture of giving back to the community.

EMBRACING DISCOMFORT: Our strategy has discomfort, simply because we know we do not have all the answers. There is strength in that. We'll need that strength to challenge the status quo. We're breaking free from perfection in this strategy, which we're not seeing as a plan so much as a set of choices that collectively position our organisation.

With that in mind, our strategy focuses on creating a sustainable advantage through cost management and team capabilities, to deliver superior returns, both financially, and socially for our people.

Embracing aspiration: We envision reaching every person in Croydon experiencing sight loss, developing stronger networking links, educating people about eye health, transforming lives, and giving back to the community.

Igniting a culture shift: Our model will focus on preventing sight loss, smashing taboos and laser-focused on transformational work; to deliver hope that there is life after sight loss.

Unlocking the circle of giving: Practical support will lead to transforming the lives of people living with sight loss, who will in turn be empowered to embrace giving back to their community, utilising their skills and experiences, promoting a more intergenerational model.

Building resilience: Our target of £7.5 million represents a bold declaration of intent for the next 100 years. We want to deliver financial sustainability by building a multi-functional centre of excellence that leverages the power of bricks (physical) and clicks (virtual) to serve our community.

Driven by our Purpose: We put People First. We Empower our people, on the journey to independence. We take great pride in our Vibrant Community. These crystal-clear statements underpin everything we hope to achieve.

Prioritising our Ambitious Goals.

At Croydon Vision our focus remains on transforming lives, promoting independence, and giving back. We aim to remain consistent on these points through three clear planning priorities:

1. PREVENTION OF SIGHT LOSS

Reaching our community, meeting with thought leaders, businesses, educational establishments, healthcare, and other care providers, to ensure important messaging about eye health is understood by all. When so many eye conditions are preventable but not treatable, doing anything less would simply not align with our values.

2. PRACTICAL SUPPORT USING OUR 5-STEP MODEL (Surviving to Thriving)

Please see page 6 of this report, giving a detailed synopsis of our 5-step model.

3. PHASE 3 - BUILDING TO SUSTAIN THE NEXT 100 YEARS

We're determined to incorporate sustainability into all areas of our operation. Key to this is driving forward with our vision to create a new, purpose-led building that will:

- facilitate greater engagement with the community,
- open up more opportunities for an increased proportion of the borough's sight loss community.
- deliver long-term financial sustainability for the organisation and beneficiaries.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024**

ACHIEVEMENTS AND PERFORMANCE

Measuring our Impact.

Much has been achieved in 100 years, but there is more to be done. As we enter our next 100 years we are focusing on:

Tackling preventable sight loss.

We are focused on improving eye health and reducing avoidable sight loss in our community. We are doing this by engaging with:

- Local businesses > Targeting campaigns to disseminate information.
- Local media > Sharing campaigns through press releases including for local residents.
- Local schools > Creating downloadable resources for schools, colleges, and universities in our surrounding area.
- Local organisations > Increasing engagement so we can share knowledge.

KPIs

- To scale up awareness of avoidable sight loss and reach 25 local businesses by YE24, 50 local businesses by YE25 and 100 local businesses by YE26.
- To launch 2 media campaigns each year YE24, YE25 and YE26.
- Connect and build relations with 5 schools by YE24, 10 local schools by YE25 and 15 local schools by YE26.
- Adding 5 new organisations each year, including sports facilities, local charities, other sight loss service providers.
- To collaborate with key stakeholders (internal and external), to develop an app for social networking, further raise awareness of sight loss and reach, launching YE25.

Delivering practical transformation using our 5-step model

We will both amplify our commitment to those with severe sight loss and reach out to those with milder visual impairment:

1. Providing a 5-step plan from surviving to thriving.
2. Facilitating opportunities for more outreach activities through our improved transportation.
3. Promoting opportunities for active wellbeing.
4. Offering mentoring opportunities that can be passed down.
5. Delivering technology solutions that can be passed up.
6. Fostering a caring environment that's conducive to sharing.
7. Continuing our commitment to provide support to the 'Lost 500' by expanding our reach to engage with those who live with all forms of visual impairment and have been left without support.

Ways we will engage with and listen to the entire sight loss community:

1. Member questionnaires conducted twice a year.
2. Annual away days to promote group collaboration and discussion.
3. Scale up outreach and taking our work into the community to gauge the needs of those with sight loss who are new to Croydon Vision.
4. Engaging with sight loss leaders who are new to Croydon Vision.

We will be bold about the services we aim to **keep, start, and stop**. This will strengthen our editing bricks and clicks model, which incorporates:

- Lunch service
- Transport solutions
- Children & Young People
- Volunteering
- Routes to Employment
- Online services (clicks)
- New services and facilities through listening to the entire sight loss community.

KPIs:

- Increase membership (all forms of sight loss) from 10% to 50% of the community within the borough by YE26.
- Collaborate and develop a robust plan YE24, to deliver a new building to suit the needs of sight-loss residents in the borough.
- Members advocate and improve accessible branding within businesses, 3 YE24, 7 YE25 and 9 YE26

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024**

ACHIEVEMENTS AND PERFORMANCE – continued

Phase 3 - Building to sustain the next 100yrs.

While we are focused on providing facilities that better meet the needs of all sight-loss members, we have a responsibility to protect the financial interests of Croydon Vision and provide sustainable sources of income. We plan to achieve this by:

- Developing and executing plans for a multi-functioning hub that embodies the heart of a charity, mindset of a business ethos.
- Safeguarding sustainable income delivered through a suite of diverse income streams.
- Making best use of the land we have available with robust and viable plans to invest in new buildings. These will replace existing buildings, which could be deemed unfit for purpose for a sight loss community.

KPIs:

- Increased income targets for YE24, YE25 and YE26 in line with Fundraising Strategy for the period.
- Robust plans by YE24, for a new building to better serve the needs of the sight loss community and factor in:
 - a. Access to funding for the build.
 - b. Improved financial sustainability, post-build.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2024**

ACHIEVEMENTS AND PERFORMANCE – continued

PREVENTION OF SIGHT LOSS - YEAR 1

2023-24 brought a mix of opportunities and challenges. The highs, the lows and the in-betweens were evident throughout, and navigating them was both rewarding and exhausting. Leading an organisation through pandemic, a massive period of modernisation and change, as well as cost of living crisis. All in a borough with complex challenges (Croydon Council) and previously, unidentified needs for people with sight loss, a challenge that is still evident, to ensure inclusion and awareness is scaled up.

There's a saying by Jim Rohn that puts things into perspective, **"Don't wish life was easier, wish you were better. Don't wish for less problems, wish for more skills. Don't wish for less challenge, wish for more wisdom"**. The current landscape looks bleak, it comes with many challenges including recent election, the riots, funding. The voluntary sector as a whole is going through turbulence and locally Croydon council is still experiencing hard times. It could well take another 10 years to rebuild. However, amidst all this, there is a growing sense of cautious optimism. 2024-25 will be our best to date. It is the year of fulfilment, and this is spoken with real boldness, in spite of the current challenges we face both nationally and internally - we will come through this.

KPI aspirations	What we achieved so far
To scale up awareness of avoidable sight loss and reach 25 local businesses by YE24, 50 local businesses by YE25 and 100 local businesses by YE26.	Community outreach and engagement increased by 55% compared to last year. We built relationships with 28 businesses, supporting some with visual awareness workshops. Worked with businesses to retain employment for someone with sight loss by providing access to work information to them, most unaware of such provision.
To launch 2 media campaigns each year YE24, YE25 and YE26.	Continued our Eyes Wide Open campaign which for the second-year running was super popular with businesses and the community at large. We collected over 1,600 glasses. The campaign continues to raise the profile of Croydon Vision. Our summer BBQ and Open day, all aimed at increasing awareness of avoidable sight loss. During Eye Health Week, Croydon Vision positioned in all 4 corners of the borough, east, west, north and south, working with an ophthalmologist. A common action by participants: One of the most common reactions during eye health talks are people taking action to book an eye test appointment, mainly because they haven't done so in years, some also are usually unaware of the incentive by their employer.
Connect and build relations with 5 schools by YE24, 10 local schools by YE25 and 15 local schools by YE26.	Our Outreach Officer, Children and Young People Officer collaborated and visited schools in the borough together or with other officers such as the accessible tech trainer. It's been amazing to see young people engaged, asking questions and leaving with knowledge and takeaways they can apply. They find the gadgets super cool. For 2023-24, we reached 7 schools, including Royal Russell, Brit school, Trinity school, Chestnut Primary school etc.
Adding 5 new organisations each year, including sports facilities, local charities, other sight loss service providers.	Our Motability Project enables us to support a number of organisations in Croydon with transport solutions. We smashed our target and provided vital services to over 12 organisations. This enabled us to bring more awareness of service provision and understanding of preventable sight loss. Our CEO Co-Chairs the Southeast and London region for sight loss, influencing and sharing vital knowledge to strengthen the eye sector.
To collaborate with key stakeholders (internal and external), to develop an app for social networking, further raise awareness of sight loss and reach, launching YE25.	This is pending, the idea behind this, to provide an app, a hub space for people with mild and moderate sight loss, a service tailored for their needs, whilst also continuing service provision for people with severe sight loss.

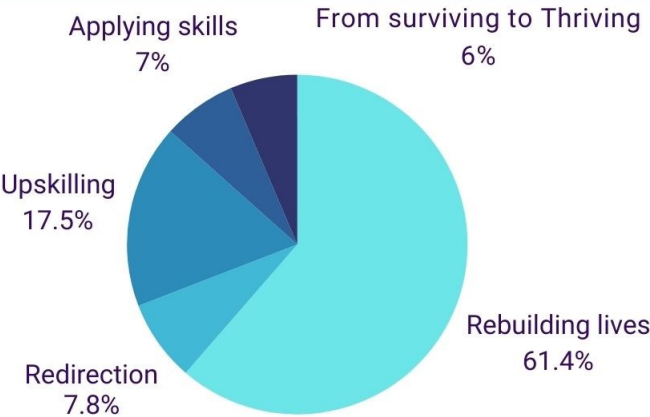
ACHIEVEMENTS AND PERFORMANCE – continued

PRACTICAL SUPPORT USING OUR 5-STEP MODEL (Surviving to Thriving)

PROVIDING PRACTICAL SUPPORT

Since launching our Five Step Model, the uptake by people living with severe sight loss has jumped from 508 (2018) to 1125 (2024). That’s a huge **121% increase in demand** for the services we’re offering but also in the resources required to fulfil them.

"I was in a state of panic and confusion when I found out I was at risk of losing my job. As if by fate, I was contacted by Croydon Vision. I was taken aback by the willingness to help me. Daniel suggested writing a supporting letter to my employer, informing them about the available support mechanisms in place to assist me. Rather than termination, I was given a more accommodating role for my disability!" - A.K.



The increase in uptake is encouraging, we also know there are many more people with sight loss in Croydon. We are **determined to scale up outreach**. The scope of this task is exciting as well as daunting, and can only be achieved through team collaboration.

We’ve learnt that space-time is required, for someone to grieve loss of sight and **rebuilding lives** can take time and resources.

	Member journeys this year	Service cost per person
STEP 1 - Rebuilding lives	61%	£4,375
STEP 2 - Re-direction	8%	£1,155
STEP 3 - Upskilling	18%	£1,238
STEP 4 - Applying skills	7%	£894
STEP 5 - From surviving to thriving	6%	£738
Cost to Journey With 1 Person	100%	£8,400

Working age members	297
Undertaken upskilling and coaching	57
In employment	33
Regularly attend sessions	26
Helped into further education	12
Assisted in retaining employment	9

ACHIEVEMENTS AND PERFORMANCE – continued

PHASE 3 - BUILDING TO SUSTAIN THE NEXT 100 YEARS

KPI aspirations	What we've achieved so far.
Increased income targets for YE24, YE25 and YE26 in line with Fundraising Strategy for the period.	Our income increased in 2023-24, however, cost also increased and this is due to a number of factors: Cost of living crisis brought about greater demand than anticipated. The overall response time from application of funds to receiving an award is longer than ever before which sometimes affect project delivery, sometimes covered by core due to the sensitivity of the service. This was the first year, with no direct funds from the council, to support people with sight loss, both practical and preventative work, amounting to just under 10% of our total income. However, with all the above happening, we've amplified our efforts to maintain sustainability. We did so, in a co-produced manner, to help bridge some of the gaps in loss of income (members, team and Trustees). The result of this meant that in 2023-24, some of our services have converted to paid for, from 22% to now 75%. A hardship fund is available, created by our members through fundraising. The funds are designated for people struggling financially.
Robust plans by YE24, for a new building to better serve the needs of the sight loss community and factor in: a. Access to funding for the build. b. Improved financial sustainability, post-build.	By summer of 2023, WSM Architect was appointed to undertake sketch plans for a new building (not limiting next door as location). The sketches were brought alive visually by Black grape Marketing, who produced a great video. This was then launched at our Gala dinner 2023. The vision and call to action became a movement overnight. The video was well received, enabling us to start building relationships with businesses as well as some members, who raised their hands, wanting to be a part of this movement. Whilst we continue to develop relationships with businesses and philanthropists, we are also working to understand the council's position regarding a building, exploring the right site for such an ambitious project. So far, a pre-application was put forward to the Council regarding the development at Croydon Vision. The Council considered the demolition of the existing buildings as per our proposal. However, due to conservation terms, did not accept the plan. The Council advised that any subsequent development would need to incorporate the retention of the existing buildings and would need to be subservient to the existing buildings so that they do not result in harm to the Conservation Area. As a result, they have advised that any potential development should be sited to the rear of the existing buildings and have noted that any potential development would be relatively limited in size. In addition to the above, the Council have also outlined several other potential planning concerns relating to the impact on neighbour amenity, character and appearance, access and parking provision. As we explore possibilities for a site, it was disappointing to receive this news from the planning team. However, it wasn't totally unexpected as the area within Croydon Vision is considered conservatory. Even a proposal to meet greater needs in our community isn't enough, laws of the land supersede. Going forward, our strategy now becomes; a focus on obtaining the funds for the project. The next CEO (2025) will explore options, together with the Board on where and timeline for this project to commence.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024**

FINANCIAL REVIEW

Statement of Financial Activities

The Statement of Financial Activities is shown on page 33, with a more detailed analysis of income and expenditure within the notes to the financial statements.

Risks, Reserves, and Insurance

The first half of the year was challenging with funds and some staff matters, whilst navigating new projects. The effect of the first half meant scaling back in terms of staffing which then affected some future development. However, by the third quarter, Croydon Vision saw a number of wins with funders such as Garfield Weston, Outreach Project etc. Staffing matter also resolved, this brought about much productivity, a culture of collaborative performance.

Going forward, increasing of reserves, ensuring that cash reserves equate to six months of operations. This conservative level of reserves will require close budget monitoring, including holding a balanced budget at least until reserves are back to cover six months of operational costs £141,000. The completion of the lift and building project has enhanced efficiency in utility, better utilisation of the premises, allowing for a decrease in some operational expense.

However, we also continue to explore time as a proxy for risk, the point of a risk-based reserves policy is to recognise that reserves are needed both for liquidity and to cover risks. Traditional reserves policies based on three-to-six months' turnover are overly focused on using time as a proxy for risk – we want to look further and wider than restricting organisational development.

However, apart from using time as a proxy for risk, we really want to assess and cover risks adequately. The point of a risk-based reserves policy is to recognise that reserves are needed both for liquidity and to cover risks. Traditional reserves policies based on three-to-six months' turnover are overly focused on using time as a proxy for risk – we want to look further and wider than restricted.

Income

In the twelve months of 2023-24 total income was £747,895 (2023: £733,646) and the was generated through donations, and legacies (£19,297), grants funding (£550,517), fundraising events (£8,821) service users and activity income (£55,978) hall hire and rental income (£106,380) and other income, including investment income (£6,902). More information on projects can be found elsewhere within this report and these Financial Statements. Most of these grant funding covers multiple years and has therefore changed the income profile of the Charity in the short to medium term.

Expenses

The total expenditure for the year was £815,677 (2023: £734,791). The increase of 11% reflect the impact of inflation and higher costs to the Charity. Staff and contract staff costs remain the largest single cost, comprising of 55% of costs at £451,716. Our average headcount was 15 (2023 13). Total direct charitable expenditure was £713,327 (2023: £650,363) which reflect the extra costs for new projects commencing in the year. Fundraising costs have increased by 22% which includes the costs of various fundraising events in the year and the additional resources needed to help us meet the challenges of the current fundraising environment.

Impact analysis (summary):

Existing and launch of new projects such as Motability Foundation, The Lost 500 by BIG Lottery, City Bridge Foundation, The Powell Foundation and others, have been a game changer, enabling Croydon Vision to reach far afield.

31% increase in membership, navigating demand vs supply is a current challenge 2023 (857), 2024 (1125). This resulted in **22%** increase in staff and contractor costs, to meet demand and needs for our members.

Overall direct charitable expense increased by **10%**, within the main variances being depreciation as a result of the acquisition of three minibuses towards the end of last year, staff and contract staff costs as explained above and direct project costs following on from the launch of the new projects.

There has been a modest **2%** increase in income this year, despite the loss of funding from the Council. The main variances being service user income which has doubled to £55,978 from £26,826 and increases in hall hire and rental income, along with continued success with grant funding applications.

However, the adverse effect of the loss of Council funding and the cost-of-living crisis has still resulted in a deficit this year of £67,782 which has an impact on our reserves. More details can be found in Note 19, pages 43 and 44.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024**

FINANCIAL REVIEW - continued

Principal funding sources

The Charity is dependent upon grants and donations from individual donors and institutions. Details of the Charity's income is set out in Notes 2 and 3 on page 38 of the accounts.

Balance Sheet

The above result led to a deficit of £67,782 (2023: £1,145), which has resulted in a combined fund balance of £1,475,624 (2023: £1,543,406) at the year end. The Charity's free reserves are £37,620 (2023: £54,121). An analysis of the funds can be found in Note 18 on page 42, with the movements within each fund detailed in Note 19 on pages 43 and 44.

Plan of Action (diversifying income)

Our Fundraiser at Croydon Vision continues to work towards reaching more foundation and trusts, for successful grants awards. In addition, Croydon Vision continues to develop its products, especially the Visual Awareness Workshops, with the aim to drive product development and further increase sight loss awareness in Croydon and surroundings.

Investment policy

The Trustees are responsible for the safekeeping of all assets of the Charity and may invest funds as they see fit.

Reserves Policy

The after effect of Covid-19 as well as the building project; lift installation impacted our reserves 2022-23. For this year, the cost-of-living crisis, increased depreciation (purchase of minibuses) as well as loss of grant from local authority has further depleted our unrestricted reserves to £37,620. We are concerned and looking at various ways to further diversify income. The Board, CEO, fundraising lead, and management have a contingency programme to increase reserves short and long term, working with the new strategy 2023-26, factoring inflation.

Furthermore, the gap between securing additional/new grants took longer than anticipated which resulted in a deep into reserves, to maintain the increased demand for services. These were project that had strong realistic expectations such as the Lost 500. It is now time to build back up, to ensure the organisation remains robust not just in asset but also unrestricted funds. This will enable the organisation to do more preventative work, protecting sight and prevent unavoidable sight loss in the next 100yrs.

Croydon Vision adopts the following principles in relation to on-going project funding:

- Planning for staffing changes will align with project-funding timeline; staffing expenditure will not be met by reserves.
- In exceptional circumstances when Trustees expressly wish that a specific activity continues and have a strong and realistic expectation that new funds will be received, designated funds will be used to sustain posts for a defined period.
- Redundancy for all members of staff for whom redundancy is applicable.
- Staff long-term sickness.
- Contracts and commitments, including Telephones, IT
- Accountant, HR Contract, and legal costs.
- 6 months operating cost of core (£23,500 per month, totalling £141,000).

Risk Management

An integrated risk strategy is in place which is overseen by the CEO and management. In addition, a risk management policy and register are in place. The strategy comprises the following:

- An annual review of the risks which Croydon Vision may have to face.
- The establishment of systems and procedures to mitigate those risks; and
- The implementation of procedures designed to report on and minimise any potential impact on Croydon Vision should any of those risks materialise.

The Board of Trustees is confident that the planned process will enable them to identify the major risks to which the Charity is exposed and that they have established systems to mitigate those risks. The Trustees re-appointed Mark Blackwell of MHR Consultancy Ltd to carry out an independent examination of the Charity's financial statements for the year ended 31 March 2025.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024**

STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees are responsible for preparing the Report of the Board of Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

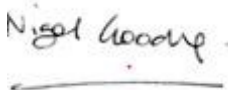
The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provision of the constitution requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure, of the Charity for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the SORP 2019 FRS102;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the Charity and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

ON BEHALF OF THE BOARD OF TRUSTEES



Nigel Gooding, CBE (Chair)

For and on behalf of the Board of Trustees

30 September 2024

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND**

I report to the Trustees on my examination of the accounts of the Croydon Voluntary Association for the Blind (the Charity) for the year ended 31 March 2024.

Responsibilities and basis of report

As the Charity 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 Charities 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

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

1. accounting records were not kept in respect of the Charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do 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.



Mark Blackwell ACMA
M H R Consultancy Limited
Chartered Management Accountants
Ferneberga House
Alexandra Road
Farnborough
GU14 6DQ

30 September 2024

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024**

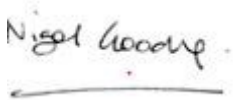
					2024	2023
		Unrestricted funds	Restricted funds	Endowment funds	Total	Total
	Notes	£	£	£	£	£
INCOMING AND ENDOWMENT FROM:						
Donations and Legacies	2	19,297	-	-	19,297	58,204
Charitable activities	3	131,308	475,187	-	606,495	570,896
Other trading activities	4	115,286	-	-	115,286	95,203
Investments	5	1,595	-	-	1,595	692
Other Income		<u>5,222</u>	<u>-</u>	<u>-</u>	<u>5,222</u>	<u>8,651</u>
Total Income		<u>272,708</u>	<u>475,187</u>	<u>-</u>	<u>747,895</u>	<u>733,646</u>
EXPENDITURE ON:						
Raising funds	6	63,760	8,749	-	72,509	59,610
Charitable activities	7	<u>230,044</u>	<u>497,719</u>	<u>15,405</u>	<u>743,168</u>	<u>675,181</u>
Total Expenditure		<u>293,804</u>	<u>506,468</u>	<u>15,405</u>	<u>815,677</u>	<u>734,791</u>
Operating (Deficit)/Surplus		(21,096)	(31,281)	(15,405)	(67,782)	(1,145)
Net gains/(losses) on investments		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net (expenses)/Income		(21,096)	(31,281)	(15,405)	(67,782)	(1,145)
Transfer between funds		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net movement in funds		(21,096)	(31,281)	(15,405)	(67,782)	(1,145)
RECONCILIATION OF FUNDS	19/20					
TOTAL FUNDS BROUGHT FORWARD		<u>362,067</u>	<u>148,764</u>	<u>1,032,575</u>	<u>1,543,406</u>	<u>1,544,551</u>
TOTAL FUNDS CARRIED FORWARD		<u><u>340,971</u></u>	<u><u>117,483</u></u>	<u><u>1,017,170</u></u>	<u><u>1,475,624</u></u>	<u><u>1,543,406</u></u>

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**BALANCE SHEET
AT 31 MARCH 2024**

		2024	2023
	Notes	£	£
FIXED ASSETS			
Tangible assets	14	1,427,633	1,491,189
Investments	15	458	458
		<u>1,428,091</u>	<u>1,491,647</u>
CURRENT ASSETS			
Stock		-	1,045
Debtors: amounts falling due within one year	16	77,019	84,368
Cash at bank		<u>168,487</u>	<u>162,988</u>
		245,506	248,401
LIABILITIES			
Creditors: Amounts falling due within one year	17	(197,973)	(196,642)
NET CURRENT ASSETS		<u>47,533</u>	<u>51,759</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>1,475,624</u>	<u>1,543,406</u>
NET ASSETS		<u>1,475,624</u>	<u>1,543,406</u>
TOTAL FUNDS OF THE CHARITY	19		
Unrestricted funds		37,620	54,121
Designated funds		303,351	307,946
Restricted funds		117,483	148,764
Endowment funds		<u>1,017,170</u>	<u>1,032,575</u>
TOTAL FUNDS		<u>1,475,624</u>	<u>1,543,406</u>

The financial statements were approved by the Board of Trustees on **30 September 2024** and were signed on its behalf by:



.....
Nigel Gooding - Chair/Trustee



.....
Richard Wragg – Vice Chair/Trustee

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024**

	2024 £	2023 £
Cash flows from operating activities:		
Net cash provided by operating activities	<u>7,160</u>	<u>157,903</u>
	7,160	157,903
Cash flows from investing activities		
Sale of fixed assets	-	2
Purchase of fixed assets	<u>(1,661)</u>	<u>(152,341)</u>
Cash provided by (used in) investing activities	<u>(1,661)</u>	<u>(152,339)</u>
Increase in cash and cash equivalents in the year expended	5,499	5,564
Cash and cash equivalents at the start of the year	<u>162,988</u>	<u>157,424</u>
Cash and cash equivalents at the end of the year	<u>168,487</u>	<u>162,988</u>

CASH FLOW NOTES

	2024 £	2023 £
Reconciliation of net movement in funds to net cash flow from operating activities		
Net (expenditure) income for the reporting period (as per the statement of financial activities)	(67,782)	(1,145)
Adjustments for:		
Add back depreciation charge	65,217	43,001
Decrease/(increase) in stock	1,045	354
(Increase)/Decrease in debtors	7,349	76,136
Increase/(decrease) in creditors	<u>1,331</u>	<u>39,557</u>
Net cash used in operating activities	<u>7,160</u>	<u>157,903</u>

	2024 £	2023 £
Analysis of cash and cash equivalents		
Cash and cash equivalents	<u>168,487</u>	<u>162,988</u>
Total cash and cash equivalents	<u>168,487</u>	<u>162,988</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

1. ACCOUNTING POLICIES

A summary of the principal accounting policies adopted judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation of the Financial Statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Accounting Practice.

Croydon Voluntary Association for the Blind meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest £.

Judgement and key sources of estimation uncertainty

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

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

Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Trustees. Unrestricted funds may include designated funds where the Trustees, at their discretion, have created a fund for a specific purpose.

Restricted funds can only be used for restricted purposes within the objects of the Charity. Restrictions arise when specified by the donor or when funds are raised for restricted purposes. Where required, a monitoring report is sent to the donor or funder detailing expenditure. Further explanation of the nature and purpose of each fund is included in Note 20 on pages 45 to 46.

Income

All incoming resources are included on the Statement of Financial Activities (SoFA) when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. Grants and donations are only included in the SoFA when the general income recognition criteria are met.

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

Costs of raising funds is detailed on Note 6 on page 39 and comprises the costs associated with attracting voluntary income and any fundraising events. Charitable expenditure is detailed in Note 7 on page 39, and comprises those costs incurred by the Charity in the delivery of its activities. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature to support them.

All expenditure is accounted for on an accruals basis.

1. ACCOUNTING POLICIES – continued

Going concern

The financial statements have been prepared on a going concern basis, as the Trustees believe 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 authorising these financial statements and consider these sufficient for the Charity to be able to continue as a going concern.

Tangible fixed assets

Tangible fixed assets are stated at cost or valuation less depreciation. Individual fixed assets costing £1,000 or more are capitalised.

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Asset Category	Annual Rate
Motor Vehicles	25% on cost
Specialist Equipment	25% on cost
Computer Equipment	33.33% on cost
Fixtures and Fittings	20% on cost
Freehold Buildings	2% on cost
Land	No depreciation

Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price when the amount is material. The income arising on the investments is shown under investment income in the Statement of Financial Activities.

Gains and losses on investment assets disposed of are shown as gains and losses in the Statement of Financial Activities.

Cash at bank and in hand

Cash at bank and in hand represents bank accounts where funds are available on demand.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making allowance for obsolete and slow-moving items.

Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are recognised at the invoiced cost prepaid.

Creditors and Provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Taxation

The Charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010. Accordingly, it is potentially exempt from taxation in respect of income and capital gains received to the extent that such income or gains are applied to exclusively charitable purposes. No provision for taxation has been made in these financial statements.

Pension costs and other post-retirement benefits

The Charity operates a defined contribution pension scheme and was offered to all staff. Contributions payable to the Charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2024**

2. INCOME FROM DONATIONS AND LEGACIES

	2024	2023
	£	£
Donations	19,297	4,657
Grants and Service Level fees	-	47,496
Legacies, Bequests and In Memory	-	6,051
	<u>19,297</u>	<u>58,204</u>

Income from donations and legacies was £19,297 (2023: £58,204) of which £19,297 was unrestricted (2023: £58,204) and £nil was restricted (2023: £nil).

3. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

		2024	2023
	Activity	£	£
Grants - unrestricted	Core Services	75,330	43,980
Grants - restricted	CAF Resilience	-	89,986
Grants - restricted	The Lost 500 – Big Lottery	148,989	138,984
Grants - restricted	The Lost 500 – City Bridge Foundation	51,433	17,733
Grants - restricted	The Lost 500 – Edward Gosling	12,500	12,500
Grants - restricted	The Lost 500 – Vision Foundation	34,874	14,946
Grants - restricted	The Lost 500 – Other Funders	-	7,350
Grants - restricted	Children and Young People's Programme	8,250	-
Grants - restricted	Community Organisations Cost of Living Fund	35,992	-
Grants - restricted	Community Transport Project	165,785	202,500
Grants - restricted	Croydon Vision Community Events	10,000	-
Grants - restricted	We can create too	7,364	16,091
Service users Income	Core Services	55,978	26,826
		<u>606,495</u>	<u>570,896</u>

4. INCOME FROM TRADING ACTIVITIES

	2024	2023
	£	£
Fundraising	8,821	6,909
Hall hire	58,758	54,846
Rent received	47,622	33,448
Other	85	-
	<u>115,286</u>	<u>95,203</u>

Income earned from trading activities was £115,286 (2023: £95,203) all unrestricted.

5. INVESTMENT INCOME

	2024	2023
	£	£
Investment income	<u>1,595</u>	<u>692</u>

All the Charity's investment income of £1,595 (2023: £692) is unrestricted.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2024**

6. RAISING FUNDS

	2024	2023
	£	£
AGM, Marketing costs and rebrand	6,400	16,362
Direct fundraising costs	45,975	43,248
Fundraising events	20,134	-
	<u>72,509</u>	<u>59,610</u>

Of the total raising funds expenditure of £72,509 (2023: £59,610), £8,749 was in respect of restricted funds (2023: £49,858) and £63,760 was in respect of unrestricted funds (2023: £9,752).

7. CHARITABLE ACTIVITIES COSTS

	Direct costs	Governance (See note 8)	2024	2023
	£	£	Totals £	Totals £
CAF Resilience	-	-	-	54,037
Children and Young People's Programme	8,250	-	8,250	-
Community Organisations Cost of Living Fund	34,971	-	34,971	-
Community Transport Assets	35,500	-	35,500	5,917
Community Transport Project	158,596	1,676	160,272	52,997
Core Services	222,511	22,937	245,448	366,095
Croydon Vision Community Events	7,214	-	7,214	-
The Lost 500 Project	238,291	5,228	243,519	180,674
We can create too Project	7,994	-	7,994	15,461
	<u>713,327</u>	<u>29,841</u>	<u>743,168</u>	<u>675,181</u>

Of the total charitable activities' costs of £743,168 (2023: £675,181), £497,719 was in respect of restricted funds (2023: £309,086), £230,044 was in respect of unrestricted funds (2023: £350,689) and £15,405 in respect of endowment funds (2023: £15,406)

8. GOVERNANCE COSTS

	2024	2023
	£	£
Accountancy fees	13,597	9,789
Health & Safety	5,270	4,018
HR fees	9,364	5,706
Independent Examiner fee	1,200	990
Payroll fees	410	390
Professional fees	-	3,925
	<u>29,841</u>	<u>24,818</u>

Of the total governance costs of £29,841 (2023: £24,818), £6,904 was in respect of restricted funds (2023: £3,900) and £22,937 was in respect of unrestricted funds (2023: £20,618).

9. TRUSTEES' REMUNERATION AND BENEFITS

The Charity Trustees were not paid or received any other benefits from employment with the Charity in the year (2023: £nil) neither were they reimbursed expenses during the year (2023: £nil).

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2024**

10. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	372,754	322,573
Social security costs	26,509	23,538
Pension costs	<u>15,924</u>	<u>14,961</u>
	<u>415,187</u>	<u>361,072</u>

One employee had employee benefits in excess of £60,000 in the £60,000- £70,000 band (2023: 1).

Pension costs are allocated to activities in proportion to the related staffing costs incurred.

The Senior Management Team of the Charity comprises of the Trustees and those detailed on page 1 of the Trustees report. The total employee benefits of the key management personnel of the Charity were £160,828 (2023: £118,348).

11. STAFF NUMBERS

The average monthly number of employees (including casual and part time staff) during the year was as follows:

	2024 Numbers	2023 Numbers
Senior Management Team	3	4
Other Direct Charitable Staff	<u>12</u>	<u>9</u>
	<u>15</u>	<u>13</u>

12. PENSION COSTS

The company has a defined contribution pension scheme, which all employees are entitled to join. The company contributes 5% and the employees contributed 5% and employees may make further additional voluntary contributions.

During the year ended 31 March 2024, the Charity's total contributions amounted to £15,924 (2023: £14,961).

The Trustees are satisfied that any foreseeable change in employer's contributions can be budgeted for without detriment to the Charity's on-going activities.

13. TRANSACTIONS AND RELATED PARTIES

None of the Trustees received remuneration from their work with the Charity as Trustees. However, one of our Trustees (Frances Cullen) leads an activity at Croydon Vision and charges the organisation at a substantially reduced rate. Any connection between a Trustee or Senior Manager of the Charity with Service User, external contractor or supplier of services must be disclosed to the full Board of Trustees in the same way as any other contractual relationship with a related party.

There were no other material related party transactions during the period.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2024**

14. TANGIBLE FIXED ASSETS

	Freehold Property Unrestricted £	Freehold Property Endowment £	Other Assets £	Totals £
COST/VALUATION				
At 1 April 2023	344,581	1,155,419	235,369	1,735,369
Additions	-	-	1,661	1,661
Disposal	-	-	-	-
	<u>344,581</u>	<u>1,155,419</u>	<u>237,030</u>	<u>1,737,030</u>
At 31 March 2024				
	<u>344,581</u>	<u>1,155,419</u>	<u>237,030</u>	<u>1,737,030</u>
DEPRECIATION				
At 1 April 2023	36,635	122,844	84,701	244,180
Charge for year	4,595	15,405	45,217	65,217
Eliminated on disposal	-	-	-	-
	<u>41,230</u>	<u>138,249</u>	<u>129,918</u>	<u>309,397</u>
At 31 March 2024				
	<u>41,230</u>	<u>138,249</u>	<u>129,918</u>	<u>309,397</u>
NET BOOK VALUE				
At 31 March 2024	<u>303,351</u>	<u>1,017,170</u>	<u>107,112</u>	<u>1,427,633</u>
At 31 March 2023	<u>307,946</u>	<u>1,032,575</u>	<u>150,668</u>	<u>1,491,189</u>

Valuation of the Freehold Property

A revaluation of the freehold property was carried out in May 2015 by an external firm of valuers and property was valued on an “existing use” basis at £1,500,000. This was split between £500,000 land and £1,000,000 buildings.

Endowment Funds

In previous years, £500,000 of the freehold property was originally regarded by the Charity Commission as a permanent endowment and therefore restricted. At the time of the last valuation before May 2015, the freehold buildings had a total net book value of £649,115. So, using the fraction £500,000/£649,115 the restricted proportion is calculated at £1,017,170 net book value as at 31 March 2024 (2023: £1,032,575).

15. FIXED ASSET INVESTMENTS

	£ Listed Investments	£ Totals
MARKET VALUE		
At 1 April 2023	458	458
Additions	-	-
Disposals	-	-
Revaluation	-	-
	<u>458</u>	<u>458</u>
At 31 March 2024		
	<u>458</u>	<u>458</u>

The remaining non-UK listed investments are 135 shares in Banco Santander, S.A. shares of €0.50 nominal value. Revaluation was considered to be immaterial due the small value of the shares held.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024**

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Other debtors	45,226	54,568
Accrued income	31,793	29,800
	<u>77,019</u>	<u>84,368</u>

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Trade creditors	20,651	17,422
Deferred income	156,944	166,694
Tax and social security	6,332	8,641
Other creditors and accrued expenses	14,046	3,885
	<u>197,973</u>	<u>196,642</u>

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Current year information for the net assets between funds:

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds	Total Funds
	£	£	£	£	£
Fixed assets	309,880	100,583	1,017,170	1,427,633	1,491,189
Investments	458	-	-	458	458
Current assets	75,469	170,037	-	245,506	248,401
Current liabilities	<u>(44,836)</u>	<u>(153,137)</u>	<u>-</u>	<u>(197,973)</u>	<u>(196,642)</u>
	<u>340,971</u>	<u>117,483</u>	<u>1,017,170</u>	<u>1,475,624</u>	<u>1,543,406</u>

Comparative year information for the net assets between funds:

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds	Total Funds
	£	£	£	£	£
Fixed assets	322,531	136,083	1,032,575	1,491,189	1,381,851
Investments	458	-	-	458	458
Current assets	65,217	183,184	-	248,401	319,327
Current liabilities	<u>(26,139)</u>	<u>(170,503)</u>	<u>-</u>	<u>(196,642)</u>	<u>(157,085)</u>
	<u>362,067</u>	<u>148,764</u>	<u>1,032,575</u>	<u>1,543,406</u>	<u>1,544,551</u>

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024**

19. MOVEMENT IN FUNDS – Current Year

	At 1/4/23 £	Net movement in funds £	Transfers between funds £	At 31/3/24 £
Unrestricted funds				
General fund – Free reserves	54,121	(16,501)	-	37,620
Designated funds				
Designated fund – Freehold building	307,946	(4,595)	-	303,351
	362,067	(21,096)	-	340,971
Restricted funds				
Children & Young People Fund	-	-	-	-
Community Organisations Cost of Living Fund	-	-	-	-
Community Transport Assets	136,083	(35,500)	-	100,583
Community Transport Project	6,086	5,093	-	11,179
Lost 500 Project	5,965	(244)	-	5,721
We can create too	630	(630)	-	-
	148,764	(31,281)	-	117,483
Endowment funds				
Freehold Building	1,032,575	(15,405)	-	1,017,170
	1,032,575	(15,405)	-	1,017,170
TOTAL FUNDS	<u>1,543,406</u>	<u>(67,782)</u>	<u>-</u>	<u>1,475,624</u>

Net movement in funds for the current year are as follows:

	Income £	Expenses £	Movement in funds £
Unrestricted funds			
General fund	272,708	(289,209)	(16,501)
Designated fund – Freehold building	-	(4,595)	(4,595)
	272,708	(293,804)	(21,096)
Restricted funds			
Children & Young People	8,250	(8,250)	-
Community Organisations Cost of Living Fund	35,992	(35,992)	-
Community Transport Assets	-	(35,500)	(35,500)
Community Transport Project	165,785	(160,692)	5,093
Croydon Vision Community Events 2023	10,000	(10,000)	-
Lost 500 Project	247,796	(248,040)	(244)
We can create too	7,364	(7,994)	(630)
	475,187	(506,468)	(31,281)
Endowment funds			
Freehold Building	-	(15,405)	(15,405)
	-	(15,405)	(15,405)
TOTAL FUNDS	<u>747,895</u>	<u>(815,677)</u>	<u>(67,782)</u>

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2024**

19. MOVEMENT IN FUNDS – Previous year

	At 1/4/22 £	Net movement in funds £	Transfers between funds £	At 31/3/23 £
Unrestricted funds				
General fund – Free reserves	176,412	(122,291)	-	54,121
Designated funds				
Designated fund – Freehold building	<u>312,540</u>	<u>(4,594)</u>	<u>-</u>	<u>307,946</u>
	488,952	(126,885)	-	362,067
Restricted funds				
CAF Resilience	7,618	(7,618)	-	-
Community Transport Assets	-	136,083	-	136,083
Community Transport Project	-	6,086	-	6,086
Lost 500 Project	-	5,965	-	5,965
We can create too	<u>-</u>	<u>630</u>	<u>-</u>	<u>630</u>
	7,618	141,146	-	148,764
Endowment funds				
Freehold Building	<u>1,047,981</u>	<u>(15,406)</u>	<u>-</u>	<u>1,032,575</u>
	1,047,981	(15,406)	-	1,032,575
TOTAL FUNDS	<u><u>1,544,551</u></u>	<u><u>(1,145)</u></u>	<u><u>-</u></u>	<u><u>1,543,406</u></u>

Net movement in funds for the previous year are as follows:

	Income £	Expenses £	Movement in funds £
Unrestricted funds			
General fund	233,556	(355,847)	(122,291)
Designated fund – Freehold building	<u>-</u>	<u>(4,594)</u>	<u>(4,594)</u>
	233,556	(360,441)	(126,885)
Restricted funds			
CAF Resilience	89,986	(97,604)	(7,618)
Community Transport Assets	142,000	(5,917)	136,083
Community Transport Project	60,500	(54,414)	6,086
Lost 500 Project	191,513	(185,548)	5,965
We can create too	<u>16,091</u>	<u>(15,461)</u>	<u>630</u>
	500,090	(358,944)	141,146
Endowment funds			
Freehold Building	<u>-</u>	<u>(15,406)</u>	<u>(15,406)</u>
	-	(15,406)	(15,406)
TOTAL FUNDS	<u><u>733,646</u></u>	<u><u>(734,791)</u></u>	<u><u>(1,145)</u></u>

20. FUND DESCRIPTION

Unrestricted Funds

General Fund

This fund is held to meet the day-to-day activities of the Charity in line with the Charity's objectives. This fund has been raised through donations, legacies and grants from Trusts and Foundations, an example below:

Garfield Weston Foundation - Changing how we see, changing how we are seen

This funding enabled the charity to upscale services, reaching many more people living with sight loss in Croydon, the journey from **Surviving to Thriving**

How we did this.

- Outreach Service
- Lunch Service
- Counselling Service
- Advice & Advocacy Service
- Upskilling through accessible Tech Training

Designated Funds

Freehold Building

This fund is held to match the unrestricted element of the Charity's freehold buildings. The unrestricted portion of the building has a net book value at 31 March 2024 of £307,946 see note 14, page 41 for further details).

Endowment Funds

Freehold Building

In previous years, £500,000 of the freehold property was originally regarded by the Charity Commission as a permanent endowment and therefore restricted. At the time of the last valuation before May 2015, the freehold buildings had a total net book value of £649,115. So, using the fraction £500,000/£649,115 the restricted proportion is calculated at £1,017,170 net book value as at 31 March 2024 (2023: £1,032,575).

Restricted Funds

CAF Resilience

The CAF grant focused on transformational change as we build to sustain the organisation over the next three years.

- To reach more people and smash taboos of sight loss
- Becoming an organisation that 'teach people to fish' thereby increase independence.
- Develop our model, Heart of a Charity, and Mindset of a Business

20. FUND DESCRIPTION

Restricted Funds

Motability Foundation - Community Transport Assets and Project

We kicked off year one of project, it had steeped learnings with many satisfactions of meeting needs. The project is directly aimed at improving community transport options in the London Borough of Croydon for people living with the disability of sight loss and sometimes other complex health conditions. To meet the needs of our existing members, others in the community who are impaired by sight loss and mobility issues together with targeting the individuals who are part of the Lost 500 project and their families.

To further collaborate with existing organisations that we work with as well as to forge new relationships, therefore extending the support we offer to many more people in Croydon. The funding is twofold;

Capital cost to purchase 3 minibuses, replacing our old fleet. Ongoing project support for community transport for people with sight loss and other disabilities.

See impact – page 10

We can create too – Morrisons

This project was a game changer for our members. So far, we've organised 34 sessions of art and pottery, 29 sessions of craft workshops as well as events and exhibitions, all of which promotes social inclusion, wellbeing, and increased self-esteem. Below gives some impact shared by Members.

"Prior to the art and pottery classes, I would be alone, staring at the walls in the care home I reside. It made me feel depressed and anxious. Now, I come to the art class in the morning and pottery in the afternoon. I enjoy being creative. I've been showing other people my work and they are surprised; wondering how I do it and how I think of things that makes me feel good. Croydon Vision is a nice environment and makes me feel good. I feel more relaxed doing art, it helps with my mental health. We are looking forward to show casing our work in Croydon." **Mark.**

Lost 500 Project

Year two of this project sees increased outreach, resulting in 268 new members, meeting their needs. The project is funded by The Big Lottery, Edward Gostling Foundation, City Bridge Foundation, The Powell Foundation, The Vision Foundation other funders.

In the midst of a pandemic, it became absolutely clear that the referral system is failing people in Croydon. Upon initial diagnosis of their sight loss, **527** individuals were left on their own, not referred by statutory professionals to Croydon Vision. The 527 individuals continue to be dependent on family/friends, isolated and many living a degenerating lifestyle. We wanted to reach these individuals and transform lives.

The total cost of the project amounts to £869,182 (excluding Outreach expansion). We are grateful to the above funders (some 3/2/1 year), their support enables us to transform the lives of:

47 – Children and Young People

364 – Working Age

116 – Over 65s

- Improve the physical and mental health of people with sight loss
- Improve inclusion in the labour market.
- Help overcome technological and digital exclusion

21. CAPITAL COMMITMENTS

The Charity has authorised and contracted for expenditure of £Nil. The Charity has authorised but not contracted for expenditure of £Nil in its capital budget for the upcoming year.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024**

	2024	2023
	£	£
Voluntary income		
Donations	19,297	4,657
Grants and service level contracts	-	47,496
Legacies, Bequests, and in Memory	-	6,051
	<u>19,297</u>	<u>58,204</u>
Incoming resources from charitable activities		
Service users' income	55,978	26,826
Grants	<u>550,517</u>	<u>544,070</u>
	606,495	570,896
Activities for generating funds		
Fundraising events	8,821	6,909
Hall hire	58,758	54,846
Rent received	47,622	33,448
Other	<u>85</u>	<u>-</u>
	115,286	95,203
Investment Income		
Bank Interest	1,589	678
Dividends	<u>6</u>	<u>14</u>
	1,595	692
Other Income		
Sundry income	<u>5,222</u>	<u>8,651</u>
Total incoming resources	747,895	733,646
Fundraising costs		
AGM, Marketing costs and rebrand	6,400	16,362
Direct fundraising costs	45,975	43,248
Fundraising events	<u>20,134</u>	<u>-</u>
	72,509	59,610
Charitable activities		
Staff Salaries	415,187	361,072
Team Training (staff and volunteers)	2,833	9,450
Staff Recruitment	758	8,232
Contract Staff	36,529	9,001
Staff Travelling and Meetings	1,203	1,393
Staff Welfare	1,727	3,242
Consultancy	5,561	5,307
Depreciation	65,217	43,001
Direct Projects expenses	77,696	48,982
Flat expenses	10,155	23,456
Hall expenses	6,198	15,636
IT and website	11,870	10,438
Office Administration	26,414	48,629
Premises expenses	46,843	53,488
Lift project	-	6,657
Volunteer expenses	<u>5,136</u>	<u>2,379</u>
	713,327	650,363

This page does not form part of the statutory financial statements

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024**

	2024	2023
	£	£
Governance costs		
Accountancy fees	13,597	9,789
Health & Safety	5,270	4,018
HR fees	9,364	5,706
Independent Examiner fee	1,200	990
Payroll fees	410	390
Professional fees	-	3,925
	<u>29,841</u>	<u>24,818</u>
Total resources expended	815,677	734,791
	<u></u>	<u></u>
Operating (Deficit)	<u>(67,782)</u>	<u>(1,145)</u>

Accounts

REGISTERED CHARITY NUMBER: 1165086

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023
FOR
CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

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FOR THE YEAR ENDED 31 MARCH 2023

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**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**LEGAL AND ADMINISTRATIVE INFORMATION
FOR THE YEAR ENDED 31 MARCH 2023**

REFERENCE AND ADMINISTRATIVE DETAILS

Charity Name

Croydon Voluntary Association for the Blind

Other Working Name

Croydon Vision

Registered Charity number

1165086

Principal Charity Office

Bedford Hall
72-74 Wellesley Road
Croydon
Surrey
CR0 2AR

The Trustees serving during the year and to the date of this report were as follows: -

Trustees

Nigel Gooding CBE	- Chair
Richard Wragg	- Vice Chair
Alexey (Asher) Persits	- Treasurer – resigned 14 October 2022
Frances Cullen	- Trustee
Kieren Exley	- Trustee
Jamie Henderson	- Trustee
Ketan Jadeja	- Trustee – resigned 5 August 2022
Dhruvin Patel	- Trustee
Swarna Pillai	- Trustee

Chief Executive

Susanette Mansour

Senior Team

Natasha Thompson Campbell	- Operations Manager
Abiodun Obileye	- Transport Manager
Anca Iancu	- Project Manager

Independent Examiner

Mark Blackwell ACMA
For and behalf of M H R Consultancy Limited
Chartered Management Accountants
Ferneberga House
Alexandra Road
Farnborough
GU14 6DQ

Principal Bankers

Natwest Bank
Croydon Whitgift Centre Branch
40 Whitgift Centre
Croydon
Surrey
CR0 1UQ

CAF Bank Ltd
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4JQ

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

The trustees present their annual report together with the unaudited financial statements of Croydon Voluntary Association for the Blind for the year ended 31 March 2023. The financial statements have been prepared in accordance with the accounting policies set out in Note 1 to the accounts on pages 30 and 31 and comply with the Charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Croydon Vision is a charitable incorporated organisation constituted on 8th January 2016 and registered with the Charity Commission on that date. However, the organisation itself has been supporting the blind and visually impaired community for over 100 years. In July 1923, a few visionaries decided to branch out of The Croydon Guild Social Services because it offered limited social activities for people with sight loss. The name of their new organisation was Croydon Voluntary Association for the Blind. Its aim was to promote the welfare of the blind people in Croydon.

The formation of the CIO was set up because of the merger with Bedford Hall, to become one entity. This was achieved through restructuring of the governance of the Charity, converted from an unincorporated trust to a CIO. On 1st May 2017, all the activities and undertakings of Croydon Vision (registered charity number 200482) were merged with this Charity. Croydon Vision (registered charity number 200482) was removed from the register of charities on 16th November 2017.

Recruitment and appointment of new Trustees

The Charity's constitution states that the number of Trustees shall not be less than three and not more than eight plus the Chair (9). At least two of the trustees should; if possible, be members who are visually impaired with skills set that complement the board. The board is looking to recruit a Treasurer as Asher Persits stepped down after 3 years of service. There is also a desire to recruit sight loss individuals to the Board with skills and drive to transform lives.

At every annual general meeting of the members of the CIO, one-third of the Charity's Trustees shall retire from office. If the number of Charity Trustees is not three or a multiple of three, then the number nearest to one-third shall retire from office, but if there is only one Charity Trustee, he or she shall retire. The Charity Trustees to retire by rotation shall be those who have been longest in office since their last appointment or reappointment. If any Trustees were last appointed or reappointed on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot.

The Charity Trustees may at any time decide to appoint a new Charity Trustee, whether in place of a Charity Trustee who has retired or been removed, or as an additional Charity Trustee, provided that the limit on the number of Charity Trustees would not as a result be exceeded. Trustees who retire by rotation are eligible for reappointment. A Charity Trustee who has served for two consecutive terms may not be reappointed for a third consecutive term but may be reappointed after an interval of one year.

Induction and training of new Trustees

There hasn't been a new trustee this year, however, over the past few years, the Charity has attracted new trustees from a range of different backgrounds: governmental agencies, legal and business. Trustees are involved in appropriate training to further strengthen their role. A register of interests for trustees, staff and volunteers is in place and updated annually. Each trustee has a champion role, to drive positive change and sustainability of the Charity long term.

Each trustee undertakes an induction process, consisting of the following: meet and greet the team and understand our culture, Trustee welcome pack which contains policies, procedures, and H&S processes. In addition, trustees are provided a copy of the CIO's constitution and any amendments made to it and a copy of the CIO's latest Trustees' annual report and financial statements. This is to ensure that Trustees carry out their responsibilities effectively; guided by advice provided from the Charity Commission.

Trustees are encouraged to spend half a day at the Charity to further understand the operational aspects of the organisation. Furthermore, an annual event calendar is shared with trustees with encouragement to attend events. At each board meeting, financial and operational information is supplied together with suitable explanations, including when appropriate presentations by front line staff at Board meetings. Trustees are expected to be aware of the various Charity Commission publications that can be obtained to assist them with their duties as Trustees.

STRUCTURE, GOVERNANCE AND MANAGEMENT - continued

Organisation

The Board of Trustees administers the Charity and generally meets every 12 weeks. A People's Committee group meets regularly, and various task and finish groups are formed based on needs.

The current Chief Executive is Susanette Mansour; appointed (2018) by the Trustees. There's been a huge step-change at Croydon Vision. A dynamic new team (volunteers and staff), a freshly defined culture and a new organisational outlook that embraces the ethos of 'Heart of a Charity and Mindset of a Business' are visible every day. Each change has been a step in the long-term plan for transformation, adding extra strength to the solid foundations, which allow Croydon Vision to fail forward and grow with purpose.

Leadership

Leadership and decision making of the Charity is delegated to the Chief Executive by the Board of Trustees. The Chief Executive works closely with Management, staff, and volunteers to fulfil the Charity's objectives and ensure the smooth and effective running of the organisation. The Chief Executive reports to the Chair and to the Board of Trustees.

The Trustees, CEO and the Management team comprise the key management personnel of the Charity in charge of leading or managing the running and operating the Charity on a day-to-day basis.

All Trustees give of their time freely and no trustee received remuneration in the year. One of our trustees (Frances Cullen) leads an activity at Croydon Vision and charges the organisation at a substantially reduced rate. Details of Trustees' expenses and related party transactions are disclosed on pages 33 and 34 in Notes 9 and 13 of the accounts.

Croydon Vision has fully embraced generational diversity whereby feedback and appraisals are tailored to individual needs rather than an annual process. The pay structure of staff focuses on culture contribution, the added value and performance. In view of the nature of the Charity, the organisation benchmark against pay levels within the voluntary sector across London as well as the public sector; with some consideration of NJC pay scales.

Volunteers

Croydon Vision's Volunteers are simply awesome! At Croydon Vision when we refer to Team, it encompasses both volunteers and staff. Having a Volunteer Liaison Officer in post has been extremely helpful to drive our focus on teamwork and development of volunteering at Croydon Vision. Building on Co-producing; an important pillar at Croydon Vision, and the **Volunteer Liaison Officer** works alongside the team to deliver the three volunteering strands: Classic Volunteering, Skill Up and Route to Employment, laser focused in creating a **Movement to Empower** roadmap.

There are 55 volunteers that give many hours of their time to the Charity. Our social value from April to March 2023 was £70,045 – amazing support from our Volunteers, including trustees. The Trustees and Staff Team would like to record their thanks for their valuable support. Croydon Vision celebrates volunteers daily/weekly, however, each year, we try to bring as many volunteers as possible under one roof, June 2023 was a great success, the turnout was amazing, and we celebrated our volunteers in style, gifts, and meal together.

"Thank-you so much for spoiling us at the Celebrating Volunteers event, it was very much appreciated. The gifts are lovely and so thoughtful. Croydon Vision is a super organisation, and I am very proud to be a volunteer" **Sue L, Volunteer**

Case Study on Giving Back

Gavin joined Croydon Vision in 2022 and attended the working age forum. Soon after, Gavin joined Croydon Vision's employment programme. During Gavin's time on the programme, he attended multiple events to build his confidence, knowledge & social skills getting himself job ready. Gavin made full use of opportunities provided, including the new I.T. hub and support to update his personal CV and development. To further enhance his skills, Gavin also applied to be a volunteer at Croydon Vision and has gone through the recruitment, vetting and training process as a volunteer. With his newly found confidence he has been applying for vacancies and was selected for interviews. He has not yet been successful, but he has demonstrated his resilience and continues to send out applications, hoping to enter the job market.

Related parties and co-operation with other organisations

None of our trustees received remuneration from their work with the Charity as trustees. However, one trustee leads an activity at Croydon Vision and charges the organisation at a substantially reduced rate. Any connection between a trustee, CEO or Management of the Charity with Service user, external contractor or supplier of services must be disclosed to the CEO or Board of Trustees in the same way as any other contractual relationship with a related party.

STRUCTURE, GOVERNANCE AND MANAGEMENT - continued

Risk Management

An integrated risk strategy is in place which is overseen by the CEO and management as required. In addition, a risk management policy and register are now in place. The strategy comprises the following:

- Annual review of the risks which Croydon Vision may have to face.
- The establishment of systems and procedures to mitigate those risks; and
- The implementation of procedures designed to report on and minimise any potential impact on Croydon Vision should any of those risks materialise.

The Board of Trustees is confident that the planned process enables them to identify the major risks to which the Charity is exposed and that they have established systems to mitigate those risks. The Trustees re-appointed Mark Blackwell of MHR Consultancy Ltd to carry out an independent examination of the Charity's financial statements for the year ended 31 March 2023.

OBJECTIVES AND ACTIVITIES

Croydon Vision's objects and funding limit the services we provide to those detailed in our charitable objectives. The Charity's Trustees have complied with the duty in section 17(5) of the 2011 Charities Act to have due regard to the guidance published by the Charity Commission. Our primary beneficiaries are those people with sight loss or individuals with an interest in sight loss.

OUR CULTURE DEFINED:

We put **People First**
We **Empower our People**, on the journey to independence.
We take great pride in our **Vibrant Community**.

OUR VALUES

Awareness: We invest... In a growth mindset.
Compassion: We put... People first
Teamwork: We build... More together
Integrity: We keep... Our promises.
Diversity: We stand... Shoulder to shoulder.

INTRODUCING OUR WHY, HOW and WHAT we do...

OUR VISION, PURPOSE: Why we do what we do.

Creating a community that protects sight and reducing mild to severe sight loss for the next 100yrs.

OUR MISSION: What we do

We're here to encourage independence, confidence, and personal development among our blind and partially sighted community. Encouraging people in Croydon to re-evaluate what's possible – because there is life after sight loss.

OUR 5 STEP MODEL: How we do this (Personal development):

We have a five-step process because we believe that transformation is a journey...

Stage 1 – Rebuilding:

Connecting with our vibrant community, Advice & Advocacy, counselling, peer support and active well-being.

Stage 2 – Re-direction:

Walk alongside each person, on their journey to design an individualised plan of action.

Stage 3 – Upskilling:

Improving social mobility through education, technology, and digital inclusion.
Providing coaching, mentorship, and intergenerational activities; power of learning and sharing together.

Stage 4 – Applying Knowledge:

Volunteering opportunities, route into work, reviewing CVs, mock interviews, business planning and more.

Stage 5 – From Survival to Thriving:

Employment or entrepreneurship, becoming an ambassador, a change agent for sight loss.

OBJECTIVES AND ACTIVITIES - continued

Empowering Croydon Vision means empowering the sight loss community.

We have 100 years of experience to leverage at Croydon Vision, but that comes hand in hand with an innate understanding that the needs and experiences of those we seek to empower are constantly changing. As a result, we are focused on:

1. Shifting the **societal narrative** for people with sight loss, from help to empowerment.
2. Enabling and emboldening the sight loss community to **improve their own lives**.
3. Utilising our **land and buildings** to the best effect for our community.
4. Acting on our **'Away Day' findings**, to improve our transport solutions and introduce holidays and short breaks for members.
5. Continue to transform the lives of all within four distinct categories:
 - a. **Young People (3 -18 years old)** - laying the foundations for a rich, full life, by offering activities like cookery workshops and tech training.
 - b. **Working Age (19 years plus)** - facilitating routes into employment and entrepreneurship; encouraging innovation, IT training and introducing new technology.
 - c. **Over 65s** - embedding our live well, age well attitude by offering wellbeing classes, dance, creative activities, and excursions.
 - d. **All ages** - connecting generations to enjoy activities together, volunteering, sharing knowledge, experiences, and perspectives.
6. Working successfully **with other organisations** in Croydon and the sight loss space.
7. Recruiting **motivated staff and volunteers**, who want to serve and make a difference.

Key Highlights of Croydon Vision over the past 100 years...

1923: July 1923, the association was formed, to work in co-operation with the Statutory Blind Persons Committee of the Town Council, to carry out the provisions of the 'Blind Persons Act 1920.

1931: Funds were raised to buy Bedford Park, the land on which Bedford Hall trust was built.

1979: Bedford Hall was sold to developers, allowing new and larger premises to be bought at 72-74 Wellesley Road.

1982: Queen Elizabeth paid a visit to Croydon Voluntary Association for the Blind to greet members with warmth and humility.

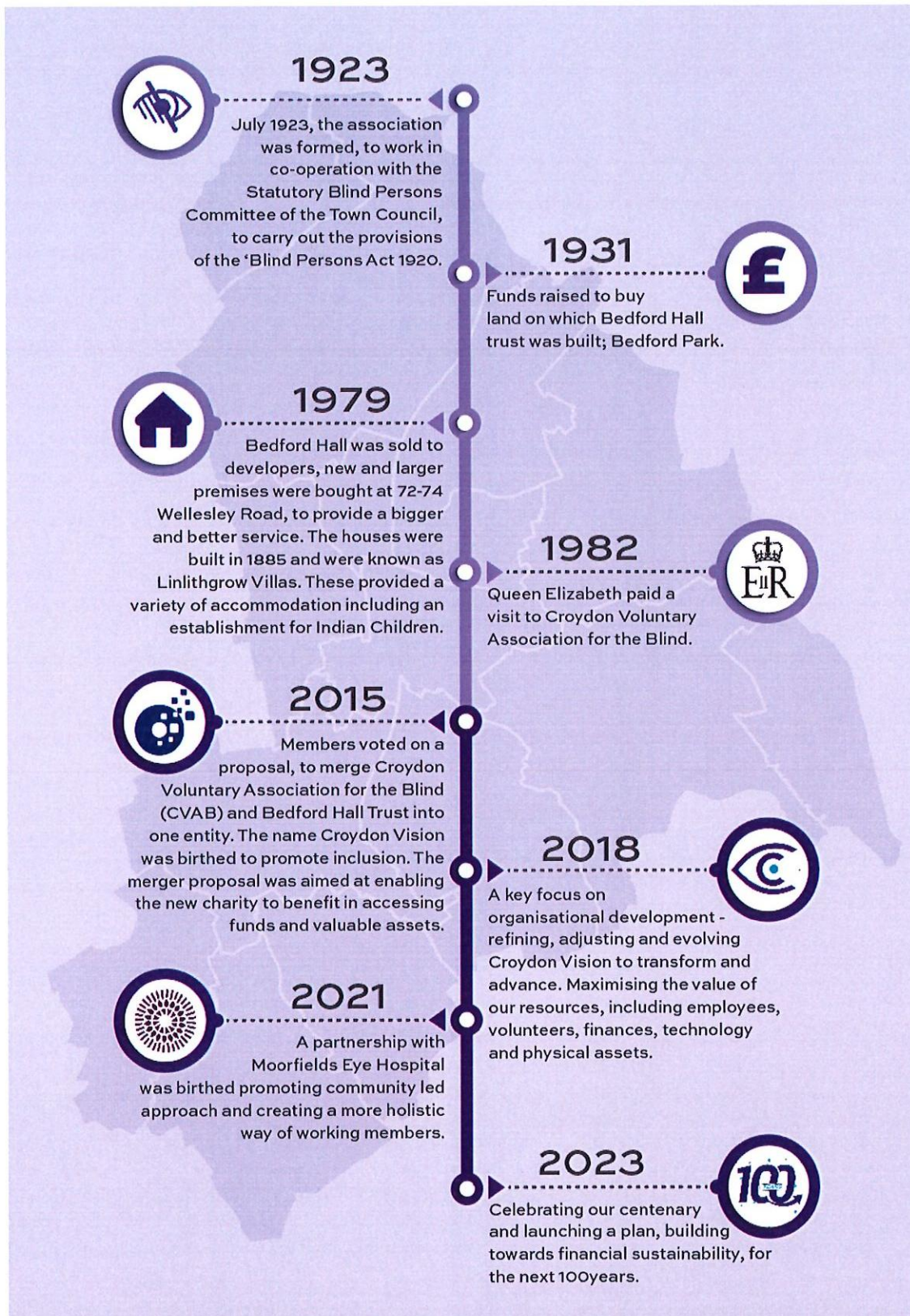
2015: Members voted on a proposal, to merge Croydon Voluntary Association for the Blind (CVAB) and Bedford Hall Trust into one entity. The newly merged organisation was named Croydon Vision to promote inclusion for all.

2018: New focus was established on organisational development - refining, adjusting and evolving Croydon Vision to transform and advance. The value of our resources was maximised, including employees, volunteers, finances, technology, and physical assets.

2021: A partnership between Croydon Vision and Moorfields Eye Hospital was established to promote a community-led approach to assisting people with sight loss and creating a more holistic way of working with members. Another by Croydon Vision and Age UK.

2023: The organisation's centenary marks a new era, including the launch of a plan that will cement financial sustainability for Croydon Vision, for the next 100 years.

OBJECTIVES AND ACTIVITIES - continued



ACHIEVEMENTS AND PERFORMANCE - continued

BIG Lottery – The Lost 500 (First year of Project)

- Improve the physical and mental health of people with sight loss
- Improve inclusion in the labour market
- Help overcome technological and digital exclusion

What we've done so far:

152 members reached year 1

130 people reached for independent workshops such as cookery, living with sight loss

64 individuals provided with upskilling; through accessible tech training

£201,021 increased income for our people, promoting financial independence through advice & advocacy

332 pairs of glasses donated to Children in Uganda, contributing to global eye health and well-being

788 people reached - eye health awareness

11 partnerships developed to promote route to employment

CAF Project – The Lost 500 (18months – end of Project)

The Why:

The CAF grant focused on transformational change as we build to sustain the organisation over the next 3 years.

- To reach more people and smash taboos
- Develop our model, Heart of a Charity, and Mindset of a Business.
- Installing a lift and opening up space.

What we did:



We promised to reach
158 new members



Instead we reached
176 new members



We promised a new lift and
building installation



Actioned with open space and
increased services



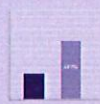
We promised impact reporting road map;
from dependence to independence



We created the 5 step model
(survival to thriving)



We promised to recruit a Fundraiser



We had a 21% increase in fundraising



We promised 1200 indirect reach to
raise awareness of sight loss



We achieved 1480 indirect reach

ACHIEVEMENTS AND PERFORMANCE - continued

Garfield Weston – Core Support



Changing how we see, changing how we are seen

To upscale services, reaching many more people living with sight loss in Croydon, the journey from **Surviving to Thriving**.

How

- Outreach Service
- Lunch Service
- Counselling Service
- Advice & Advocacy Service
- Upskilling through accessible Tech Training

Impact Story:

Paula loves quiz, however, she was struggling with reading letters and unable to access magnifiers. We reached out and after a personalised plan of action, Paula is now able to use the 'Seeing AI' app to read letters, reminiscing on old photos and looking at bus times when out in the community.

What is next for Croydon Vision?

- Implementation of our Strategy 2023-26
- Our Centenary Celebration 6th October 2023
- Phase 3 Croydon Vision - building the foundation for the next 100years... come join us!

Thank you Garfield Weston Foundation

ACHIEVEMENTS AND PERFORMANCE – continued

Service Impact – Steps for Rebuilding Lives

The Impact Of Our Services 2022-23

As we help rebuild MORE Lives



Home Visits

Our home visits have allowed us reach more members. This means we have been able to have a positive impact on 88 more peoples lives.

220 Compared to **132** (2021-22)

Lunch

We serve freshly cooked for Monday to Thursday helping to promote health and wellbeing starting from within. Eat, Live and Age well.



2795 Compared to **2527** (2021-22)



Well-being Matters

We have access to support services and activities that cater to our members needs. Providing our members with the tools to thrive.

980 Compared to **725** (2021-22)

We Can Create Too

Promoting social inclusion and increased self-esteem through art, craft and pottery.

341 Compared to **140** (2021-22)



ACHIEVEMENTS AND PERFORMANCE – continued

Service Impact - Steps for Upskilling

The Impact Of Our Services 2022-23
As we help MORE individuals on their upskilling Journey



Tech Training

Croydon Visions' One to one Accessible Tech Training, means we can provide personalised training and equipment tips onsite and at members' homes as part of our larger project.

92 Compared to **129** (2021-22)

Personal Development

We're enhancing employment prospects for the visually impaired in our borough through upskilling, employment workshops, action plans and more.

312 Compared to **298** (2021-22)



Cookery

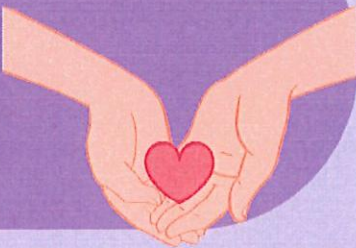
The independent cookery class at Croydon Vision has allowed us to reach more people living with sightloss. Allowing our members to enjoy cooking using accessible equipment.

130 Compared to **28** (2021-22)

Giving Back

Members becoming volunteers -
do for one what you wish you
could do for many.

14 Compared to **6** (2021-22)



ACHIEVEMENTS AND PERFORMANCE - continued

Service Impact – Steps to Transformation

The Impact Of Our Services 2022-23

As we transform MORE lives



Members Growth

Our collaboration across our team has allowed us to welcome more members into our vibrant community. Meaning we have been able to reach more people, spread more awareness and make a difference in more people lives.

857 Compared to **705** (2021-22)

Excursions

By increasing our excursions scheme we have been able to increase our community involvement by taking our members and members of the community on day trips.

177 Compared to **98** (2021-22)



Community Outreach

By actively engaging with the community and bringing new volunteers on board, we have been able to raise awareness about our mission and impact. Our outreach initiatives have allowed us to reach a more wider audience.

938 Compared to **516** (2021-22)

Eyes Wide Open

Our new Eyes Wide Open Campaign enabled us to support children and young people in Uganda by collecting glasses from the community in Croydon. To help enhance their learning and skills.

Over

1400 This was a new campaign



ACHIEVEMENTS AND PERFORMANCE - continued

How did we get here?
Evaluating our 2020-2023 Strategic Plan

Co-production

For members to be integral to the development of our products and services.

Our community wanted...	We Did
➤ To be led by a vibrant, engaging committee group (All Ages) ➤ To be engaged on social media; reaching more people to improve awareness. ➤ To invest in team development (Staff, Volunteers, Trustees)	• We focussed on listening, creating an active dialogue with members, staff, and volunteers. • We put members at the heart of project development. • We captured and shared our members' voices through social media and communications. • We've been intentional about the personal development of our people focused on compliance and soft skills such as Self-awareness, Self-regulation, Time Prioritisation, Empathy...

Community

Improving our reach and engagement in Croydon as a whole.

Our community wanted...	We Did
➤ To be more included in social and community life for people with sight loss. ➤ To improve our transport provision with new vehicles and more drivers to reach more people. ➤ To cover more of the borough by taking the number of Outreach Officers from 2 to 4.	• Member numbers have increased by 40% over the past 3 years thanks to investment in community engagement (our Lost 500 project was pivotal to this). • We've upgraded our fleet of vehicles and increased the number of drivers at CV, to serve our community and support other local organisations. • We've made outreach an integral part of all frontline officer roles.

Accessibility

Transforming our premises and improving the use of technology.

Our community wanted...	We Did
➤ To improve the accessibility of our building, installing a lift. ➤ To create a mobile technology hub; to reach the community and boost awareness. ➤ To develop an active tech committee, incorporating mentor opportunities.	• We've made the building more accessible thanks to the lift installation, an improved Resource Centre, Talking Toilet, IT suite and training for everyone. • The mobile tech hub is a work in progress! • We run visual awareness workshops throughout the year. • We're pulling together a tech committee, which is a focus for 2023 and beyond.

ACHIEVEMENTS AND PERFORMANCE - continued

Holistic Health

Putting our members at the centre of their care pathways.

Our community wanted...	We Did
➤ To create more awareness and reduce avoidable sight loss. ➤ To support people with sight loss, taking them from despair to independent living. ➤ To improve inclusion and empowerment, building confidence to self-advocate.	• We now host a Moorfields Eye Clinic at Croydon Vision on a weekly basis. • We run Living with Sight Loss workshops, which are available as part of member induction, as well as for family and friends. • We've activated a culture shift; empowering members to ask, not only what CV can do for them but what can they do for CV. • We've established independent living pathways to employment and entrepreneurship and supported more than 18 people into employment.

Sustainable Reach

Improving our brand, communications, and income stream.

Our community wanted...	We Did
➤ To create a working communication strategy, including a staff lead. ➤ To increase networking events that enable us to engage with businesses, schools, health professionals, family, and friends of Croydon Vision. ➤ To increase our knowledge of tech.	• We've laid the foundations of a strong brand and fundraising strategy. • We've developed and embedded the ethos of Heart of a Charity, Mindset of a Business. • We've undertaken intentional networking with schools, health service, families, and businesses, through open days and events.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2023

ACHIEVEMENTS AND PERFORMANCE – continued

Financial statement (5yrs track)

As we reflect on the past and build for the future, we realise that transformational work is worthwhile yet costly. It takes longer because each person is unique. The total cost of one severely sighted individual accessing all 5 steps equate to £8,400, this excludes the social value through volunteering time. For a synopsis of how this is costed out, see page 4 of the 5 steps.

- £4,375 Rebuilding Lives
- £1,155 Re-direction
- £1,238 Upskilling
- £894 Applying skills.
- £738 From Survival to Thriving

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Trading Income	23,761	54,488	72,316	43,789	67,811	95,203
Investment	10	20	30	15	22	692
Charitable activities	122,536	207,728	246,021	422,173	374,589	570,896
Fundraising, Donation & Legacy	89,978	321,042	224,041	66,081	69,987	58,204
Other Income	-	-	15,287	-	-	8,651
Total Income	£236,285	£583,278	£557,695	£532,058	£512,409	£733,646
Membership	508	725	762	611	705	857

ACHIEVEMENTS AND PERFORMANCE – continued

Voices of our Team

Bright Ideas Days are all about staff coming together with the key strategic aim in mind of improving CV by working together more effectively. We host 4 Bright Ideas Day in a year. Most recently, the focus was on bridging gaps and building for the future:

How was Bright Ideas Day?

"The segment for fundraising made me particularly excited, and I loved hearing everyone's different ideas. I also appreciated the honest conversations that were had about how CV's culture can improve." **Sarah (Member Liaison Officer)**

"I really enjoyed my first bright ideas day and I found it very informative and a fun way to get us talking about Croydon Vision's future." **Abbie (Office Manager)**

Personal Growth: Emotional Intelligence = Enhanced Teamwork

Working as a team is how we get things done at Croydon Vision, so we proactively look for ways to enhance dynamism, efficiency.

Why is EI important?

Emotional intelligence (or EI) is recognised as a key life skill and is also one of the top skills that employers value in their staff. People with high levels of EI are able to build better relationships, communicate more effectively and face life's challenges with a more positive and solution-seeking approach.

What did the workshop reveal?

"The emotional intelligence workshop helped me to learn about 15 myself and get to know my colleagues better. It was a good opportunity to hear about others' strengths and how they approach issues such as renewing focus at work. It has made me feel more confident to approach the team and ask what the best way is to collaborate on things. It assured me that everyone is different, and there is no one way to approach responsibilities." **Sarah (Member Liaison Officer)**

How will the workshop change the team dynamic? "I found the emotional intelligence workshop very insightful. It helped me to understand the way my brain works and how I interact with others when working. This has allowed me to be open with my ways of working with team members, which will certainly benefit the big celebration Croydon Vision is having for the centenary!" **Aliyah (Brand Lead)**

Case Study - Maria loves Croydon Vision

As someone who's been volunteering at Croydon Vision for 12 years, Maria still gets so much joy from being here. And as the Centenary approaches she's glad to be part of 100 years of helping local people...

How did you first start volunteering at Croydon Vision?

I used to be a nurse in the eye unit at Croydon University Hospital; part of my job was meeting with the different services that patients might be referred to. One of those was what is now Croydon Vision. I never wanted to retire and do nothing - you've got to do something! - so volunteering at Croydon Vision was a natural fit. That was around 12 years ago, and I've never looked back.

How do you feel about the approaching Centenary?

One hundred years of helping people is a huge milestone, it really means a lot! Things have certainly changed since I first knew this place, Susanette has taken it to a whole new level, into the 21st Century. And it's good! There have been lots of improvements over the years and long may it go on.

What makes Croydon Vision so strong?

Well, we've survived cuts, Covid, and so many changes, and we're still going and offering services to the people. Plus, membership is increasing, which is always a good thing. The variety of Croydon Vision's members is wonderful. My group is mostly made up of over 60s and it goes up to almost 103! Elsie reached her own centenary during Covid and is still going strong, she comes into Croydon Vision in person occasionally but usually joins us over the phone, she doesn't like to miss anything!

What are some common misconceptions about blind and partially sighted people?

Well, the good thing is that disability has now become less taboo. But of course, the common misconception is that if you're blind you can't do very much. If you go to Croydon Vision you realise - and it's very humbling - how even with poor or no eyesight, life goes on. All our members have found a different way to live, their sight is missing but they make use of their other senses, and their lives can still be full. And useful too; there are so many people here who've joined as members and gone on to find a job or to volunteer. It's very inspiring. And of course, with new technology and all the aids you can use, it's a marvel. The Resource Centre here is wonderful for that!

ACHIEVEMENTS AND PERFORMANCE – continued

If you had a magic wand, what would you add to Croydon Vision?

More funds, that would enable us to have more excursions, they're very popular. Visits to gardens and concerts are so lovely, and recently I went as a guide to Fairfield Hall to a concert with six of our members, that was great, so we'd love more of those! Finally, what do you enjoy most about volunteering here? Being with the members, I just love being in Croydon Vision. It's as simple as that. It's the joy I get from being with people here, and I value that a lot. In fact, I love it. It's the heart that there is in this place that keeps me coming back.

Mental Health First Aid Training – Team (Volunteers & Staff).

'An amazing two-day training course in Mental Health First Aid, full of anecdotal stories and lived experience. The trainer was warm, welcoming and had in depth knowledge of the subject matter and material. There were periods of quiet, solemn, personal reflection and self-examination with tears whilst at other times there was raucous laughter and merriment.

On the whole, a brilliant training was had by all.' - Croydon Vision Team.

Safeguarding Training – Team (Volunteers & Staff)

'The safeguarding training organised by Croydon Vision gave us time and space to talk through safeguarding matters we may encounter. We learned so much! It was awesome to have had the chance to play out real life scenarios – and the most important thing we will take away is to trust our instincts. Will definitely recommend this training to other organisations and individuals; the trainer did a great job of lifting the policies and procedures off the page and into the real world.' - Croydon Vision Team.

Voices of our Members

"Every contribution of the team matters to our members. Some of us members may not speak loudly or look for attention, yet they keep coming to Croydon Vision regularly and enjoy the services and the solidarity at Croydon Vision, which keep them going. Our heartfelt thanks to all team members." (Anonymous Member).

Impact – New Member

"I have only started coming to Croydon Vision most recently. What I have seen here is amazing. The organisation and staff are very helpful. Thank you." Bill M

Impact statement – Rebuilding lives

"Becoming visually impaired is a loss, one has to grieve the process, knowing that there are things you can never do again, by yourself. It is a hard fact to realise, and for many years, I fought this realisation which didn't help me, it made my situation worse, and I lost people around me. The counselling sessions have been very helpful, having great impact in my life. I recommend it to anyone." (undisclosed).

Impact – Tech Training

Thomas recently joined Croydon vision. He attended a resource centre tour that was hosted after a Living with sight loss workshop. After an initial assessment, to create an agreed personalised plan of action, he informed of his passion for reading and how sight loss has affected that. Thomas loves reading physical copy books as opposed to listening to one.

With this knowledge at hand, we explored different types of reading aids that could help him, and he was so pleased, later on, when for the first time in a long while, he could read his favourite books and translate some using his smart devices (iPad and iPhone). He had no idea he could use these devices as digital magnifiers. Thomas goal of reading 3 books a month is back on track - we are super pleased.

ACHIEVEMENTS AND PERFORMANCE - continued

Impact – Advice & Advocacy Support

"I cannot thank Croydon Vision enough for all your time, help and support. I received decision letter from the DWP which informed me that I have been awarded enhanced rate for both daily living and mobility for 10 years. Obviously, I am very happy now and can finally live my life. Thank you so much for helping me achieve this." Luiza A.

Impact – Tech Training

Lawrence is a new member who is registered as severely sight impaired and wanted to know what tools he could use to become more independent. He couldn't participate in his family WhatsApp group chat which left him more isolated. After touring him around the resource centre, we had an accessibility appointment where he was introduced to voice over and with just one session, he picked up on how to use it. He was astonished that he can send messages and voice notes as well as access his favourite comedian whilst not being able to see the screen.

During our catch up call he mentioned how empowered he felt and during our discussion showed interest in route to work. He was referred to the employment officer, and he mentioned how positive he feels about having support and seeing positivity in this journey.

Case Study – Steps to Transformation

Roshni is severely sight impaired, a Mauritian woman living in the UK for sixteen years, very limited English. She was isolated and depressed, would not go out alone or participate in any events or activities in the community. She was also unaware of the financial benefits available to her.

When Roshni visited Croydon Vision, she was amazed, and could not believe that some volunteers and staff were also severely sight impaired and working, leading activities. She was truly inspired and motivated to do more and become more involved. She started attending cooking classes, then the working age forum.

Her independence improved further when she was awarded taxi card and dial a ride. She's more positive and confident, able to go out alone during the day and now, volunteers as an assistant lead for the cookery class, giving back to others.

Case Study – 5 steps

"I had a lot of emotional baggage in my life - to do with confidence and hope - but I don't really like to show it. When I joined Croydon Vision, I first took advantage of their Advice & Advocacy, then I joined social groups.

Cookery and sharing joy through food is my 'why' but back then I was letting my visual impairment hold me back. Then I visited Croydon Vision, saw the kitchen and I said; 'I want to be part of that!' So, I offered to help, cooking something for people to try themselves.

It was a full achievement for me. It gave me so much joy and happiness and pride too. I prefer to be busy and helpful and the team at Croydon Vision helped me a lot, to overcome self-esteem issues; offering me so many opportunities to feel valuable. Over time I looked at Odette (sight loss) and the way she hosts workshops and things and I thought 'if she can do it, I can do it as well'. She showed me I could do more; she made me look at my strengths, not what I couldn't do.

Soon I started volunteering in the kitchen more often. I now work as the Cookery Lead at Croydon Vision. I have 2 classes each week and I am overjoyed. I also work as part of the Outreach team; I just want to help other people have the life-changing journey I've had here." Shalini O.

THE NEW NOW

Croydon Vision is needed more than ever before.

THE NOW and FUTURE: There are over 10,500 people with sight loss in Croydon (2022), this means 1 in 37 people living with some form of visual impairment. By 2032, it is projected to increase by 21% which equate to 12,700 living with sight loss.

In order to provide the most support, make the most difference and be a force for good in our area, it is crucial that we understand the complexity of societal issues at work. As we write this, Croydon Council are £1.6 billion in debt, impacting the Voluntary Sector with a massive cutback of £2.6m, this reduction in funds has a significant impact on residents in need of accessing local services.

Cost of living:

The demand for services continues to rise nationwide. Locally, the voluntary sector is struggling to deliver due to financial cuts, as well as the surge in demand for grants through trusts and foundations, to level up. The concerns continue to rise massively, paying bills, eating well and future planning. There's an increase in anxiety, a fall in living standards which impacts physical and mental wellbeing. This is magnified for our members, many of whom already suffer anxiety because of sight loss and with the majority living in the most deprived areas.

There seems to be a cycle of social dependence too, working age members opting for social benefit rather than employment as the system seems more favourable to claim benefits than encourage work. Another continued issue is the time taken by Department of Works and Pension (DWP), access to work and how it takes 5-9 months from initial assessment for someone in work, to receive an award for accessible equipments. This deters employers from employing someone with sight loss, or the claim of not providing reasonable adjustment for staff, a concern that can lead to tribunal claims.

Some contexts on poverty and health within our community:

- The unemployment rate in Croydon is 8% (nationally that same number is 4.9%).
- 71% of our members have severe sightloss, residing in the areas of highest deprivation and lowest income in the borough.
- 29% of Croydon Vision members have an additional disability - either a physical/learning disability and/or a long-term health condition and/ or mental health illness.

Statistics like these demand action. We want to see change happen for people with sight loss, levelling the playing field and transforming lives from dependence to independence.

Nationally - there are more than 2 million people in the UK living with sight loss.

- Every day 250 people start to lose their sight.
- 340,000 people are registered blind or partially sighted in the UK.
- There are now more than 26,000 visually impaired children in the UK, and around half of them have an additional special educational need or disabilities.
- Nearly 80% of the people registered as blind or partially sighted in the UK are 65 or older, and around 60% are 75+.
- Well over half of people currently living with sight loss are women.

Zooming in on Croydon...

The Croydon borough has certainly seen its fair share of upheaval in recent years. It is the second-largest London Borough, with more than 51% of the population identifying as coming from a BAME background.

- Black African and Caribbean people are four to eight times more at risk of developing certain forms of glaucoma.
- The risk of diabetic eye disease is around three times greater in South Asian people due to diabetes retinopathy.
- There is also evidence that people from ethnic minority backgrounds experience barriers to accessing eye health care, which will increase their risk of avoidable sight loss.

Service demand continues to increase, including people with sight loss:

- 10,500 people are living with sight loss in Croydon today.
- 1,825 people are registered blind or partially sighted.
- By 2032 it is projected that 12,700 people in Croydon will be living with sight loss.

The current sight loss stats by age:

- 190 are aged 0 to 17 years.
- 2,500 are aged 18 to 64 years.
- 1,930 are aged 65 to 74 years.
- 2,640 are aged 75 to 84 years.
- 3,240 are aged 85 years and over.

THE NEW NOW - continued

Estimated prevalence of sight loss over time, by severity

Severity of Sight loss	2018	2022	2032
Mild sight loss	6,100	6,770	8,180
Moderate sight loss	2,110	2,340	2,830
Severe sight loss	1,210	1,360	1,680
Total	9,420	10,500	12,700
		11.5% increase	21% projected

FUTURE PLANS

Introducing our Strategy 2023-26

We want to welcome many more people to our vibrant community, from mild to severe impairment, providing vital services through a new bespoke centre that is forward thinking, inclusive and multi-functional (bricks and clicks). A building that is self-sustainable for the next 100yrs, driven by our model, Heart of a Charity, and Mindset of a Business.

Our strategy will focus on preventative work (avoidable sight loss), whilst providing practical support to transform lives and developing a culture of giving back to the community.

Embracing discomfort: There is a necessary element of discomfort with our strategy for 2023-26, simply because we know we do not have all the answers. There is strength in that. We'll need that strength to challenge the status quo. We're breaking free from perfection in this strategy, which we're not seeing as a plan so much as a set of choices that collectively position our organisation for the benefit of those with sight impairment in Croydon.

With that in mind, our strategy will focus on creating a sustainable advantage through cost management and team capabilities, to deliver superior returns, both financially, and socially for our people.

Embracing aspiration: We envision reaching as many people in Croydon experiencing sight loss, developing stronger networking links, educating people about eye health, transforming lives, and giving back to the community.

Igniting a culture shift: Our model will focus on preventing sight loss, smashing taboos and laser-focused on transformational work; to deliver hope that there is life after sight loss.

Unlocking the circle of giving: Practical support will lead to transforming the lives of people living with sight loss, who will in turn be empowered to embrace giving back to their community, utilising their skills and experiences, promoting a more intergenerational model.

Building resilience: Our target of £7.5 million represents a bold declaration of intent for the next 100 years. We want to deliver financial sustainability by building a multi-functional centre of excellence that leverages the power of bricks (physical) and clicks (virtual) to serve our community.

Driven by our Purpose: We put People First. We Empower our people, on the journey to independence. We take great pride in our Vibrant Community. These crystal-clear statements underpin everything we hope to achieve.

Prioritising our Ambitious Goals.

At Croydon Vision our focus remains on transforming lives, promoting independence, and giving back. We aim to remain consistent on these points through three clear planning priorities:

1. PREVENTION OF SIGHT LOSS

We will work in the community with thought leaders, businesses, educational establishments, healthcare, and other care providers, to ensure important messaging about eye health is understood by all. When so many eye conditions are preventable but not treatable, doing anything less would simply not align with our values.

2. PRACTICAL SUPPORT USING OUR 5-STEP MODEL (Surviving to Thriving)

Please see page 4 of this report, gives detailed synopsis of our 5-step model.

3. PHASE 3 - BUILDING TO SUSTAIN THE NEXT 100 YEARS

We're determined to incorporate sustainability into all areas of our operation. Key to this is driving forward with our vision to create a new, purpose-led building that will:

- facilitate greater engagement with the community,
- open up more opportunities for an increased proportion of the borough's sight loss community.
- deliver long-term financial sustainability for the organisation and beneficiaries.

FUTURE PLANS – continued

Measuring our Impact.

Much has been achieved in 100 years, but there is more to be done. As we enter our next 100 years we will focus on:

Tackling preventable sight loss.

We are focused on improving eye health and reducing avoidable sight loss in our community. We will accomplish this by engaging with:

- Local businesses > Targeting campaigns to disseminate information.
- Local media > Sharing campaigns through press releases including for local residents.
- Local schools > Creating downloadable resources for schools, colleges, and universities in our surrounding area.
- Local organisations > Increasing engagement so we can share knowledge.

KPIs

- To scale up awareness of avoidable sight loss and reach 25 local businesses by YE24, 50 local businesses by YE25 and 100 local businesses (SME's) by YE26.
- To launch 2 media campaigns each year YE24, YE25 and YE26.
- Connect and build relations with 5 schools by YE24, 10 local schools by YE25 and 15 local schools by YE26.
- Adding 5 new organisations each year, including sports facilities, local charities, other sight loss service providers.
- To collaborate with key stakeholders (internal and external), to develop an app for social networking, further raise awareness of sight loss and reach, launching YE25.

Delivering practical transformation using our 5-step model

We will both amplify our commitment to those with severe sight loss and reach out to those with milder visual impairment:

1. Providing a 5-step plan from surviving to thriving.
2. Facilitating opportunities for more outreach activities through our improved transportation.
3. Promoting opportunities for active wellbeing.
4. Offering mentoring opportunities that can be passed down.
5. Delivering technology solutions that can be passed up.
6. Fostering a caring environment that's conducive to sharing.
7. Continuing our commitment to provide support to the 'Lost 500' by expanding our reach to engage with those who live with all forms of visual impairment and have been left without support.

Ways we will engage with and listen to the entire sight loss community:

1. Member questionnaires conducted twice a year.
2. Annual away days to promote group collaboration and discussion.
3. Scale up outreach and taking our work into the community to gauge the needs of those with sight loss who are new to Croydon Vision.
4. Engaging with sight loss leaders who are new to Croydon Vision.

We will be bold about the services we aim to **keep, start, and stop**. This will strengthen our editing bricks and clicks model, which incorporates:

- Lunch service
- Transport solutions
- Children & Young People
- Volunteering
- Routes to Employment
- Online services (clicks)
- New services and facilities through listening to the entire sight loss community.

KPIs:

- Increase membership (all forms of sight loss) from 10% to 50% of the community within the borough by YE26.
- Collaborate and develop a robust plan YE24, to deliver a new building to suit the needs of sight-loss residents in the borough.
- Members advocate and improve accessible branding within businesses, 3 YE24, 7 YE25 and 9 YE26

FUTURE PLANS – continued

Phase 3 - Building to sustain the next 100yrs.

While we are focused on providing facilities that better meet the needs of all sight-loss members, we have a responsibility to protect the financial interests of Croydon Vision and provide sustainable sources of income. We plan to achieve this by:

- Developing and executing plans for a multi-functioning hub that embodies Heart of a Charity, Mindset of a Business ethos.
- Safeguarding sustainable income delivered through a suite of diverse income streams.
- Making best use of the land we have available with robust and viable plans to invest in new buildings. These will replace existing buildings, which could be deemed unfit for purpose for a sight loss community.

KPIs:

- Increased income targets for YE24, YE25 and YE26 in line with Fundraising Strategy for the period.
- Robust plans by YE24, for a new building to better serve the needs of the sight loss community and factor in:
 - a. Access to funding for the build.
 - b. Improved financial sustainability, post-build.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2023

FINANCIAL REVIEW

Statement of Financial Activities

The Statement of Financial Activities is shown on page 27, with a more detailed analysis of income and expenditure within the notes to the financial statements.

Risks, Reserves, and Insurance

Reflecting on the past 12 months with both gratitude and breathing a sigh of relief to see the end of the year. It has been one of the most challenging years at Croydon Vision, navigating some big challenges as well as opportunities. Somehow, the best way one can describe the year is that of a pendulum, when it swings, it never gets back to the centre, it gains momentum, and it swings back and forth, gradually finding a new centre. A BIG thank you to everyone who kept nailing it, showing up and committed, despite the challenges. The support and feedback helped Croydon Vision continue to learn and grow, to ensure the organisation reach and transform more lives. Together, we are creating a new pendulum centre 2023-24.

We had some good wins this year as well as some aftermath costs from the building and lift project 2022. The first half of the year was absolutely challenging with funds and recruitment of staff, due to newer projects. The effect of the first half meant scaling back in terms of staffing which then affected some future development. However, by the third quarter, Croydon Vision saw a number of wins with new funders; including Motability, City of London, and Garfield Weston.

We are thankful and ever so grateful to all our funders, supporters, and friends of Croydon Vision for their support, both continued and newly developed relationships – thank you!

The overall performance (income) of the organisation was favourable, with a 21% increase compared to its original budget 2022-23. A key focus going forward is the increasing of reserves, ensuring that cash reserves equate to six months of operations. This conservative level of reserves will require close budget monitoring, including holding a balanced budget at least until reserves are back to cover six months of operational costs £141,000. The completion of the lift and building project has enhanced efficiency in utility, better utilisation of the premises, allowing for a decrease in some operational expense.

However, we also continue to explore time as a proxy for risk, the point of a risk-based reserves policy is to recognise that reserves are needed both for liquidity and to cover risks. Traditional reserves policies based on three-to-six months' turnover are overly focused on using time as a proxy for risk – we want to look further and wider than restricting organisational development. Apart from using time as a proxy for risk, we really want to assess and cover risks adequately and therefore, we continually evaluate, to learn, apply and grow.

Income

In the 12 months of 2022-23 totalled £733,646, (2022: £512,409) and was generated through grants, donations, and legacies (£602,274), fundraising events (£6,909) activity income (£81,672), 39% above original budget due to increased demand for lunch service and hall hire, and other income (£42,791), mainly from flats rental. More information on projects can be found elsewhere within this report and these Financial Statements. Most of these grant funding covers multiple years and has therefore changed the income profile of the Charity in the short to medium term.

Expenses

For the period amounted to £734,791, (2022: £852,852) of which staff costs (salaries, national insurance, and pension costs) amounted to £402,204 (full cost) inclusive of direct contractors, compared to budget of £412,512 which is £11,308 difference, 3% savings. The overall number of employees at the end of March 2023 was 16. In addition to the staff cost, a total of £53,488 was expensed as aftermath of the building and lift project.

Impact analysis (summary):

The launch of new projects such as The Lost 500 by BIG Lottery, CAF and others was a game changer, enabling Croydon Vision to appoint a Fundraiser to support the CEO. This brought traction to newer funds, enabling us to partner with Garfield Weston Foundation, Motability, City of London, The Edward Gostling Foundation, and few others.

- 13% - decrease on expense for salaries compared to budget
- 39% - increase in rental income, attributed to income from Moorfields Eye Hospital
- 68% - increase in Hall Hire income from £31,987 to £53,706.
- 21% - increase in Fundraising (Trusts and Foundation)
- 15% - decrease in voluntary income
- 52% - increase in incoming resource from Charitable activities income
- >100% - increase in Fundraising cost 2023 (£59,610), 2022 (£9,634)

FINANCIAL REVIEW

Principal funding sources

The Charity is dependent upon grants and donations from individual donors and institutions. Details of the Charity's income is set out in Notes 2 and 3 on page 32 of the accounts.

Balance Sheet

The above result led to a deficit of £1,145 (2022: £340,443), which has resulted in a combined fund balance of £1,543,406 (2022: £1,544,551) at the year end. The Charity's free reserves are £54,121 (2022: £176,412). An analysis of the funds can be found in Note 18 on page 36, with the movements within each fund detailed in Note 19 on pages 37 and 38.

Plan of Action (diversifying income)

Our Fundraiser at Croydon Vision (from February 2022) has been an investment with successful grants awards. In addition, Croydon Vision continues to develop its products, especially the Visual Awareness Workshops with support from CAF Resilience fund, with the aim to drive product development and further increase sight loss awareness in Croydon.

Investment policy

The Trustees are responsible for the safekeeping of all assets of the Charity and may invest funds as they see fit.

Reserves Policy

The after effect of Covid-19 as well as the building project; lift installation impacted our reserves considerably. The gap between securing additional/new grants took longer than anticipated which resulted in a further deep into reserves, to maintain the increased demand for services. These were project that had strong realistic expectations such as the Lost 500, building works. It is now time to build back up, to ensure the organisation remains robust not just in asset but also unrestricted funds. This will enable the organisation to do more preventative work, protecting sight and prevent unavoidable sight loss in the next 100yrs.

Croydon Vision adopts the following principles in relation to on-going project funding:

- Planning for staffing changes will align with project-funding timeline; staffing expenditure will not be met by reserves.
- In exceptional circumstances when Trustees expressly wish that a specific activity continues and have a strong and realistic expectation that new funds will be received, designated funds will be used to sustain posts for a defined period.
- Redundancy for all members of staff for whom redundancy is applicable.
- Staff long-term sickness.
- Contracts and commitments, including Telephones, IT
- Accountant, HR Contract, and legal costs.
- 6 months operating cost of core (£23,500 per month, totalling £141,000).

Unrestricted reserves decreased, covering just over 2 months of operational activities (£54,121). The Board, CEO, fundraising lead, and management have a contingency programme to increase reserves to 6-9 months, working with the new strategy 2023-26, factoring inflation. The good news is that our operating cost decreased due to success in obtaining grants that covers core costs, especially the new Motability Foundation grant that supports transport operating costs.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2023

STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees are responsible for preparing the Report of the Board of Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provision of the constitution requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure, of the Charity for that period. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the SORP 2019 FRS102;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the Charity and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

ON BEHALF OF THE BOARD OF TRUSTEES



Nigel Gooding, CBE (Chair)

For and on behalf of the Board of Trustees

6 September 2023

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND**

I report to the Trustees on my examination of the accounts of the Croydon Voluntary Association for the Blind (the Charity) for the year ended 31 March 2023.

Responsibilities and basis of report

As the Charity 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 Charities 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

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

1. Accounting records were not kept in respect of the Charity as required by section 130 of the Act; or
2. The accounts do not accord with those records; or
3. The accounts do 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.



Mark Blackwell ACMA
M H R Consultancy Limited
Chartered Management Accountants
Ferneberga House
Alexandra Road
Farnborough
GU14 6DQ

6 September 2023

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023

				2023	2022
	Notes	Unrestricted funds £	Restricted funds £	Total £	Total £
INCOMING AND ENDOWMENT FROM:					
Donations and Legacies	2	58,204	-	58,204	69,987
Charitable activities	3	70,806	500,090	570,896	374,589
Other trading activities	4	95,203	-	95,203	67,811
Investments	5	692	-	692	22
Other Income		8,651	-	8,651	-
Total Income		233,556	500,090	733,646	512,409
EXPENDITURE ON:					
Raising funds	6	9,752	49,858	59,610	9,634
Charitable activities	7	350,689	309,086	675,181	843,218
Total Expenditure		360,441	358,944	734,791	852,852
Operating (Deficit)/Surplus		(126,885)	141,146	(1,145)	(340,443)
Net gains/(losses) on investments		-	-	-	-
Net (expenses)/Income		(126,885)	141,146	(1,145)	(340,443)
Transfer between funds		-	-	-	-
Net movement in funds		(126,885)	141,146	(1,145)	(340,443)
RECONCILIATION OF FUNDS					
	19/20				
TOTAL FUNDS BROUGHT FORWARD		488,952	7,618	1,047,981	1,544,551
TOTAL FUNDS CARRIED FORWARD		362,067	148,764	1,032,575	1,544,551

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

BALANCE SHEET
AT 31 MARCH 2023

		2023	2022
	Notes	£	£
FIXED ASSETS			
Tangible assets	14	1,491,189	1,381,851
Investments	15	<u>458</u>	<u>458</u>
		1,491,647	1,382,309
CURRENT ASSETS			
Stock		1,045	1,399
Debtors: amounts falling due within one year	16	84,368	160,504
Cash at bank		<u>162,988</u>	<u>157,424</u>
		248,401	319,327
LIABILITIES			
Creditors: Amounts falling due within one year	17	(196,642)	(157,085)
NET CURRENT ASSETS		<u>51,759</u>	<u>162,242</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>1,543,406</u>	<u>1,544,551</u>
NET ASSETS		<u>1,543,406</u>	<u>1,544,551</u>
TOTAL FUNDS OF THE CHARITY	19		
Unrestricted funds		54,121	176,412
Designated funds		307,946	312,540
Restricted funds		148,764	7,618
Endowment funds		<u>1,032,575</u>	<u>1,047,981</u>
TOTAL FUNDS		<u>1,543,406</u>	<u>1,544,551</u>

The financial statements were approved by the Board of Trustees on 6 September 2023 and were signed on its behalf by:


Nigel Gooding - Chair/Trustee


Richard Wragg - Vice Chair/Trustee

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	2023 £	2022 £
Cash flows from operating activities:		
Net cash provided by operating activities	<u>157,903</u>	<u>(321,431)</u>
	157,903	(321,431)
Cash flows from investing activities		
Sale of fixed assets	2	-
Purchase of fixed assets	<u>(152,341)</u>	<u>-</u>
Cash provided by (used in) investing activities	<u>(152,339)</u>	<u>-</u>
	5,564	(321,431)
(Decrease)/Increase in cash and cash equivalents in the year expended		
Cash and cash equivalents at the start of the year	<u>157,424</u>	<u>478,855</u>
Cash and cash equivalents at the end of the year	<u>162,988</u>	<u>157,424</u>

CASH FLOW NOTES

	2023 £	2022 £
Reconciliation of net movement in funds to net cash flow from operating activities		
Net (expenditure) income for the reporting period (as per the statement of financial activities)	(1,145)	(340,443)
Adjustments for:		
Add back depreciation charge	43,001	37,250
Decrease/(increase) in stock	354	323
(Increase)/Decrease in debtors	76,136	(119,167)
Increase/(decrease) in creditors	<u>39,557</u>	<u>100,606</u>
Net cash used in operating activities	<u>157,903</u>	<u>(321,431)</u>

	2023 £	2022 £
Analysis of cash and cash equivalents		
Cash and cash equivalents	<u>162,988</u>	<u>157,424</u>
Total cash and cash equivalents	<u>162,988</u>	<u>157,424</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES

A summary of the principal accounting policies adopted judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation of the Financial Statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Accounting Practice.

Croydon Voluntary Association for the Blind meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest £.

Judgement and key sources of estimation uncertainty

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

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

Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Trustees. Unrestricted funds may include designated funds where the Trustees, at their discretion, have created a fund for a specific purpose.

Restricted funds can only be used for restricted purposes within the objects of the Charity. Restrictions arise when specified by the donor or when funds are raised for restricted purposes. Where required, a monitoring report is sent to the donor or funder detailing expenditure. Further explanation of the nature and purpose of each fund is included in Note 20 on pages 39 to 40.

Income

All incoming resources are included on the Statement of Financial Activities (SoFA) when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. Grants and donations are only included in the SoFA when the general income recognition criteria are met.

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

Costs of raising funds is detailed on page 33 in Note 6, and comprises the costs associated with attracting voluntary income and any fundraising events. Charitable expenditure is detailed in Note 7, and comprises those costs incurred by the Charity in the delivery of its activities. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature to support them.

All expenditure is accounted for on an accruals basis.

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES – continued

Going concern

The financial statements have been prepared on a going concern basis, as the Trustees believe 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 authorising these financial statements and consider these sufficient for the Charity to be able to continue as a going concern.

Tangible fixed assets

Tangible fixed assets are stated at cost or valuation less depreciation. Individual fixed assets costing £1,000 or more are capitalised.

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Asset Category	Annual Rate
Motor Vehicles	25% on cost
Specialist Equipment	25% on cost
Computer Equipment	33.33% on cost
Fixtures and Fittings	20% on cost
Freehold Buildings	2% on cost
Land	No depreciation

Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price when the amount is material. The income arising on the investments is shown under investment income in the Statement of Financial Activities.

Gains and losses on investment assets disposed of are shown as gains and losses in the Statement of Financial Activities.

Cash at bank and in hand

Cash at bank and in hand represents bank accounts where funds are available on demand.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow-moving items.

Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are recognised at the invoiced cost prepaid.

Creditors and Provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Taxation

The Charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010. Accordingly, it is potentially exempt from taxation in respect of income and capital gains received to the extent that such income or gains are applied to exclusively charitable purposes. No provision for taxation has been made in these financial statements.

Pension costs and other post-retirement benefits

The Charity operates a defined contribution pension scheme and was offered to all staff. Contributions payable to the Charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2023

2. INCOME FROM DONATIONS AND LEGACIES

	2023	2022
	£	£
Donations	4,657	19,148
Grants and Service Level fees	47,496	49,839
Legacies, Bequests and In Memory	6,051	1,000
	<u>58,204</u>	<u>69,987</u>

Income from donations and legacies was £58,204 (2022: £69,987) of which £58,204 was unrestricted (2022: £69,987) and £nil was restricted (2022: £nil).

3. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

		2023	2022
	Activity	£	£
Grants - unrestricted	Core Services	43,980	18,963
Grants - restricted	CAF Resilience	89,986	54,993
Grants - restricted	The Lost 500 – Big Lottery	138,984	-
Grants - restricted	The Lost 500 – City Bridge Trust	17,733	-
Grants - restricted	The Lost 500 – Edward Gosling	12,500	-
Grants - restricted	The Lost 500 – Vision Foundation	14,946	-
Grants - restricted	The Lost 500 – Other Funders	7,350	-
Grants - restricted	Community Transport Project	202,500	-
Grants - restricted	We can create too	16,091	-
Grants - restricted	Children and Young People's Programme	-	6,020
Grants - restricted	Independent Age	-	14,870
Grants - restricted	Outreach and Progression	-	13,989
Grants - restricted	Seeing the Bigger Picture	-	8,927
Grants - restricted	Tech For Success	-	18,608
Grants - restricted	Lift and Basement Project	-	207,800
Service users Income - unrestricted	Core Services	26,367	28,705
Goods for resale - unrestricted	Core Services	459	1,714
		<u>570,896</u>	<u>374,589</u>

4. INCOME FROM TRADING ACTIVITIES

	2023	2022
	£	£
Fundraising	6,909	5,080
Hall hire	54,846	31,987
Rent received	33,448	30,744
	<u>95,203</u>	<u>67,811</u>

Income earned from trading activities was £95,203 (2022: £67,811) all unrestricted.

5. INVESTMENT INCOME

	2023	2022
	£	£
Investment income	<u>692</u>	<u>22</u>

All the Charity's investment income of £692 (2022: £22) is unrestricted.

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2023

6. RAISING FUNDS

	2023	2022
	£	£
AGM, Marketing costs and rebrand	16,362	2,129
Direct fundraising costs	43,248	7,505
	<u>59,610</u>	<u>9,634</u>

Of the total raising funds expenditure of £59,610 (2022: £9,634), £49,858 was in respect of restricted funds (2022: £2,375) and £9,752 was in respect of unrestricted funds (2022: £7,259).

7. CHARITABLE ACTIVITIES COSTS

	Direct costs	Governance (See note 8)	2023	2022
	£	£	Totals £	Totals £
CAF Resilience	54,037	-	54,037	47,375
Community Transport Assets	5,917	-	5,917	-
Community Transport Project	52,697	300	52,997	-
Core Services	345,477	20,618	366,095	330,840
The Lost 500 Project	176,774	3,900	180,674	-
We can create too Project	15,461	-	15,461	-
Children and Young People Project	-	-	-	29,568
Independent Age	-	-	-	14,870
Lift and Basement Project	-	-	-	350,742
Outreach and Progression	-	-	-	20,927
Seeing the Bigger Picture	-	-	-	12,583
Tech For Success	-	-	-	36,313
	<u>650,363</u>	<u>24,818</u>	<u>675,181</u>	<u>843,218</u>

Of the total charitable activities' costs of £675,181 (2022: £843,218), £309,086 was in respect of restricted funds (2022: £510,003), £350,689 was in respect of unrestricted funds (2022: £317,510) and £15,406 in respect of endowment funds (2022: £15,405).

8. GOVERNANCE COSTS

	2023	2022
	£	£
Accountancy fees	9,789	4,463
Health & Safety	4,018	1,228
HR fees	5,706	3,066
Independent Examiner fee	990	990
Payroll fees	390	390
Professional fees	3,925	-
	<u>24,818</u>	<u>10,137</u>

Of the total governance costs of £24,818 (2022: £10,137), £3,900 was in respect of restricted funds (2022: £727) and £20,618 was in respect of unrestricted funds (2022: £9,410).

9. TRUSTEES' REMUNERATION AND BENEFITS

The Charity Trustees were not paid or received any other benefits from employment with the Charity in the year (2022: £nil) neither were they reimbursed expenses during the year (2022: £nil).

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2023

10. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	322,573	260,694
Social security costs	23,538	18,015
Pension costs	<u>14,961</u>	<u>12,400</u>
	<u>361,071</u>	<u>291,109</u>

One employee had employee benefits in excess of £60,000 in the £60,000- £70,000 band (2022: 1).

Pension costs are allocated to activities in proportion to the related staffing costs incurred.

The Senior Management Team of the Charity comprises of the Trustees and those detailed on page 1 of the Trustees report. The total employee benefits of the key management personnel of the Charity were £118,348 (2022: £123,653).

11. STAFF NUMBERS

The average monthly number of employees (including casual and part time staff) during the year was as follows:

	2023 Numbers	2022 Numbers
Senior Management Team	4	3
Other Direct Charitable Staff	<u>9</u>	<u>8</u>
	<u>13</u>	<u>11</u>

12. PENSION COSTS

The company has a defined contribution pension scheme, which all employees are entitled to join. The company contributes 5% and the employees contributed 5% and employees may make further additional voluntary contributions.

During the year ended 31 March 2023, the Charity's total contributions amounted to £14,961 (2022: £12,400).

The Trustees are satisfied that any foreseeable change in employer's contributions can be budgeted for without detriment to the Charity's on-going activities.

13. TRANSACTIONS AND RELATED PARTIES

None of the Trustees received remuneration from their work with the Charity as Trustees. However, the Charity's Chair leads an activity at Croydon Vision and charges the organisation at a substantially reduced rate. Any connection between a Trustee or Senior Manager of the Charity with Service User, external contractor or supplier of services must be disclosed to the full Board of Trustees in the same way as any other contractual relationship with a related party.

There were no other material related party transactions during the period.

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2023

14. TANGIBLE FIXED ASSETS

	Freehold Property Unrestricted £	Freehold Property Endowment £	Other Assets £	Totals £
COST/VALUATION				
At 1 April 2022	344,581	1,155,419	162,047	1,662,047
Additions	-	-	152,341	152,341
Disposal	-	-	(79,019)	(79,019)
	<u>344,581</u>	<u>1,155,419</u>	<u>235,369</u>	<u>1,735,369</u>
At 31 March 2023	344,581	1,155,419	235,369	1,735,369
DEPRECIATION				
At 1 April 2022	32,041	107,438	140,717	280,196
Charge for year	4,594	15,406	23,001	43,001
Eliminated on disposal	-	-	(79,017)	(79,017)
	<u>36,635</u>	<u>122,844</u>	<u>84,701</u>	<u>244,180</u>
At 31 March 2023	36,635	122,844	84,701	244,180
NET BOOK VALUE				
At 31 March 2023	<u>307,946</u>	<u>1,032,575</u>	<u>150,668</u>	<u>1,491,189</u>
At 31 March 2022	<u>312,540</u>	<u>1,047,981</u>	<u>21,330</u>	<u>1,381,851</u>

Valuation of the Freehold Property

A revaluation of the freehold property was carried out in May 2015 by an external firm of valuers and property was valued on an "existing use" basis at £1,500,000. This was split between £500,000 land and £1,000,000 buildings.

Endowment Funds

In previous years, £500,000 of the freehold property was originally regarded by the Charity Commission as a permanent endowment and therefore restricted. At the time of the last valuation before May 2015, the freehold buildings had a total net book value of £649,115. So using the fraction £500,000/£649,115 the restricted proportion is calculated at £1,032,575 net book value as at 31 March 2023 (2022: £1,047,981).

15. FIXED ASSET INVESTMENTS

	£ Listed Investments	£ Totals
MARKET VALUE		
At 1 April 2022	458	458
Additions	-	-
Disposals	-	-
Revaluation	-	-
	<u>458</u>	<u>458</u>
At 31 March 2023	458	458

The remaining non-UK listed investments are 135 shares in Banco Santander, S.A. shares of €0.50 nominal value. Revaluation was considered to be immaterial due the small value of the shares held.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Other debtors	54,568	130,704
Accrued income	29,800	29,800
	<u>84,368</u>	<u>160,504</u>

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Trade creditors	17,422	14,166
Deferred income	166,694	56,240
Tax and social security	8,641	4,466
Other creditors and accrued expenses	3,885	82,213
	<u>196,642</u>	<u>157,085</u>

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Current year information for the net assets between funds:

				2023	2022
	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds	Total Funds
	£	£	£	£	£
Fixed assets	322,531	136,083	1,032,575	1,491,189	1,381,851
Investments	458	-	-	458	458
Current assets	65,217	183,184	-	248,401	319,327
Current liabilities	<u>(26,139)</u>	<u>(170,503)</u>	<u>-</u>	<u>(196,642)</u>	<u>(157,085)</u>
	362,067	148,764	1,032,575	1,543,406	1,544,551

Comparative year information for the net assets between funds:

				2022	2021
	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds	Total Funds
	£	£	£	£	£
Fixed assets	333,870	-	1,047,981	1,381,851	1,419,101
Investments	458	-	-	458	458
Current assets	178,036	141,291	-	319,327	521,914
Current liabilities	<u>(23,412)</u>	<u>(133,673)</u>	<u>-</u>	<u>(157,085)</u>	<u>(56,479)</u>
	488,952	7,618	1,047,981	1,544,551	1,884,994

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

19. MOVEMENT IN FUNDS – Current Year

	At 1/4/22 £	Net movement in funds £	Transfers between funds £	At 31/3/23 £
Unrestricted funds				
General fund – Free reserves	176,412	(122,291)	-	54,121
Designated funds				
Designated fund – Freehold building	312,540	(4,594)	-	307,946
	488,952	(126,885)	-	362,067
Restricted funds				
CAF Resilience	7,618	(7,618)	-	-
Community Transport Assets	-	136,083	-	136,083
Community Transport Project	-	6,086	-	6,086
Lost 500 Project	-	5,965	-	5,965
We can create too	-	630	-	630
	7,618	141,146	-	148,764
Endowment funds				
Freehold Building	1,047,981	(15,406)	-	1,032,575
	1,047,981	(15,406)	-	1,032,575
TOTAL FUNDS	<u>1,544,551</u>	<u>(1,145)</u>	<u>-</u>	<u>1,543,406</u>

Net movement in funds for the current year are as follows:

	Income £	Expenses £	Movement in funds £
Unrestricted funds			
General fund	233,556	(355,847)	(122,291)
Designated fund – Freehold building	-	(4,594)	(4,594)
	233,556	(360,441)	(126,885)
Restricted funds			
CAF Resilience	89,986	(97,604)	(7,618)
Community Transport Assets	142,000	(5,917)	136,083
Community Transport Project	60,500	(54,414)	6,086
Lost 500 Project	191,513	(185,548)	5,965
We can create too	16,091	(15,461)	630
	500,090	(358,944)	141,146
Endowment funds			
Freehold Building	-	(15,406)	(15,406)
	-	(15,406)	(15,406)
TOTAL FUNDS	<u>733,646</u>	<u>(734,791)</u>	<u>(1,145)</u>

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

19. MOVEMENT IN FUNDS – Previous Year

	At 1/4/21 £	Net movement in funds £	Transfers between funds £	At 31/3/22 £
Unrestricted funds				
General fund – Free reserves	352,802	(133,272)	(43,118)	176,412
Designated funds				
Designated fund – Freehold building	317,135	(4,595)	-	312,540
Designated fund – Lift project	107,551	-	(107,551)	-
	777,488	(137,867)	(150,669)	488,952
Restricted funds				
Children and Young People's Project	23,548	(23,548)	-	-
Croydon Relief in Need - Outreach Project	1,836	(6,938)	5,102	-
BIG Lottery - Seeing the Bigger Picture	3,656	(3,656)	-	-
Big Lottery - Tech for Success	15,080	(17,705)	2,625	-
CAF Resilience	-	7,618	-	7,618
Independent Age	-	-	-	-
Lift and Basement Project	-	(142,942)	142,942	-
	44,120	(187,171)	150,669	7,618
Endowment funds				
Freehold Building	1,063,386	(15,405)	-	1,047,981
	1,063,386	(15,405)	-	1,047,981
TOTAL FUNDS	<u>1,884,994</u>	<u>(340,443)</u>	<u>-</u>	<u>1,544,551</u>

Net movement in funds for the prior year are as follows:

	Income £	Expenses £	Movement in funds £
Unrestricted funds			
General fund	187,202	(320,474)	(133,272)
Designated fund – Freehold building	-	(4,595)	(4,595)
	187,202	(325,069)	(137,867)
Restricted funds			
Children and Young People's Project	6,020	(29,568)	(23,548)
Croydon Relief in Need - Outreach Project	13,989	(20,927)	(6,938)
BIG Lottery - Seeing the Bigger Picture	8,927	(12,583)	(3,656)
Big Lottery - Tech for Success	18,608	(36,313)	(17,705)
CAF Resilience	54,993	(47,375)	7,618
Independent Age	14,870	(14,870)	-
Lift and Basement Project	207,800	(350,742)	(142,942)
	325,207	(512,378)	(187,171)
Endowment funds			
Freehold Building	-	(15,405)	(15,405)
	-	(15,405)	(15,405)
TOTAL FUNDS	<u>512,409</u>	<u>(852,852)</u>	<u>(340,443)</u>

20. FUND DESCRIPTION

Unrestricted Funds

General Fund

This fund is held to meet the day-to-day activities of the Charity in line with the Charity's objectives. This fund has been raised through donations, legacies and grants from Trusts and Foundations, an example below:

Garfield Weston Foundation - Changing how we see, changing how we are seen

This funding enabled the charity to upscale services, reaching many more people living with sight loss in Croydon, the journey from Surviving to Thriving

How we did this.

- Outreach Service
- Lunch Service
- Counselling Service
- Advice & Advocacy Service
- Upskilling through accessible Tech Training

Designated Funds

Freehold Building

This fund is held to match the unrestricted element of the Charity's freehold buildings. The unrestricted portion of the building has a net book value at 31 March 2023 of £307,946 see note 14, page 35 for further details).

Endowment Funds

Freehold Building

In previous years, £500,000 of the freehold property was originally regarded by the Charity Commission as a permanent endowment and therefore restricted. At the time of the last valuation before May 2015, the freehold buildings had a total net book value of £649,115. So, using the fraction £500,000/£649,115 the restricted proportion is calculated at £1,032,575 net book value as at 31 March 2023 (2022: £1,047,981).

Restricted Funds

CAF Resilience

The CAF grant focused on transformational change as we build to sustain the organisation over the next three years.

- To reach more people and smash taboos of sight loss
- Becoming an organisation that 'teach people to fish' thereby increase independence.
- Develop our model, Heart of a Charity, and Mindset of a Business

See page 7 for impact.

20. FUND DESCRIPTION

Restricted Funds

Motability Foundation - Community Transport Assets and Project

A new project aimed at improving community transport options in the London Borough of Croydon for people living with the disability of sight loss and sometimes other complex health conditions. To meet the needs of our existing members, others in the community who are impaired by sight loss and mobility issues together with targeting the individuals who are part of the Lost 500 project and their families.

To further collaborate with existing organisations that we work with as well as to forge new relationships, therefore extending the support we offer to many more people in Croydon. The funding is twofold;

Capital cost to purchase 3 minibuses, replacing our old fleet.
Ongoing project support for community transport for people with sight loss and other disabilities.

We can create too – Morrisons

This project has been a game changer for our members. So far, we've organised 34 sessions of art and pottery, 29 sessions of craft workshops as well as events and exhibitions, all of which promotes social inclusion, wellbeing, and increased self-esteem. Below gives some impact shared by Members.

"Prior to the art and pottery classes, I would be alone, staring at the walls in the care home I reside. It made me feel depressed and anxious. Now, I come to the art class in the morning and pottery in the afternoon. I enjoy being creative. I've been showing other people my work and they are surprised; wondering how I do it and how I think of things that makes me feel good. Croydon Vision is a nice environment and makes me feel good. I feel more relaxed doing art, it helps with my mental health. We are looking forward to show casing our work in Croydon." **Mark.**

Lost 500 Project

This project is funded by The Big Lottery, Edward Gostling Foundation, The City Bridge Trust, The Vision Foundation other funders.

In the midst of a pandemic, it became absolutely clear that the referral system is failing people in Croydon. Upon initial diagnosis of their sight loss, 527 individuals were left on their own, not referred by statutory professionals to Croydon Vision. The 527 individuals continue to be dependent on family/friends, isolated and many living a degenerating lifestyle. We wanted to reach these individuals and transform lives.

The total cost of the project amounts to £869,182 (excluding Outreach expansion). We are grateful to the above funders (some 3/2/1 year), their support enables us to transform the lives of:

47 – Children and Young People
364 – Working Age
116 – Over 65s

- Improve the physical and mental health of people with sight loss
- Improve inclusion in the labour market.
- Help overcome technological and digital exclusion

See page 7 for impact.

21. CAPITAL COMMITMENTS

The Charity has authorised and contracted for expenditure of £Nil.

Accounts

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022
FOR
CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

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FOR THE YEAR ENDED 31 MARCH 2022

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**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**LEGAL AND ADMINISTRATIVE INFORMATION
FOR THE YEAR ENDED 31 MARCH 2022**

REFERENCE AND ADMINISTRATIVE DETAILS

Charity Name

Croydon Voluntary Association for the Blind

Other Working Name

Croydon Vision

Registered Charity number

1165086

Principal Charity Office

Bedford Hall

72-74 Wellesley Road

Croydon

Surrey

CR0 2AR

The Trustees serving during the year and to the date of this report were as follows: -

Trustees

Nigel Gooding CBE	- Chair
Richard Wragg	- Vice Chair
Alexey (Asher) Persits	- Treasurer
Frances Cullen	- Trustee
Kieren Exley	- Trustee
Jamie Henderson	- Trustee
Ketan Jadeja	- Trustee
Dhruvin Patel	- Trustee
Swarna Pillai	- Trustee

Chief Executive

Susanette Mansour

Senior Team

Natasha Thompson Campbell	- Operation's Manager
Mickella Hosannah	- Brand Lead
Josie Robson	- PR & Partnership Manager

Independent Examiner

Mark Blackwell ACMA

For and behalf of M H R Consultancy Limited

Chartered Management Accountants

Ferneberga House

Alexandra Road

Farnborough

GU14 6DQ

Principal Bankers

Natwest Bank

Croydon Whitgift Centre Branch

40 Whitgift Centre

Croydon

Surrey

CR0 1UQ

CAF Bank Ltd

25 Kings Hill Avenue

Kings Hill

West Malling

Kent

ME19 4JQ

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

The Trustees present their annual report together with the unaudited financial statements of Croydon Voluntary Association for the Blind for the year ended 31 March 2021. The financial statements have been prepared in accordance with the accounting policies set out in Note 1 to the accounts on pages 24 and 25 and comply with the Charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Croydon Vision is a charitable incorporated organisation constituted on 8th January 2016 and registered with the Charity Commission on that date. However, the organisation itself has been supporting the blind and visually impaired community since July 1923. The formation of this CIO was set up because of the merger with Bedford Hall, to become one entity. Furthermore, to restructure the governance of the Charity and convert from an unincorporated trust to a CIO. On 1st May 2017, all of the activities and undertakings of Croydon Vision (registered charity number 200482) were merged with this Charity. Croydon Vision (registered charity number 200482) was removed from the register of charities on 16th November 2017.

Recruitment and appointment of new Trustees

The Charity's constitution states that the number of Trustees shall not be less than three and not more than eight plus the Chair. At least two of the Trustees should, if possible, be members who are visually impaired with skills set that complement the board. The board is looking to recruit a Treasurer as the current Treasurer (Asher Persits) will be stepping down after 3 years of service. There is also a desire to recruit sight loss individuals to the Board with skills and drive to transform lives.

At every annual general meeting of the members of the CIO, one-third of the Charity's Trustees shall retire from office. If the number of Charity Trustees is not three or a multiple of three, then the number nearest to one-third shall retire from office, but if there is only one Charity Trustee, he or she shall retire. The Charity Trustees to retire by rotation shall be those who have been longest in office since their last appointment or reappointment. If any Trustees were last appointed or reappointed on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot.

The Charity Trustees may at any time decide to appoint a new Charity Trustee, whether in place of a Charity Trustee who has retired or been removed, or as an additional Charity Trustee, provided that the limit on the number of Charity Trustees would not as a result be exceeded. Trustees who retire by rotation are eligible for reappointment. A Charity Trustee who has served for two consecutive terms may not be reappointed for a third consecutive term but may be reappointed after an interval of one year.

Induction and training of new Trustees

The review process of Trustee recruitment and appointment has been positive for the organisation. To date, the Charity has attracted new Trustees from governmental agencies, legal and business industry. Trustees are now involved in various appropriate training to further strengthen their role. A Register of Interests for Trustees, staff and volunteers is in place and updated annually. Each Trustee has a champion role, to drive positive change and sustainability of the Charity long term.

Each Trustee undertakes an induction process, consisting of the following: meet and greet the team and understand our culture, Trustee welcome pack which contains policies, procedures and H&S processes. In addition, trustees are provided a copy of the CIO's constitution and any amendments made to it and a copy of the CIO's latest Trustees' annual report and financial statements. This is to ensure that Trustees carry out their responsibilities effectively; guided by advice provided from the Charity Commission.

Board members are encouraged to spend half a day at the Charity to further understand the operational aspect of the organisation. Furthermore, an annual event calendar is shared with Trustees with encouragement to attend some events. At each board meeting, financial and operational information is supplied together with suitable explanations, including front line presentation at Board meetings. Board members are expected to be aware of the various Charity Commission publications that can be obtained to assist them with their duties as Trustees.

Organisation

The Board of Trustees administers the Charity and generally meets every 12 weeks. A finance committee meets between these meetings and a meeting of the Finance or HR sub-committees is held when required. Other task and finish groups are formed based on needs.

The current Chief Executive is Susanette Mansour; appointed (2018) by the Trustees to drive positive change for the future. From 2018 to 2020, Susanette and the Team embarked on a Phase 1 journey, creating a Firmer Foundation, organisational change, and reconnecting Croydon Vision with the community. From May 2020, Croydon Vision stepped into Phase 2 which focuses on Purpose, People and Performance. There's a culture shift taking place at Croydon Vision, no longer just a 'tea and sympathy' organisation, instead, everything is laser focused on transforming lives on the journey to independence. The organisation is developing a blended model, Heart of a Charity, Mindset of a Business. The Team, Build to Sustain, Let's Talk and Improve groups and Susanette all meet and advise the Trustee Board as required. The organisation has now started the exploratory work for Phase 3.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT - continued

Leadership

Leadership and decision making of the Charity is delegated to the Chief Executive by the board of Trustees. The Chief Executive works closely with Management, staff and volunteers to fulfil the Charity's objectives and ensure the smooth and effective running of the organisation. The Chief Executive reports to the Chair and to the Board of Trustees.

The Trustees, CEO and the Management team comprise the key management personnel of the Charity in charge of leading or managing the running and operating the Charity on a day-to-day basis.

All Trustees give of their time freely and no trustee received remuneration in the year. One of our trustees (Frances Cullen) leads an activity at Croydon Vision and charges the organisation at a substantially reduced rate. Details of Trustees' expenses and related party transactions are disclosed on pages 27 and 28 in Notes 9 and 13 of the accounts.

Croydon Vision has fully embraced generational diversity whereby feedback and appraisals are tailored to individual needs rather than an annual process. The pay structure of staff focuses on culture contribution, the added value and performance. In view of the nature of the Charity, the Trustees benchmark against pay levels within the voluntary sector across London as well as the public sector, with some consideration of NJC pay scales.

Volunteers

Croydon Vision's Volunteers are simply awesome! At Croydon Vision when we refer to Team, it encompasses both volunteers and staff. In 2020, funds for the role of Volunteer Coordinator came to an end and therefore, with support from the Operations Manager, we continued smaller scale support for volunteers. The organisation is pleased to note that from June 2022, a Volunteer Liaison Officer has been appointed. The role is designed to build on Co-producing; an important pillar at Croydon Vision, and the **Volunteer Liaison Officer** will work alongside the team to deliver the three volunteering strands: Classic Volunteering, Skill Up and Route to Employment, laser focused in creating a **Movement to Empower** roadmap.

There are 46 volunteers that give many hours of their time to the Charity. Our social value from April to March 2022 was a whopping £70,277.62 – amazing support from our Volunteers. The Trustees and Staff Team would like to record their thanks for their valuable support. Croydon Vision was pleased that after 2 years of not being able to host its annual Celebrating Volunteers event, in June 2022, the staff team made it possible, with videos of thanks by members and staff, provision of a 3-course meal and gifts to volunteers. It was a lovely event with lots of compliments by volunteers.

"We were so pleased to have the celebrating volunteers event this year, it's a great way to catch up with volunteers who I do not generally see at day-to-day activities. I received a lovely gift, card and meal was amazing. I just try to make people as happy as I can, so I did not expect all the treat. I am very grateful for the recognition". **Jim S – Volunteer and Member**

"I became a volunteer in August 2019 after receiving much support initially as a member. My role as a volunteer is a befriender and I feel like I am making an impact on people's lives, as a visually impaired person myself I know how isolating sight loss can be so the fact that I can make a difference to someone's life is incredible." **Carole C – Outreach and Befriending Volunteer and Member**

Related parties and co-operation with other organisations

None of our Trustees received remuneration from their work with the Charity as Trustees. However, one Trustee leads an activity at Croydon Vision and charges the organisation at a substantially reduced rate. Any connection between a Trustee, CEO or Management of the Charity with Service user, external contractor or supplier of services must be disclosed to the CEO or Board of Trustees in the same way as any other contractual relationship with a related party.

Risk Management

The Trustees have been reviewing risk management frequently; especially since the pandemic of 2020. An integrated risk strategy is in place, led by the Treasurer and rest of finance committee. In addition, a risk management policy and register is now in place. The strategy comprises the following:

- An annual review of the risks which Croydon Vision may have to face.
- The establishment of systems and procedures to mitigate those risks; and
- The implementation of procedures designed to report on and minimise any potential impact on Croydon Vision should any of those risks materialise.

The Board of Trustees is confident that the planned process will enable them to identify the major risks to which the Charity is exposed and that they have established systems to mitigate those risks.

The Trustees re-appointed Mark Blackwell of MHR Consultancy Ltd to carry out an independent examination of the Charity's financial statements for the year ended 31 March 2022.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2022

OBJECTIVES AND ACTIVITIES

Croydon Vision's objects and funding limit the services we provide to those detailed in our charitable objectives. The Charity's Trustees have complied with the duty in section 17(5) of the 2011 Charities Act to have due regard to the guidance published by the Charity Commission. Our primary beneficiaries are those people with sight loss or individuals with an interest in sight loss.

OUR CULTURE DEFINED:

We put **People First**
We **Empower** our **People**, on the journey to independence
We take great pride in our **Vibrant Community**.

OUR VALUES

Awareness - Flexible to enhance efficiency

The people we work with face a whole range of different challenges, each of which demands a different response. We have to be agile to effect change.

Compassion - Always ready to act

We approach problem solving and empowerment with empathy, without that our efforts will make minimal difference.

Teamwork - Together we achieve more

By sharing skills, energy, expertise, and experience, we know we can do more, so we work together to make things better for our members and their families/carers.

Integrity - Always do the right thing

We're steadfast in our commitment to making a real difference to real people.

Diversity - Each person is unique

We're here to value each other and make a difference. Our diversity is a fundamental part of what makes our community special.

INTRODUCING OUR WHY, HOW and WHAT we do...

OUR VISION: Why we do what we do.

We envision reaching every person with sight loss in Croydon, to transform their lives from dependence to independence.

OUR MISSION: What we do

We're here to encourage independence, confidence, and personal development among our blind and partially sighted community. Encouraging people in Croydon to re-evaluate what's possible – because there is life after sight loss.

OUR 5 STEP MODEL: How we do this (Personal development):

We have a five-step process because we believe that transformation is a journey...

Stage 1 – Rebuilding:

Connecting with our vibrant community, Advice & Advocacy, counselling, peer support and active well-being.

Stage 2 – Re-direction:

Walk alongside each person, on their journey to design an individualised plan of action.

Stage 3 – Upskilling:

Improving social mobility through education, technology, and digital inclusion.

Providing coaching, mentorship, and intergenerational activities; power of learning and sharing together.

Stage 4 – Applying Knowledge:

Volunteering opportunities, route into work, reviewing CVs, mock interviews, business planning and more.

Stage 5 – From Survival to Thriving:

Employment or entrepreneurship, becoming an ambassador, a change agent for sight loss.

OBJECTIVES AND ACTIVITIES - continued

There are three branches to our work...

Practical support

We work directly with people affected by sight loss in a number of different ways. Providing quality information, advice, advocacy, tech training and counselling services are invaluable in helping blind and partially sighted people to thrive, in spite of their sight loss. We also combat the isolation and powerlessness that can come hand in hand with visual impairment, by facilitating peer support groups and recreational activities.

Spreading awareness

It isn't just blind and partially sighted people that we work with. By informing and educating carers, family members, employers and the public about the challenges faced by blind and partially sighted people, we're gradually helping to change perceptions.

Improving services

We don't operate in a bubble. Working with Moorfields, GPs, optical professionals, sensory impairment team, local and national voluntary organisations means the provision available for our members in Croydon is joined-up and timely.

Introducing our Model - Heart of a Charity and Mindset of a Business

Purpose: a more sustainable organisation, dedicated to transforming lives.

Heart of a Charity and Mindset of a Business was borne out of the question 'Why?'

During the pandemic, we questioned why some members couldn't afford lunch; the reason behind asking was to understand the possible barriers they have and how we can improve lives. For example, someone might be paying an excessive amount for utility supply and a switch could save them funds each month. A person may have limited benefits because they haven't undertaken a 'means test' in a few years and therefore are struggling to live well. We focused on addressing these issues and, as a result, in a year, our Advice & Advocacy Officer supported members to improve their finances, recouping £100,804 for 16 individuals, thereby, transforming lives, promoting equality through empowerment and these members now able to access paid for services as well as non-paid services. Starting with why; a doorway for positive change than 'tea and sympathy'

Phase 2 at Croydon Vision simultaneously applies to personal development and strategic business development for everyone. The two things are inextricably connected; without broadening our minds and our ability to reflect and grow, we can't visualise and action the transformation that needs to take place at Croydon Vision (CV).

Why a Culture Shift:

- Resources and funds will become more competitive year on year
- We want to develop a model that supports Croydon Vision to diversify income streams, building to sustain for the next 100yrs.
- The perception of the value of what we offer is diminished by it being 'free'
- Encouraging an environment from dependence to interdependence; 'what can CV do for you, what can you do for CV?'
- Simply giving to people without thought doesn't encourage independence (we want to give fish and then intentionally train people how to fish – sustainability).

Our Visual Awareness Workshop is a prime example of hearts and minds together.

- Members informed us that most shops and GP surgeries aren't sight loss friendly - this resulted in members undertaking mystery shopping at locations and feedback a report
- We then approach the business, health care professionals and GP surgeries, to provide paid for visual awareness workshops
- The business benefits from increased sales and becoming more inclusive, a change agent
- The income from workshops pays out our working age cohort, becoming self-employed.
- The rest of the funds offset some organisational costs, to provide vital services for everyone.

Our Products (development stage):

- Lunch (both at Croydon Vision and takeaway)
- Asset based approach – utilising our building to generate income (Hall Hire *2, office rental space etc)
- Visual Awareness Workshop
- Accessible Tech
- Employment service, Advice & Advocacy (Potential for development)

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2022

OBJECTIVES AND ACTIVITIES - continued

Benefits of this model:

- The money we charge is invested back into CV, ensuring resilience, growth, and improvements for the very members we serve.
- Members coming to us benefit from readily adapted, inclusive services and visual impairment (VI)-awareness.
- A wealth of anecdotal evidence tells us that sharing experiences and simply being with fellow VI people is priceless.

ACHIEVEMENTS AND PERFORMANCE

Our biggest achievement this year was to reflect; pause and think - **to Start with 'Why.'** To step out in boldness and assess our services, what do we **keep, stop, or start doing.**

Making sure that phase 2 of Purpose, People and Performance aligns with everything we do. We focused on building resilience for the future, starting with personal, organisational and sector wide. We very much believe that personal growth is the only guarantee that tomorrow will be better.

In preparation for our strategy 2023-26, we recently hosted an away day consisting of members, volunteers, staff, Trustees, and some external partners - aims for the day was:

- To reflect on and celebrate our achievements
- To assess our current performance and the environment in which we operate
- To plan how we develop, both in the next three years, and over the next one hundred years

One of many questions the facilitator (Richard Sved) asked was, what are you most proud of Croydon Vision and response:

- Our resilience
- Our impact and purpose
- Defining our Culture
- Our sense of community and teamwork
- That we thrived in the pandemic despite the challenges
- Our range of services
- Our young, diverse board
- The strong sense of friendship and belonging.
- Strong listening, dialogue, and consultation process to turn ideas into services, project development
- Key focus on personal resilience, personal development for everyone (book clubs etc)

Other achievements:

- From 12% (2018) to 25% of staff with sight loss (2022)
- Impact reporting – key evaluation measures using our 5 steps process
- Identifying needs and finding solutions:
- Lift installation and building work to improve accessibility
- Formation of our model; Heart of a charity and mindset of a business
- Our bricks and clicks approach
- Started the groundwork to reach the Lost 500 in Croydon
- Creation of our 5 steps model, providing much clarity on impact reporting; for both existing and new members.
- In/outward focus; creating awareness of sight loss and avoidable sight loss
- Partnership with Moorfields to increase Low Vision clinics
- New IT suite to increase independence of group and one to one training

"The atmosphere at Croydon Vision is wonderful. It's more of a family than anything else"; as one member recently said to me, "I don't know what I'd do without this place". Sue Ardley, Volunteer.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2022

ACHIEVEMENTS AND PERFORMANCE - continued

Learnings & Improvement:

We are an organisation that believes in the power to test, fail, learn, re-evaluate, and grow. We are developing a 'Trust Leadership' culture, shared values and communicating strategic intent throughout the organisation. When you speak in our organisation you will be heard, what you say carries power. Speak honestly, speak frequently and use the power of conversation to make a difference.

Areas to develop further:

- Recruitment process – finding the right people to deliver our vision, mission, and values
- Performance evaluation – enhancing our processes, not to delay when someone isn't the right fit at CV
- Team culture – volunteers and staff events to further bridge gaps and promote effective communications
- Systems review – what worked 3-4 years ago may not potentially be suitable for the New Now
- Culture shift from entitlement to what can I do for CV

We continue to be guided by our strategic plan 2020-23, borne out of a year's worth of work, consulting with our members, volunteers, staff, Trustees, and external stakeholders, to establish our values and steer organisational change. Our 5 areas of focus are:

- Co-production – our members to actively shape service development
- Community – improving our reach and engagement in Croydon
- Accessibility – transforming our premises and improving technology usage
- Holistic Health – putting our members at the centre of their care pathways
- Sustainable Reach – improving our brand, communications, and income stream

The effect of Covid-19 emerged new challenges and opportunities and therefore, additions to our 5 areas included:

- Being bold to keep, stop or start new services
- Build the ultimate lifelong learning community for our people because we believe that personal growth is the only guarantee that tomorrow will be better.
- Improve employment rate from 27% (nationally), 10% (locally) to 25%
- Be an organisation that is financially sustainable through our model, heart of a charity and mindset of a business.
- Expand our reach to all individuals with severe sight loss from 60% to 100% by 2026.

We've begun the work to develop our next 3yrs strategy and beyond. Our recent Away Day at Farleigh Golf Club cemented our resolve to remain impactful and continue to work together as a unified community to build the next 100 years. But alongside reflection, empowerment, and ambition there'll be celebration too! We're planning a whole host of events and celebrations leading up to the centenary in July 2023.

Some of the questions from the Away Day: Where do you see Croydon Vision in the next 3 years, the next decade, and the next 100 years? And perhaps, more importantly, how can you be a part of where we're headed?

Gold mining that resulted from the Away Day were:

- Co-creation – using our broad and engaged community to pilot new business development opportunities.
- Strengthening – cementing our heart of a charity and mind-set of a business model in everything we do.
- Resilience – we want to remain impactful and will continue to work together as a unified community to build the next 100 years.

ACHIEVEMENTS AND PERFORMANCE - continued

Next steps in developing our strategy:

- To listen more and capture feedback from key stakeholders and incorporate it into our strategy.
- Development of our strategy from October to January 2023.
- Further exploration of our Phase 3 plans – building for the next 100 years.
- Our Centenary, July 2023 – counting down celebration (quarterly).
- Launch of our strategy 2023-26.

The Challenges & Opportunities (post pandemic)

The COVID-19 crisis has affected societies and economies around the globe and will permanently reshape our world as it continues to unfold. While the fallout from the crisis is both amplifying familiar risks and creating new ones, change at this scale also creates new openings for managing systemic challenges, and ways to build back better.

It would be great if reopening were as simple as unlocking the doors and saying, "Welcome back!" However, our experience at Croydon Vision has seen members returning to some semblance of normality that required numerous operational adjustments that are still underway.

The pandemic has been an ongoing learning experience that has prompted an across-the-board assessment of how we function. During this reorganisation opportunity, we've assessed what we really needed; eliminated or reconfigured several staff positions; and hired for the new positions we created, based on our culture and values.

Legacy Income drops to lowest in 4 years

Croydon Vision's legacy dropped this year, Charities' annual income from legacies has dropped to £3.2bn, its lowest in four years, according to a new report. Legacy income for charities in England and Wales fell by 7% year-on-year from £3.4bn to £3.2bn in 2020-21 due to administrative delays at the probate service and the impact of the Covid-19 pandemic, according to Smees & Ford's annual legacy trends report. However, the report estimated that legacy income for smaller charities (with an income of less than £500,000) rose sharply to £496m during the year.

The local context: how much has it changed?

- Croydon Council declared bankrupt – impact on services and people falling through gaps, funding etc – recruitment restricted.
- Small business decline.
- Croydon Council's poor reputation has impacted upon funders.
- Sensory impairment team overwhelmed, increased delay for rehabilitation services.
- Everything became virtual through pandemic – technology use is important.
- Croydon has become poorer relatively – economically and socially.
- Low traffic blocking – increased and causes huge transport delays.
- Moved from Labour to Conservative.
- Difficult to make a doctor's appointment (face to face).
- High inflation and related impact on public services for some years.
- Will this happen after the council's bankruptcy - Westfield to come to Croydon?
- Inflation and stagflation.

These issues present an opportunity for us to talk about needs and find solutions.

What are the critical strategic issues for Croydon Vision?

- Access to a list of people with visual impairment in Croydon, those who are not getting the service.
 - Secure our funding streams – earn our own income.
 - Diversify fundraising to move away from heavy reliance on trusts and foundations.
 - Staff continuity – the right people who add value.
 - Recruitment e.g., working from home vs community outreach required.
 - Shifting members and team mindset from what we can do for them to what they can do for themselves.
 - Use of technology.
-

ACHIEVEMENTS AND PERFORMANCE - continued

How can organisations and Croydon Vision work together, how can we help businesses?

- Find out what we have in common – businesses with heart and minds.
- How to complement and not just compete – not all chasing government funding.
- Avoid becoming insular.
- Joint funding bids.
- Organisations to understand the value of working with people with sight loss, not just volunteering.
- Recognise that it's not just about sight loss – work with other disabilities.
- Successful partnership working already.
- Opening up – members have direct experience through training etc. - e.g., Croydon Adult Learning and Training (CALAT) etc.
- Build working partnerships with other charities.
- Connect and reach out more to businesses, places of interest e.g., Fairfield Halls.

Our Vibrant Community

We are passionate about empowering blind people through a range of initiatives; but it all starts with being open. So, by working with the community at large we're determined to smash taboos, break down walls and encourage people to re-evaluate what's possible for those who are blind or partially sighted. Our 5 steps model for transformation has enabled us to be laser focused and the below activities help us monitor data into powerful insights, thus seeing people's lives change from dependence to living independently.

- Advice & Advocacy
- Low Vision Clinic
- Talking Therapies
- Sight Loss Workshops
- Tech Training
- Outreach Service
- Young People
- Route to Employment
- Transport & Lunch
- Various Social Group

WHERE WE BEGAN

WE'VE BEEN DOING THIS SINCE 1923

1923

Croydon Voluntary Association For The Blind was formed.

1924

The Ministry of Health granted CVAB £100 pa for administrative and teacher training for the sight loss person and an office was hired at £30 pa.

1939

War Time Evacuation - Approximately 90 blind people in with 60 necessary guides were evacuated to East Sussex County Council with CVAB paying for their board and lodgings.

1973

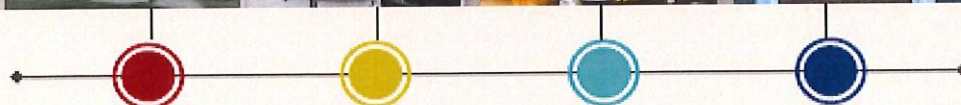
Bedford Hall became the headquarters and social centre for Croydon Vision. Transport was provided to bring members into Bedford House for activities and socials, plus keep fit club and handicraft classes. Wireless sets were given to members along with various aids provided by the RNIB. Financial help was given to those in need. Grants were given to owners of guide dogs.

1980

The Queen makes a visit to CVAB to see the work at hand and appreciate the volunteers and staff.

The New Now - Croydon Vision

Our members at the centre of their care pathways.



OUR 5 STEP MODEL

BECAUSE WE BELIEVE TRANSFORMATION IS A JOURNEY

From Surviving to Thriving

Members empowered as agents of change, as ambassadors for sight loss and mentors

Applying Knowledge

We empower those with the skills to volunteer with us or other community organisations

Upskilling

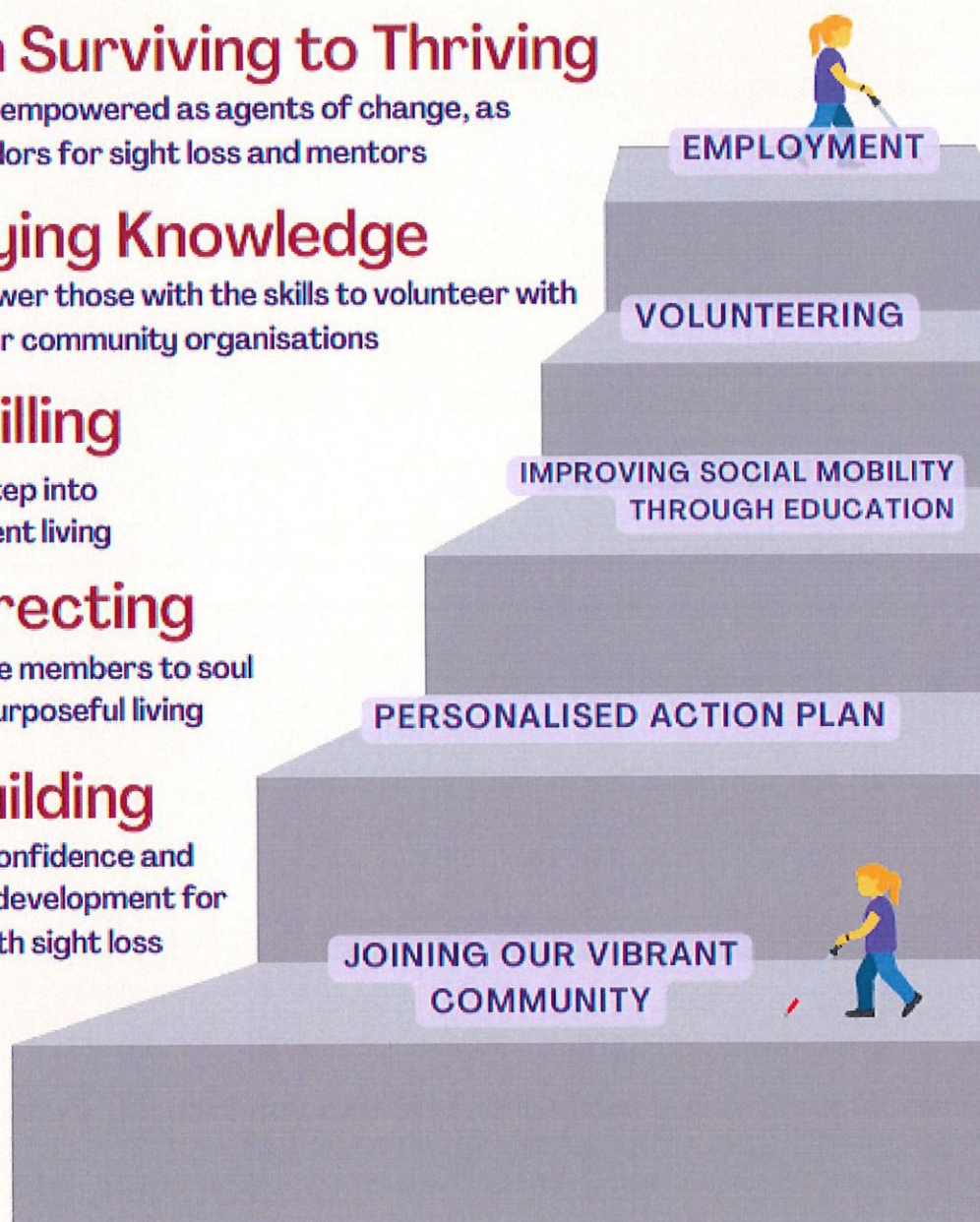
Skills to step into independent living

Redirecting

Encourage members to soul search, purposeful living

Rebuilding

Building confidence and personal development for people with sight loss

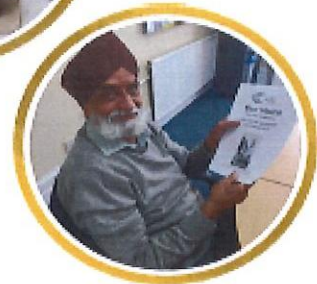


ACHIEVEMENTS AND PERFORMANCE – continued

HOW WE CREATE CHANGE

THE SERVICES WE OFFER

It's free to become a Croydon Vision member, and our members and their families / carers can take advantage of a range of free and low-cost services and activities such as:



Advice &
Advocacy



Low
Vision Clinic



Route to
Employment



Sight Loss
Workshops



Tech
Training



Outreach
Service



Young
People



Transport
& Lunch



Social
Groups



Just one in four people living with sight loss are in work (27% approx), a situation that has only worsened in the last few years. In Croydon, only 10% are employed – we need to act fast...

ACHIEVEMENTS AND PERFORMANCE – continued

Voices of our Members

"Croydon Vision is changing the way I see disability" - **Newly diagnosed Member**

"I want people to see what I can do, not what I can't do – **Newly diagnosed Member**

"Croydon Vision is a friendly place, and during my induction, it was nice to have an informal chat with everyone." **Roger C**

"I never thought about what it would be like to be blind before I lost my sight. Why would I? Now talking with other people who are visually impaired helps me to feel better. Glen (Advice & Advocacy Officer) showed me that even though he doesn't see very clearly - like me - his equipment helps him to do things." **Abdul C**

"I have zero balance, makes it hard to keep active - with Croydon Vision's keep fit sessions, I can seat and exercise, so ideal." **Roger C**

"This sight loss matter is a long journey; one I was in denial of but since recently joining Croydon Vision there's been a big shift in the way I see my future going... Just to be able to talk about life and what we're feeling with other people who have lost their sight, oh my gosh, it's so helpful - Member requested undisclosed

"Croydon Vision has given us hope and assurance of the extent of independence one can have, using tech gadgets. This will help anyone with similar and other conditions achieve." **Sylvia WK, Wellbeing You**

"Croydon Vision's Living With Sight Loss workshop opened up a whole world of possibilities to me."

"I knew mobile phones did a lot of things, but I am amazed at how they can support people with visual impairment". – attendee of Visual Awareness Workshop

"Before joining Croydon Vision, I always thought I wouldn't want to live if my sight deteriorated. Odette's spirit and her value and the things she can do though, she makes life seem so valuable."

"The food was so good; this is the best cook we have had a CV since the start - I would not have been able to cook a Christmas dinner anymore so thank you!" **Evelyn D**

"So great we can rely and depend on someone to be there to help." – **James C**

"Thank you, CV for your support & encouragement in assisting me with my job application for Tour Guide Dialogue Experience." – **Carol C**

"During the adapted service, I looked forward to Croydon Vision speaking to me at my door, I felt joyful". - **Lloyd**

ACHIEVEMENTS AND PERFORMANCE – continued

The Impact Of Our Services As We Transform More Lives

"I was amazed at the variety of activities and skill up programmes they provide for people in Croydon." Anthony



Reached **33%**
more people with severe
sight loss, the Lost 500

24%

had more money or
control over their
finances



We served
2,527 meals
promoting an eat, live and
age well culture



Generated
£100,804
for 16 individuals

Our rebuilding programme means
of people had better relationships with other
people

93%



We installed a LIFT
and improved
accessibility to
reach many more
people!

9
members went on to
volunteer at Croydon Vision



4
gained
employment

1,706

accessed our transport
service, to participate in
various activities



ACHIEVEMENTS AND PERFORMANCE – continued

Bricks & Clicks Ways of Working

We've committed in maintaining a connection with our members through bricks and clicks, post pandemic. To provide life-changing technology and creating online content that reflects our work. Our social media continues to grow, steadily...



FUTURE PLANS

LOOKING INTO THE FUTURE

WE HAVE BIG PLANS AHEAD



By the year **2025**,
Croydon Vision will

Build the ultimate
lifelong learning
community for
our people

Expand our
reach to all
individuals
with **severe
sight loss**
from 60%
to 100%.

WE ARE DEVELOPING FROM OUR AWAY DAY

- 1) Co-Creation – using our broad and engaged community to pilot new services, partner with businesses to improve accessibility and increase employment.
- 2) Strengthening – cementing our heart of a charity and mind-set of a business model in everything we do - we test, fail, learn and grow.
- 3) Resilience – we want to remain impactful and will continue to work together as a unified community to build for the next 100 years.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2022

FINANCIAL REVIEW

Statement of Financial Activities

The Statement of Financial Activities is shown on page 21, with a more detailed analysis of income and expenditure within the notes to the financial statements.

Risks, Reserves, and Insurance

The effect of the pandemic took a financial toll on Croydon Vision (CV). We had plans to commence a lift and building project late 2020. Our aim was to fundraise throughout 2020, to realise the dream. However, most funders shut down regular grant programmes and focused mainly on emergency funding when Covid-19 became a pandemic, which was essential yet a fall back for us. This resulted in some decision making, to utilise reserves whilst we pursue fundraising in 2021.

It was a challenging time, not only for generating capital income to fund the lift and building project, we also had a shortfall on service provision income, loss of rental income and therefore, resulting in an overall deficit of £340,443.

The performance, when adding the overall costs of the lift was in line with the budget and with expectations. Overall, for the period the bottom line was deeply in the negative, utilising the better part of Croydon Vision's reserves. The expected cash reserves available for the organisation as of March 2022 end amounted to £176,412 which equates to five months of operations. This conservative level of reserves will require close budget monitoring, including holding a balanced budget at least until reserves are back to cover at least six months of operational costs £209,722.

However, apart from using time as a proxy for risk, we really want to assess and cover risks adequately. The point of a risk-based reserves policy is to recognise that reserves are needed both for liquidity and to cover risks. Traditional reserves policies based on three-to-six months' turnover are overly focused on using time as a proxy for risk – we want to look further and wider than restricted.

Income

In the 12 months of 2021-22 totalled £512,409, (2021: £532,058) and was generated through grants, donations and legacies (£414,157), fundraising events (£5,080) activity income (£60,692), 20% above original budget due to increased demand for lunch service and hall hire, and other income (£32,480), mainly from flats rental. More information on projects can be found elsewhere within this report and these Financial Statements. Most of these grant funding covers multiple years and has therefore changed the income profile of the Charity in the short to medium term.

Expenses

For the period amounted to £852,852, (2021: £565,407) of which staff costs (salaries, national insurance, and pension costs) amounted to £291,109, grossly in line with the annual budget for the period. The overall number of employees at the end of March 2022 was 11. In addition to the staff cost, a total of £350,742 was invested in the lift project. This amount was £10,000 above the final expected amount and £168,519.60 above the original budget. This increase is mainly as a result of increasing construction costs, discovery of additional unplanned works (example: pottery room) and refurbishment of the basement as space to hire.

Impact analysis (summary):

Without some actions this year, we could have dipped into reserves further and therefore, a scale back approach was put into place. This was challenging for the Team, however, with a hands-on approach, collaboration, and role sharing, we achieved the below:

- 11.6% - decrease on expense for salaries
- 17% - increase in rental income, attributed to income from Moorfields Eye Hospital
- >100% - increase in Hall Hire income from £4,660 to £31,987 (post lockdown effect)
- 61% - decrease in fundraising income, however, 44.6% increase in donations
- £207,800 - grants raised for lift and building project (total of 8 funders – thank you!)

Principal funding sources

The Charity is dependent upon grants and donations from individual donors and institutions. Details of the Charity's income is set out in Notes 2 and 3 on page 26 of the accounts.

Balance Sheet

The above result led to a deficit of £340,443 (2021: £33,349), which has resulted in a combined fund balance of £1,554,551 (2021: £1,884,994) at the year end. The Charity's free reserves are £176,412 (2021: £352,802). An analysis of the funds can be found in Note 18 on page 30, with the movements within each fund detailed in Note 19 on pages 31 and 32.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2022

FINANCIAL REVIEW

Plan of Action (diversifying income)

We now have a Fundraiser at Croydon Vision (February 2022) and who is starting to yield investment through successful grants awards. In addition, Croydon Vision continues to develop its products, especially the Visual Awareness Workshops and with support from CAF Resilience fund, a build to sustain lead was recruited for, to drive product development and further increase sight loss awareness in Croydon.

Investment policy

The Trustees are responsible for the safekeeping of all assets of the Charity and may invest funds as they see fit.

Reserves Policy

Croydon Vision adopts the following principles in relation to on-going project funding:

- Planning for staffing changes will align with project-funding timeline; staffing expenditure will not be met by reserves.
- In exceptional circumstances when Trustees expressly wish that a specific activity continues and have a strong and realistic expectation that new funds will be received, designated funds will be used to sustain posts for a defined period
- Redundancy for all members of staff for whom redundancy is applicable.
- Staff long-term sickness.
- Contracts and commitments, including Telephones, IT
- Accountant, HR Contract and legal costs.
- 6 months operating cost of core (£34,962 per month, totalling £209,772).

The Trustees undertake a yearly assessment of its general reserves. The Board decided, based on the impact of Covid-19 (fundraising), to self-invest in some service delivery and the lift and building works 2022. As a result, unrestricted reserves decreased, covering just 5 months of operational activities (£176,412). The Board, CEO, fundraising lead and management have a contingency programme to increase reserves to nine months within the next three years, factoring inflation.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2022

STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees are responsible for preparing the Report of the Board of Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

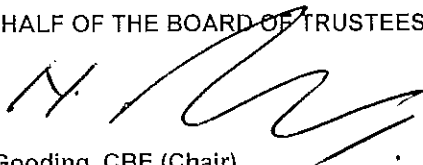
The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provision of the constitution requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure, of the Charity for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the SORP 2015 FRS102;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the Charity and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

ON BEHALF OF THE BOARD OF TRUSTEES



Nigel Gooding, CBE (Chair)
For and on behalf of the Board of Trustees

21 September 2022

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND

I report to the Trustees on my examination of the accounts of the Croydon Voluntary Association for the Blind (the Charity) for the year ended 31 March 2022.

Responsibilities and basis of report

As the Charity 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 Charities 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

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

1. accounting records were not kept in respect of the Charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do 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.



Mark Blackwell ACMA
M H R Consultancy Limited
Chartered Management Accountants
Ferneberga House
Alexandra Road
Farnborough
GU14 6DQ

21 September 2022

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022

				2022	2021
	Notes	Unrestricted funds £	Restricted funds £	Total £	Total £
INCOMING AND ENDOWMENT FROM:					
Donations and Legacies	2	69,987	-	69,987	66,081
Charitable activities	3	49,382	325,207	374,589	422,173
Other trading activities	4	67,811	-	67,811	43,789
Investments	5	22	-	22	15
Other Income		-	-	-	-
Total Income		<u>187,202</u>	<u>325,207</u>	<u>512,409</u>	<u>532,058</u>
EXPENDITURE ON:					
Raising funds	6	7,259	2,375	9,634	7,537
Charitable activities	7	<u>317,810</u>	<u>510,003</u>	<u>843,218</u>	<u>557,870</u>
Total Expenditure		<u>325,069</u>	<u>512,378</u>	<u>852,852</u>	<u>565,407</u>
Operating (Deficit)/Surplus		(137,867)	(187,171)	(340,443)	(33,349)
Net gains/(losses) on investments		-	-	-	-
Net (expenses)/Income		(137,867)	(187,171)	(340,443)	(33,349)
Transfer between funds		<u>(150,669)</u>	<u>150,669</u>	-	-
Net movement in funds		(288,536)	(36,502)	(340,443)	(33,349)
RECONCILIATION OF FUNDS	19/20				
TOTAL FUNDS BROUGHT FORWARD		<u>777,488</u>	<u>44,120</u>	<u>1,063,386</u>	<u>1,884,994</u>
TOTAL FUNDS CARRIED FORWARD		<u>488,952</u>	<u>7,618</u>	<u>1,047,981</u>	<u>1,884,994</u>

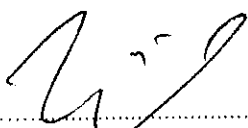
CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

BALANCE SHEET
AT 31 MARCH 2022

		2022	2021
		£	£
FIXED ASSETS	Notes		
Tangible assets	14	1,381,851	1,419,101
Investments	15	<u>458</u>	<u>458</u>
		1,382,309	1,419,559
CURRENT ASSETS			
Stock		1,399	1,722
Debtors: amounts falling due within one year	16	160,504	41,337
Cash at bank		<u>157,424</u>	<u>478,855</u>
		319,327	521,914
LIABILITIES			
Creditors: Amounts falling due within one year	17	<u>(157,085)</u>	<u>(56,479)</u>
NET CURRENT ASSETS		<u>162,242</u>	<u>465,435</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>1,544,551</u>	<u>1,884,994</u>
NET ASSETS		<u>1,544,551</u>	<u>1,884,994</u>
TOTAL FUNDS OF THE CHARITY	19		
Unrestricted funds		176,412	352,802
Designated funds		312,540	424,686
Restricted funds		7,618	44,120
Endowment funds		<u>1,047,981</u>	<u>1,063,386</u>
TOTAL FUNDS		<u>1,544,551</u>	<u>1,884,994</u>

The financial statements were approved by the Board of Trustees on 21 September 2022 and were signed on its behalf by:


Nigel Gooding - Chair/Trustee


Alexey Persits - Treasurer/Trustee

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	2022 £	2021 £
Cash flows from operating activities:		
Net cash provided by operating activities	(321,431)	32,668
	(321,431)	32,668
Cash flows from investing activities		
Sale of investments	-	-
Sale of fixed assets	-	1
Purchase of fixed assets	-	(18,950)
Cash provided by (used in) investing activities	-	(18,949)
(Decrease)/Increase in cash and cash equivalents in the year expended	(321,431)	13,719
Cash and cash equivalents at the start of the year	478,855	465,136
Cash and cash equivalents at the end of the year	157,424	478,855

CASH FLOW NOTES

	2022 £	2021 £
Reconciliation of net movement in funds to net cash flow from operating activities		
Net (expenditure) income for the reporting period (as per the statement of financial activities)	(340,443)	(33,349)
Adjustments for:		
Add back depreciation charge	37,250	39,418
Decrease/(increase) in stock	323	(36)
(Increase)/Decrease in debtors	(119,167)	9,444
Increase/(decrease) in creditors	100,606	17,191
Net cash used in operating activities	(321,431)	32,668

	2022 £	2021 £
Analysis of cash and cash equivalents		
Cash and cash equivalents	157,424	478,855
Total cash and cash equivalents	157,424	478,855

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES

A summary of the principal accounting policies adopted judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation of the Financial Statements

The financial statements have been prepared in accordance with Accounting and Reporting Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011 and applicable regulations.

Croydon Voluntary Association for the Blind meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest £.

Judgement and key sources of estimation uncertainty

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

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

Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Trustees. Unrestricted funds may include designated funds where the Trustees, at their discretion, have created a fund for a specific purpose.

Restricted funds can only be used for restricted purposes within the objects of the Charity. Restrictions arise when specified by the donor or when funds are raised for restricted purposes. Where required, a monitoring report is sent to the donor or funder detailing expenditure. Further explanation of the nature and purpose of each fund is included in Note 20 on pages 33 to 35.

Income

All incoming resources are included on the Statement of Financial Activities (SoFA) when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. Grants and donations are only included in the SoFA when the general income recognition criteria are met.

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

Costs of raising funds is detailed on page 27 in Note 6, and comprises the costs associated with attracting voluntary income and any fundraising events. Charitable expenditure is detailed in Note 7, and comprises those costs incurred by the Charity in the delivery of its activities. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature to support them.

All expenditure is accounted for on an accruals basis.

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES – continued

Going concern

The financial statements have been prepared on a going concern basis, as the Trustees believe 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 authorising these financial statements and consider these sufficient for the Charity to be able to continue as a going concern.

Tangible fixed assets

Tangible fixed assets are stated at cost or valuation less depreciation. Individual fixed assets costing £1,000 or more are capitalised.

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Asset Category	Annual Rate
Motor Vehicles	25% on cost
Specialist Equipment	25% on cost
Computer Equipment	33.33% on cost
Fixtures and Fittings	20% on cost
Freehold Buildings	2% on cost
Land	No depreciation

Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price when the amount is material. The income arising on the investments is shown under investment income in the Statement of Financial Activities.

Gains and losses on investment assets disposed of are shown as gains and losses in the Statement of Financial Activities.

Cash at bank and in hand

Cash at bank and in hand represents bank accounts where funds are available on demand.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are recognised at the invoiced cost prepaid.

Creditors and Provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Taxation

The Charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010. Accordingly, it is potentially exempt from taxation in respect of income and capital gains received to the extent that such income or gains are applied to exclusively charitable purposes. No provision for taxation has been made in these financial statements.

Pension costs and other post-retirement benefits

The Charity operates a defined contribution pension scheme and was offered to all staff. Contributions payable to the Charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2022

2. INCOME FROM DONATIONS AND LEGACIES

	2022	2021
	£	£
Donations	19,148	13,242
Grants and Service Level fees	49,839	49,839
Legacies, Bequests and In Memory	1,000	3,000
Salary Contribution	-	-
	<u>69,987</u>	<u>66,081</u>

Income from donations and legacies was £69,987 (2021: £66,081) of which £69,987 was unrestricted (2021: £66,081) and £nil was restricted (2021: £nil).

3. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

		2022	2021
	Activity	£	£
Grants - restricted	Seeing the Bigger Picture	8,927	105,967
Grants - unrestricted	Core Services	18,963	93,834
Grants - restricted	Children and Young People's Programme	6,020	48,990
Grants - restricted	Independent Age	14,870	-
Grants - restricted	Outreach and Progression	13,989	23,643
Grants - restricted	VCF Emergency Covid-19	-	7,204
Grants - restricted	Delivering Differently	-	27,887
Grants - restricted	Tech For Success	18,608	57,850
Grants - restricted	CAF Resilience	54,993	36,570
Grants - restricted	Lift and Basement Project	207,800	-
Service users Income - unrestricted	Core Services	28,705	13,349
Goods for resale - unrestricted	Core Services	1,714	1,066
Sundry Income - unrestricted	Core Services	-	5,813
		<u>374,589</u>	<u>422,173</u>

4. INCOME FROM TRADING ACTIVITIES

	2022	2021
	£	£
Fundraising	5,080	12,951
Hall hire	31,987	4,660
Rent received	30,744	26,178
	<u>67,811</u>	<u>43,789</u>

Income earned from trading activities was £67,811 (2021: £43,789) of which £67,811 was unrestricted (2021: £43,789) and £nil was restricted (2021: £nil).

5. INVESTMENT INCOME

	2022	2021
	£	£
Investment income	<u>22</u>	<u>15</u>

All of the Charity's investment income of £22 (2021: £15) is unrestricted.

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2022

6. RAISING FUNDS

	2022	2021
	£	£
AGM, Marketing costs and rebrand	2,129	5,721
Direct fundraising costs	<u>7,505</u>	<u>1,816</u>
	<u>9,634</u>	<u>7,537</u>

Of the total raising funds expenditure of £9,634 (2021: £7,537), £2,375 was in respect of restricted funds (2021: £4,694) and £7,259 was in respect of unrestricted funds (2021: £2,843).

7. CHARITABLE ACTIVITIES COSTS

	Direct costs	Governance (See note 8)	2022	2021
	£	£	Totals £	Totals £
Seeing the Bigger Picture	12,583	-	12,583	113,805
Core Services	321,430	9,410	330,840	260,031
Children and Young People Project	29,568	-	29,568	50,139
Independent Age	14,870	-	14,870	-
Outreach and Progression	20,927	-	20,927	23,778
VCF Emergency Covid-19	-	-	-	7,204
Delivering Differently	-	-	-	27,887
Tech For Success	36,313	-	36,313	38,412
CAF Resilience	46,648	727	47,375	36,614
Lift and Basement Project	<u>350,742</u>	<u>-</u>	<u>350,742</u>	<u>-</u>
	<u>833,081</u>	<u>10,137</u>	<u>843,218</u>	<u>557,870</u>

Of the total charitable activities' costs of £843,218 (2021: £557,870), £510,003 was in respect of restricted funds (2021: £297,839), £317,510 was in respect of unrestricted funds (2021: £244,625) and £15,405 in respect of endowment funds (2021: £15,406).

8. GOVERNANCE COSTS

	2022	2021
	£	£
Accountancy fees	4,463	6,100
Health & Safety	1,228	5,541
HR fees	3,066	3,065
Independent Examiner fee	990	990
Payroll fees	<u>390</u>	<u>390</u>
	<u>10,137</u>	<u>16,086</u>

Of the total governance costs of £10,137 (2021: £16,086), £727 was in respect of restricted funds (2021: £2,857) and £9,410 was in respect of unrestricted funds (2021: £13,229).

9. TRUSTEES' REMUNERATION AND BENEFITS

The Charity Trustees were not paid or received any other benefits from employment with the Charity in the year (2021: £nil) neither were they reimbursed expenses during the year (2021: £nil).

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2022

10. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	260,694	294,663
Social security costs	18,015	20,216
Pension costs	<u>12,400</u>	<u>14,323</u>
	<u>291,109</u>	<u>329,202</u>

One employee had employee benefits in excess of £60,000 in the £60,000- £90,000 band (2021: None).

Pension costs are allocated to activities in proportion to the related staffing costs incurred.

The Senior Management Team of the Charity comprises of the Trustees and those detailed on page 1 of the Trustees report. The total employee benefits of the key management personnel of the Charity were £123,653 (2021: £145,440).

11. STAFF NUMBERS

The average monthly number of employees (including casual and part time staff) during the year was as follows:

	2022 Numbers	2021 Numbers
Senior Management Team	3	4
Other Direct Charitable Staff	<u>8</u>	<u>10</u>
	<u>11</u>	<u>14</u>

12. PENSION COSTS

The company has a defined contribution pension scheme, which all employees are entitled to join. The company contributes 5% and the employees contributed 5% and employees may make further additional voluntary contributions.

During the year ended 31 March 2022, the Charity's total contributions amounted to £12,400 (2021: £14,323).

The Trustees are satisfied that any foreseeable change in employer's contributions can be budgeted for without detriment to the Charity's on-going activities.

13. TRANSACTIONS AND RELATED PARTIES

None of the Trustees received remuneration from their work with the Charity as Trustees. However, the Charity's Chair leads an activity at Croydon Vision and charges the organisation at a substantially reduced rate. Any connection between a Trustee or Senior Manager of the Charity with Service User, external contractor or supplier of services must be disclosed to the full Board of Trustees in the same way as any other contractual relationship with a related party.

There were no other material related party transactions during the period.

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2022

14. TANGIBLE FIXED ASSETS

	Freehold Property Unrestricted £	Freehold Property Endowment £	Other Assets £	Totals £
COST/VALUATION				
At 1 April 2021	344,581	1,155,419	162,047	1,662,047
Additions	-	-	-	-
Disposal	-	-	-	-
At 31 March 2022	<u>344,581</u>	<u>1,155,419</u>	<u>162,047</u>	<u>1,662,047</u>
DEPRECIATION				
At 1 April 2021	27,446	92,033	123,467	242,946
Charge for year	4,595	15,405	17,250	37,250
Eliminated on disposal	-	-	-	-
At 31 March 2022	<u>32,041</u>	<u>107,438</u>	<u>140,717</u>	<u>280,196</u>
NET BOOK VALUE				
At 31 March 2022	<u>312,540</u>	<u>1,047,981</u>	<u>21,330</u>	<u>1,381,851</u>
At 31 March 2021	<u>317,135</u>	<u>1,063,386</u>	<u>38,580</u>	<u>1,419,101</u>

Valuation of the Freehold Property

A revaluation of the freehold property was carried out in May 2015 by an external firm of valuers and property was valued on an "existing use" basis at £1,500,000. This was split between £500,000 land and £1,000,000 buildings.

Endowment Funds

In previous years, £500,000 of the freehold property was originally regarded by the Charity Commission as a permanent endowment and therefore restricted. At the time of the last valuation before May 2015, the freehold buildings had a total net book value of £649,115. So using the fraction £500,000/£649,115 the restricted proportion is calculated at £1,047,981 net book value as at 31 March 2022 (2021: £1,063,386).

15. FIXED ASSET INVESTMENTS

	£ Listed Investments	£ Totals
MARKET VALUE		
At 1 April 2021	458	458
Additions	-	-
Disposals	-	-
Revaluation	-	-
At 31 March 2022	<u>458</u>	<u>458</u>

The remaining non-UK listed investments are 135 shares in Banco Santander, S.A. shares of €0.50 nominal value. Revaluation was considered to be immaterial due the small value of the shares held.

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Other debtors	130,704	11,537
Accrued income	<u>29,800</u>	<u>29,800</u>
	<u>160,504</u>	<u>41,337</u>

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Trade creditors	14,166	5,819
Deferred income	56,240	44,014
Tax and social security	4,466	-
Other creditors and accrued expenses	<u>82,213</u>	<u>6,646</u>
	<u>157,085</u>	<u>56,479</u>

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Current year information for the net assets between funds:

				2022	2021
	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds £	Total Funds £
Fixed assets	333,870	-	1,047,981	1,381,851	1,419,101
Investments	458	-	-	458	458
Current assets	178,036	141,291	-	319,327	521,914
Current liabilities	<u>(23,412)</u>	<u>(133,673)</u>	<u>-</u>	<u>(157,085)</u>	<u>(56,479)</u>
	488,952	7,618	1,047,981	1,544,551	1,884,994

Comparative year information for the net assets between funds:

				2021	2020
	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds £	Total Funds £
Fixed assets	352,821	2,894	1,063,386	1,419,101	1,439,570
Investments	458	-	-	458	458
Current assets	434,987	86,927	-	521,914	517,603
Current liabilities	<u>(10,778)</u>	<u>(45,701)</u>	<u>-</u>	<u>(56,479)</u>	<u>(39,288)</u>
	777,488	44,120	1,063,386	1,884,994	1,918,343

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

19. MOVEMENT IN FUNDS – Current Year

	At 1/4/21 £	Net movement in funds £	Transfers between funds £	At 31/3/22 £
Unrestricted funds				
General fund – Free reserves	352,802	(133,272)	(43,118)	176,412
Designated funds				
Designated fund – Freehold building	317,135	(4,595)	-	312,540
Designated fund – Lift project	107,551	-	(107,551)	-
	777,488	(137,867)	(150,669)	488,952
Restricted funds				
Children and Young People's Project	23,548	(23,548)	-	-
Croydon Relief in Need - Outreach Project	1,836	(6,938)	5,102	-
BIG Lottery - Seeing the Bigger Picture	3,656	(3,656)	-	-
Big Lottery - Tech For Success	15,080	(17,705)	2,625	-
CAF Resilience	-	7,618	-	7,618
Independent Age	-	-	-	-
Lift and Basement Project	-	(142,942)	142,942	-
	44,120	(187,171)	150,669	7,618
Endowment funds				
Freehold Building	1,063,386	(15,405)	-	1,047,981
	1,063,386	(15,405)	-	1,047,981
TOTAL FUNDS	<u>1,884,994</u>	<u>(340,443)</u>	<u>-</u>	<u>1,544,551</u>

Net movement in funds for the current year are as follows:

	Income £	Expenses £	Movement in funds £
Unrestricted funds			
General fund	187,202	(325,069)	(137,867)
Designated fund – Lift project	-	-	-
	187,202	(325,069)	(137,867)
Restricted funds			
Children and Young People's Project	6,020	(29,568)	(23,548)
Croydon Relief in Need - Outreach Project	13,989	(20,927)	(6,938)
BIG Lottery - Seeing the Bigger Picture	8,927	(12,583)	(3,656)
Big Lottery - Tech For Success	18,608	(36,313)	(17,705)
CAF Resilience	54,993	(47,375)	7,618
Independent Age	14,870	(14,870)	-
Lift and Basement Project	207,800	(350,742)	(142,942)
	325,207	(512,378)	(187,171)
Endowment funds			
Freehold Building	-	(15,405)	(15,405)
	-	(15,405)	(15,405)
TOTAL FUNDS	<u>512,409</u>	<u>(852,852)</u>	<u>(340,443)</u>

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2022

19. MOVEMENT IN FUNDS – Previous Year

Comparative year information:

	At 1/4/20 £	Net movement in funds £	Transfers between funds £	At 31/3/21 £
Unrestricted funds				
General fund – Free reserves	205,602	(18,927)	166,127	352,802
Designated funds				
Designated fund – Freehold building	321,729	(4,594)	-	317,135
Designated fund – Minibus	50,000	-	(50,000)	-
Designated fund – Lift project	107,551	-	-	107,551
	684,882	(23,521)	116,127	777,488
Restricted funds				
Children and Young People's Project	24,413	(1,149)	284	23,548
Croydon Relief in Need - Outreach Project	1,971	(135)	-	1,836
BIG Lottery - Seeing the Bigger Picture	(6,126)	(8,174)	17,956	3,656
Seven-Seater Vehicle	13,000	-	(13,000)	-
Croydon Council - VCF Emergency Covid-19	-	-	-	-
London Funders - Delivering Differently	-	-	-	-
Big Lottery - Tech For Success	-	15,080	-	15,080
CAF Resilience	-	(44)	44	-
	33,258	5,578	5,284	44,120
Endowment funds				
Freehold Building	1,078,792	(15,406)	-	1,063,386
Investment fund	121,411	-	(121,411)	-
	1,200,203	(15,406)	-	1,063,386
TOTAL FUNDS	<u>1,918,343</u>	<u>(33,349)</u>	<u>-</u>	<u>1,884,994</u>

Net movement in funds for the prior year are as follows:

	Income £	Expenses £	Movement in funds £
Unrestricted funds			
General fund	223,947	(242,874)	(18,927)
Designated fund – Freehold building	-	(4,594)	(4,594)
	223,947	(247,468)	(23,521)
Restricted funds			
Children and Young People's Project	48,990	(50,139)	(1,149)
Croydon Relief in Need - Outreach Project	23,643	(23,778)	(135)
BIG Lottery - Seeing the Bigger Picture	105,967	(114,141)	(8,174)
Croydon Council - VCF Emergency Covid-19	7,204	(7,204)	-
London Funders - Delivering Differently	27,887	(27,887)	-
Big Lottery - Tech For Success	57,850	(42,770)	15,080
CAF Resilience	36,570	(36,614)	(44)
	308,111	(302,533)	5,578
Endowment funds			
Freehold Building	-	(15,406)	(15,406)
	-	(15,406)	(15,406)
TOTAL FUNDS	<u>532,058</u>	<u>(565,407)</u>	<u>(33,349)</u>

20. FUND DESCRIPTION

Unrestricted Funds

General Fund

This fund is held to meet the day-to-day activities of the Charity in line with the Charity's objectives. This fund has been raised through donations, legacies and grants from Trusts and Foundations.

Designated Funds

Freehold Building

This fund is held to match the unrestricted element of the Charity's freehold buildings. The unrestricted portion of the building has a net book value at 31 March 2022 of £312,540 see note 14, page 29 for further details).

Other Movements in Funds in the current year £150,669

£142,942 – transfer to the Lift and Basement project. This made up of £107,551 from the Designated Lift Project fund set up last year and the remaining £35,391 from general funds.

£5,102 - transfer to Outreach project (Croydon Relief in Need) to match the overspends.

£2,625 - transfer to the Tech for Success project to match the overspends identified in the final report

20. FUND DESCRIPTION - continued

Endowment Funds

Freehold Building

In previous years, £500,000 of the freehold property was originally regarded by the Charity Commission as a permanent endowment and therefore restricted. At the time of the last valuation before May 2015, the freehold buildings had a total net book value of £649,115. So using the fraction £500,000/£649,115 the restricted proportion is calculated at £1,047,981 net book value as at 31 March 2022 (2021: £1,063,383).

Restricted Funds

Children and Young People's Project

Children & Young People – Building confidence through Fun

Children living with sight loss are often unable to access mainstream activities, which can result in a lack of confidence. We're all about taking that on. Croydon Vision's younger members, who range from 3 years old right up to 18, are all visually impaired or blind and some also have additional needs, such as physical or learning disabilities. But that's not the focus here.

Our focus is helping them to live without being defined by their sight loss.

The activities our younger members participate in through Croydon Vision are designed to challenge and stimulate them, while meeting their specific needs:

- Building self-esteem, independence, and confidence
- Boosting social and communication skills
- Making new friends who have shared experiences and challenges

Croydon Relief in Need - Outreach Project

It was such a blessing when Croydon Relief in Need provided us with funding for year 2, to continue meeting the emerging needs of our members who are unable to attend activities at Croydon Vision and may be in need of short-term home support. This project is focused at walking the journey with each member from dependence to living independent lives. Outreach & Progression focuses on the below:

1. Reducing poverty and improving well-being
2. Improved inclusion and empowerment; building confidence to self-advocate
3. Improved eye health awareness and action amongst members, the public, particularly those at heightened risk, thus reducing preventable blindness

BIG Lottery - Seeing the Bigger Picture

The aim of this project is to improve the ability of blind and partially sighted people in Croydon to fully participate in society over a three-year period and beyond. Croydon Vision is doing this through early intervention, providing support to re-learn daily living tasks and 'Putting People In the Lead' ('coproduction') centring beneficiaries in project design, steering, volunteering, and buddying. The project creates a hub for people with sight loss in the local area, facilitated by the new resource centre, providing tech training, and promoting independence.

This project has since come to an end April 2021, an evaluation report was undertaken by an external consultant. BIG Lottery were extremely pleased with the progress which can be found in annual account 2020-21.

20. FUND DESCRIPTION - continued

Restricted Funds

BIG Lottery - Tech for Success

This project was borne out of crisis, it emerged following adaption of our strategic launch in 2020. From hosting the launch on face book, members requested for **virtual events** and more **tech training**. 60% more members wanted to upskill in technology, both home visits and by phone. The demand exceeded resources and therefore, this fund enabled us to reach more members and upskill using technology. We were able to build a tech studio, expand our tech team and create a library platform for replay videos, after Facebook live events.

Independent Age (Over 65)

The independent age funded 50 new members (Over 65) to better understand their eye condition and becoming active - reduced social isolation and improved health conditions.

How?

Through the Advice & Advocacy Officer liaising with Moorfields Croydon monthly, to work collaboratively and improve "missed" appointments by members/new referrals. Working with sensory impairment team (Croydon council), a quicker referral process to bridge the 8-10mths waiting time, thereby reducing the effect of depression and seclusion.

We provide a living with sight loss workshop quarterly, introducing newly diagnosed individual and family/carer to services within Croydon Vision, including talking therapies.

50 members reported increased wellbeing and satisfaction with overall health, thereby increasing the amount of walk they do outside the house. Transport members to participate in weekly keep fit or dance sessions to promote healthy living. In addition, provide a healthy 2 course lunch: twice weekly - first 6weeks at no cost.

50 members self-reported improved skills to use low vision equipment or technology thus improving self-confidence, independence, and reduced risks of falls. 6 introductory IT sessions to 25 new members; using an agreed personal development plan. As well as members becoming trained ambassadors, volunteering at Croydon Vision and the community as advocates for sight loss.

20. FUND DESCRIPTION - continued

CAF Resilience Fund – Phase 2 (enabling organisations to adapt and thrive)

Croydon Vision was awarded through CAF phase 2 programme in October 2021. The fund is by The Department for Digital, Culture, Media, and Sport (DCMS) as part of its Community Match Challenge and kindly matched by the Covid 19 Support Fund created by the insurance and long-term insurance industry.

The CAF Resilience Fund is focused on those individuals and communities hardest hit by the Covid 19 pandemic. Phase 1 launched in November 2020 and saw the distribution of £20million of emergency funding to help organisations survive and deliver rapid relief from the impact of the pandemic. Phase 2 launched in the summer of 2021 and is providing grants and tailored support to enable organisations to adapt and thrive; continuing to deliver vital local services whilst also building organisational resilience.

Our project is twofold, the Lost 500 as well as funds towards our lift and building work.

In 2020, we discovered an additional 527 people in Croydon with sight loss, residents failed by statutory bodies, the local council filed for bankruptcy. 64% are working age; housebound 5,7 years, suicidal, sight loss deteriorating - the stories are quite upsetting! CAF funding supports 30% of the cost to risk assess the 527 and provide intensive support whilst we pursue additional funds to reach everyone because people with sight loss need to be assured that they are not alone.

The 30% of people that are joining our vibrant community tap into peer support, learn and share – hope is birthed.

We do this by:

- Unlocking each person's potential with agreeable personal development plan.
- To improve eye health by encouraging access to eye clinics.
- To improve social mobility through education, upskilling, and rebuilding lives
- Teach a man to fish (route to employment, self-employed, apprenticeship)
- People to thrive in their society; become mentors, advocates for sight loss.

A Thank you acknowledgement to funders of Lift and Building work Jan to March 2022

A key priority for Croydon Vision was to make improvements to our 4-storey building, giving members access to relevant activities regardless of physical capabilities. Our member led approach enables members to regularly evaluate and find ways of improving facilities and services, making sure they are 'fit for purpose'; to meet their ongoing needs.

Two of the key needs expressed by members (at an Away Day in November 2018 and at subsequent focus groups) are to improve accessibility of CV's underutilised building; through:

- (1) the installation of a lift and refurbishment; of the entire building to skill up and create
- (2) opportunities for new and improved services as well as additional revenue through rental hire.

Funder	£
Bernard Sunley	£10,000
BIG Lottery Funds	£10,000
CAF Resilience Fund	£31,800
Clothworkers Foundation	£88,500
Edward Gostling Foundation	£10,000
Screwfix Foundation	£5,000
Span Trust	£2,500
Wolfson Foundation	£50,000
Total	£207,800

21. CAPITAL COMMITMENTS

The Charity has authorised and contracted for expenditure of £Nil.

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022

	2022	2021
	£	£
Voluntary income		
Donations	19,148	13,242
Grants and service level contracts	49,839	49,839
Legacies, Bequests, and in Memory	<u>1,000</u>	<u>3,000</u>
	69,987	66,081
Incoming resources from charitable activities		
Service users' income	28,705	13,349
Grants	344,170	401,945
Goods for resale	1,714	1,066
Sundry income	<u>-</u>	<u>5,813</u>
	374,589	422,173
Activities for generating funds		
Fundraising events	5,080	12,951
Hall hire	31,987	4,660
Rent received	<u>30,744</u>	<u>26,178</u>
	67,811	43,789
Investment Income		
Dividends	<u>22</u>	<u>15</u>
	22	15
Other Income		
Sundry income	<u>-</u>	<u>-</u>
Total incoming resources	512,409	532,058
Fundraising costs		
AGM, Marketing costs and rebrand	2,129	5,721
Direct fundraising costs	<u>7,505</u>	<u>1,816</u>
	9,634	7,537
Charitable activities		
Staff Salaries	291,109	329,202
Team Training (staff and volunteers)	6,787	10,009
Staff Recruitment	6,976	89
Contract Staff	16,722	19,619
Staff Travelling and Meetings	1,363	744
Consultancy	1,211	2,469
Depreciation	37,250	39,418
Direct Projects expenses	33,592	39,227
Flat expenses	8,275	1,395
Hall expenses	497	461
IT and website	8,695	16,143
Office Administration	32,787	25,378
Premises expenses	29,761	35,020
Building Enhancement	6,400	-
Lift project	350,742	19,353
Volunteer expenses	<u>914</u>	<u>3,257</u>
	833,081	541,784

This page does not form part of the statutory financial statements

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022

	2022	2021
	£	£
Governance costs		
Accountancy fees	4,463	6,100
Health & Safety	1,228	5,541
HR fees	3,066	3,065
Independent Examiner fee	990	990
Payroll fees	390	390
	<u>10,137</u>	<u>16,086</u>
Total resources expended	852,852	565,407
	<u> </u>	<u> </u>
Operating (Deficit)	<u>(340,443)</u>	<u>(33,349)</u>

This page does not form part of the statutory financial statements

Accounts

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021
FOR
CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

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FOR THE YEAR ENDED 31 MARCH 2021

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**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**LEGAL AND ADMINISTRATIVE INFORMATION
FOR THE YEAR ENDED 31 MARCH 2021**

REFERENCE AND ADMINISTRATIVE DETAILS

Charity Name

Croydon Voluntary Association for the Blind

Other Working Name

Croydon Vision

Registered Charity number

1165086

Principal Charity Office

Bedford Hall

72-74 Wellesley Road

Croydon

Surrey

CR0 2AR

The Trustees serving during the year and to the date of this report were as follows: -

Trustees

Frances Cullen	- Chair (Outgoing Chair, October 2021)
Nigel Gooding CBE	- Trustee (Appointed September 2021, Incoming Chair)
Richard Wragg	- Vice Chair
Alexey (Asher) Persits	- Treasurer
Joy Dell	- Trustee – Resigned November 2020
Kieren Exley	- Trustee – Appointed July 2021
Jamie Henderson	- Trustee – Appointed July 2021
Ketan Jadeja	- Trustee
Dhruvin Patel	- Trustee
Swarna Pillai	- Trustee

Chief Executive

Susanette Mansour

Senior Team

Natasha Thompson Campbell	- Operation's Manager
Mickella Hosannah	- Brand Manager
Josie Robson	- PR & Partnership Manager

Independent Examiner

Mark Blackwell ACMA
For and behalf of M H R Consultancy Limited
Chartered Management Accountants
Minster House, 126a High Street
Whitton, Twickenham, Middlesex
TW2 7LL

Principal Bankers

Natwest Bank
Croydon Whitgift Centre Branch
40 Whitgift Centre
Croydon
Surrey
CR0 1UQ

CAF Bank Ltd
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4JQ

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021**

The Trustees present their annual report together with the unaudited financial statements of Croydon Voluntary Association for the Blind for the year ended 31 March 2021. The financial statements have been prepared in accordance with the accounting policies set out in Note 1 to the accounts on pages 24 and 25 and comply with the Charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Croydon Voluntary Association for the Blind (Aka Croydon Vision) is a charitable incorporated organisation constituted on 8 January 2016 and registered with the Charity Commission on that date. The formation of this CIO resulted from a decision to restructure the governance of the Charity and convert from an unincorporated trust to a CIO. On 1 May 2017 all of the activities and undertakings of Croydon Voluntary Association for the Blind (registered charity number 200482) were merged with this Charity. Croydon Voluntary Association for the Blind (registered charity number 200482) was removed from the register of charities on 16 November 2017.

Recruitment and appointment of new Trustees

The Charity's constitution states that the number of Trustees shall not be less than three and not more than eight plus the Chair. At least two of the Trustees should; if possible, be members who are visually impaired with skills set that complement the board. In 2020, the board discussed succession planning for Chair and Vice Chair roles as well as bespoke roles such as legal, brand champions. This resulted in a recruitment process and pleased to welcome two new trustees whilst pursuing recruitment for Chair.

At every annual general meeting of the members of the CIO, one-third of the Charity's Trustees shall retire from office. If the number of Charity Trustees is not three or a multiple of three, then the number nearest to one-third shall retire from office, but if there is only one Charity Trustee, he or she shall retire. The Charity Trustees to retire by rotation shall be those who have been longest in office since their last appointment or reappointment. If any Trustees were last appointed or reappointed on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot.

The members or the Charity Trustees may at any time decide to appoint a new Charity Trustee, whether in place of a Charity Trustee who has retired or been removed, or as an additional Charity Trustee, provided that the limit on the number of Charity Trustees would not as a result be exceeded. Trustees who retire by rotation are eligible for reappointment. A Charity Trustee who has served for two consecutive terms may not be reappointed for a third consecutive term but may be reappointed after an interval of one year.

Induction and training of new Trustees

The review process of Trustee recruitment and appointment has been a positive for the organisation. To date, the Charity has attracted new Trustees within Eye Health, Banking and Finance as well as HR. Trustees are now involved in various appropriate trainings; to further strengthen their role. A Register of Interests for Trustees, staff and volunteers is in place and updated annually. Each Trustee has a champion role, to drive positive change and sustainability of the Charity long term.

Each Trustee undertakes an induction process, consisting of the following: meet and greet the team and understanding our culture, Trustee welcome pack, policies and procedures; H&S processes. In addition, a copy of the CIO's constitution and any amendments made to it and a copy of the CIO's latest Trustees' annual report and financial statements. This is to ensure that Trustees carry out their responsibilities effectively; guided by advice provided from Charity Commission.

Board members are encouraged to spend ½ day at the Charity to further understand the operational aspect of the organisation. Furthermore, an annual event calendar is shared with Trustees with encouragement to attend some events. At each board meeting, financial and operational information is supplied together with suitable explanations, including front line presentation at Board meetings. Board members are expected to be aware of the various Charity Commission publications that can be obtained to assist them with their duties as Trustees.

Organisation

The Board of Trustees administers the Charity and generally meets every 12 weeks and a finance committee. Between these meetings, a meeting of the finance and grant-giving sub-committees is held when required. Other task and finish groups are formed based on needs.

The current Chief Executive is Susanette Mansour; appointed (2018) by the Trustees to drive positive change for the future. Phase one Croydon Vision was all about a Firmer Foundation, organisational change, and reconnecting with our community. Croydon Vision has stepped into phase 2 which focuses on Purpose, People and Performance. There's a culture shift taking place at Croydon Vision, we are no longer just a 'tea and sympathy' organisation, instead, everything we do focuses on transforming lives, on the journey to independence. The organisation is aiming for a blended model Heart of a Charity, Mindset of a Business. Susanette, members of the management team and service enablers meet and advise the Trustee Board as required.

STRUCTURE, GOVERNANCE AND MANAGEMENT - continued

Leadership

Leadership and decision making of the Charity is delegated to the Chief Executive who works closely with Management and Trustees to fulfil the Charity's objectives and ensure the smooth and effective running of the organisation. The Chief Executive reports to the Chair and to the Board of Trustees.

The Trustees, CEO and the Senior Management team comprise the key management personnel of the Charity in charge of leading or managing the running and operating the Charity on a day-to-day basis.

All Trustees give of their time freely and no trustee received remuneration in the year. Our Chair leads an activity at Croydon Vision and charges the organisation at a substantially reduced rate. Details of Trustees' expenses and related party transactions are disclosed on pages 27 and 28 in Notes 9 and 13 of the accounts.

Croydon Vision has fully embraced generational diversity whereby feedback and appraisals are tailored to individual needs rather than an annual process. The pay structure of staff focuses on culture contribution, the added value and performance. In view of the nature of the Charity, the Trustees benchmark against pay levels within the voluntary sector across London as well as the public sector; with some consideration of NJC pay scales.

Volunteers

Croydon Vision's Volunteers are simply awesome! There is a total of (51) volunteers that give many hours of their time to the Charity. Our social value for 2021 was a whopping £61,251 – amazing support from our Volunteers. The Trustees and Staff Team would like to record their thanks for their valuable support. The Charity could not host its annual celebrating volunteer's event (June 2021) due to restrictions of Covid-19, however, the staff team adapted and surprised each volunteer with a gift of thanks as well as video by members and staff. The team is hopeful to organise an event for 2022, specifically for volunteers' week.

Related parties and co-operation with other organisations

None of our Trustees received remuneration from their work with the Charity as Trustees. However, our Chair leads an activity at Croydon Vision and charges the organisation at a substantially reduced rate. Any connection between a Trustee, CEO or Senior Manager of the Charity with Service user, external contractor or supplier of services must be disclosed to the CEO or Board of Trustees in the same way as any other contractual relationship with a related party.

Risk Management

The Trustees have been reviewing risk management frequently; especially since the pandemic of 2020. An integrated risk strategy is in place, led by the Treasurer and rest of finance committee. In addition, a risk management policy and register is now in place. The strategy comprises the following:

- An annual review of the risks which Croydon Vision may have to face.
- The establishment of systems and procedures to mitigate those risks; and
- The implementation of procedures designed to report on and minimise any potential impact on Croydon Vision should any of those risks materialise.

The Board of Trustees is confident that the planned process will enable them to identify the major risks to which the Charity is exposed and that they have established systems to mitigate those risks.

The Trustees re-appointed Mark Blackwell of MHR Consultancy Ltd to carry out an independent examination of the Charity's financial statements for the year ended 31 March 2021.

OBJECTIVES AND ACTIVITIES

Croydon Vision's objects and funding limit the services we provide to those detailed in our charitable objectives. The Charity's Trustees have complied with the duty in section 17(5) of the 2011 Charities Act to have due regard to the guidance published by the Charity Commission. Our primary beneficiaries are those people with sight loss or individuals with an interest in sight loss.

WHY, HOW and WHAT we do...

OUR VISION: Why we do what we do.

Everything we do is focused on transforming lives, the journey from dependence to living independently.

OUR MISSION: How we do this

We encourage people to re-evaluate what's possible when you're blind or partially sighted - there is life after sight loss

There are three branches to our work...

Practical support

We work directly with people affected by sight loss in a number of different ways. Providing quality information, advice, advocacy, tech training and counselling services are invaluable in helping blind and partially sighted people to thrive, in spite of their sight loss. We also combat the isolation and powerlessness that can come hand in hand with visual impairment, by facilitating peer support groups and recreational activities.

Spreading awareness

It isn't just blind and partially sighted people that we work with. By informing and educating carers, family members, employers and the public about the challenges faced by blind and partially sighted people, we're gradually helping to change perceptions.

Improving services

We don't operate in a bubble. Working with Moorfields, GPs, optical professionals, sensory impairment team, local and national voluntary organisations means the provision available for our members in Croydon is joined-up and timely.

OUR SERVICES: What we do (Personal development):

- Advice & Advocacy
- Low Vision Clinic
- Sight Loss Workshops
- Tech Training
- Outreach Service
- Young People (Out of the Box project)
- Route to Employment
- Transport & Lunch
- Various Social Groups (Peer Led)

OUR CULTURE DEFINED:

We put People First

We Empower our People, on the journey to independence

We take great pride in our Vibrant Community.

OUR VALUES

Awareness - Flexible to enhance efficiency

The people we work with face a whole range of different challenges, each of which demands a different response. We have to be agile to effect change.

Compassion - Always ready to take action

We approach problem solving and empowerment with empathy, without that our efforts will make minimal difference.

Teamwork - Together we achieve more

By sharing skills, energy, expertise, and experience, we know we can do more, so we work together to make things better for our members and their families/carers.

Integrity - Always do the right thing

We're steadfast in our commitment to making a real difference to real people.

Diversity - Each person is unique

We're here to value each other and make a difference. Our diversity is a fundamental part of what makes our community special.

ACHIEVEMENTS AND PERFORMANCE

Review of activities

COVID-19 – Response & Impact

There are many dimensions to the Covid-19 pandemic and the humanitarian implications have been enormous. The coronavirus pandemic is an unparalleled situation that has both divided and united our communities. Lockdowns and ongoing social distancing rules have created new challenges for our members (service users), in addition to the struggles of living with sight loss.

Financially, trading income depleted, losing 87% of hall hire income, operational services ceased, whilst additional safety measures, adapted services increased significantly. In addition, fundraising plans were paused for medium to long term projects, having huge effect on the organisation 2021-22.

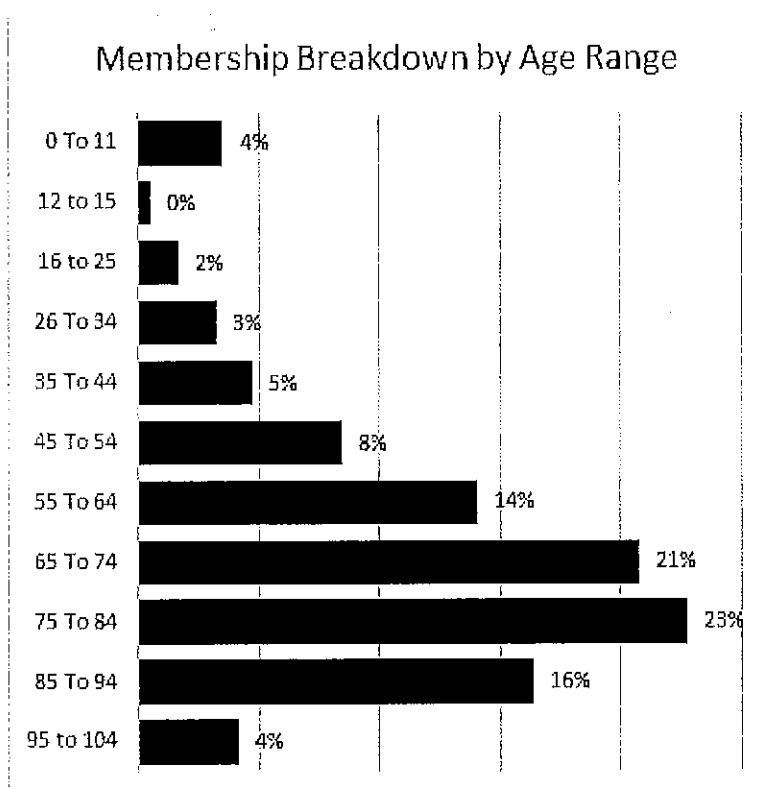
Learnings from Crisis (Covid-19)

However, the learnings and opportunity to connect with our members during the pandemic was a real blessing and there's no going back to what life was, pre-covid – our key focus is to enhance and further develop our hybrid model of working. We also learnt more so to:

- Always put people first – our volunteers and staff went above and beyond to meet the needs of our members.
- Becoming a brick (physical) and clicks (virtual) organisation to reach many more people.
- 90% of our visually impaired (VI) members need to improve their physical and mental health.
- 70% of our members, extra community engagement and outreach are essential to improve QoL.
- 45% of members have identified technology as a key life-enhancer to connect, engage and open doors to new opportunities.
- 50% of our VI community have admitted difficulties with eye health compliance, including challenges to attend check-ups.
- 80% of VI people in Croydon experience unemployment (up from 65% in 2019) and highly disproportionate.

Our Community:

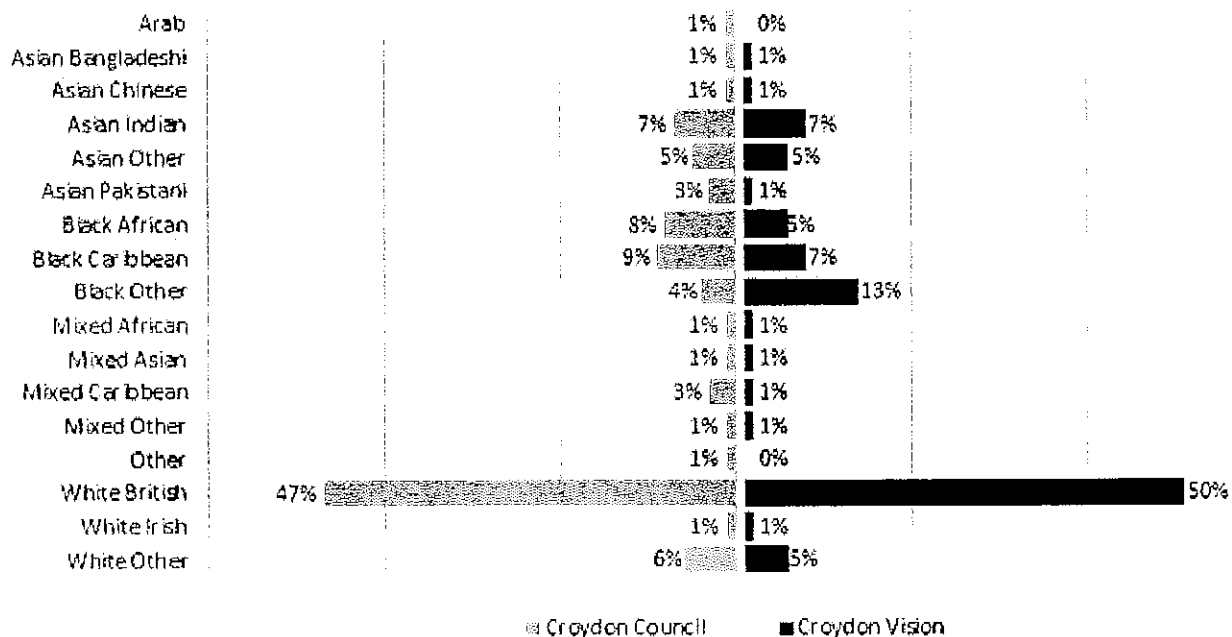
Since 2018 (phase 1), we've worked far and wide to re-brand Croydon Vision as an all-ages organisation and really pleased to report on progress so far. Community outreach continues to be a key focus, making sure that no VI person gets left behind.



Ethnicity Profile of Our Members

We've invested much time and energy into outreach and engagement. The below graph is a demonstration of our commitment to inclusion, equity and diversity – representing one of our values.

Ethnicity Profile in Croydon



Croydon Council

Toppled with pandemic came a shocking news November 2020, the local council declared itself bankrupt. Uncertainties emerged, and service contracts were on the line, statutory services were at a standstill and things may only get worse for residents without working smart. However, with problems comes opportunities and we are looking at new ways to ensure best value for taxpayers' money. With that in mind, we are asking the council to outsource VI Sensory Services into the community, enabling a 'One Hub' approach, based at Croydon Vision where medical, statutory and support services work together: in alignment with the **Care Act 2014**.

Why a Model Change

Croydon Council's coat of arms; 'Let us grow in health', aligns with our vision and mission. However, people are being failed, overlooked for support services by statutory bodies. The referral process is disjointed, slow and inefficient. It can take up to 8 months from a GP referral to someone attending Low Vision Clinic (Moorfields Hospital). There can be a further 9-12 months waiting before an individual receives a full specialist assessment by Sensory Team. Whereas the recommended best practise from initial contact to home assessment should be **28 days**. Change is required because services delivered must enable Croydon Council to comply with the key requirements of the **Care Act 2014**.

A part of the problem and finding solutions is reaching the Lost 500, people left behind due to failure of appropriate referral pathway between statutory services. Our pursuit is to reach these individuals and provide appropriate support whilst working to bring systematic change in Croydon. Majority of these individuals are working age, at home rather than developed to get closer to the labour market.

Resolution or Bigger Problems Ahead

UK:

By 2050, 3.5 million people will live with sight loss (up from the current 2.5 million) with more than a million people living with avoidable sight loss. The cost to the UK economy will be £33.5 billion by 2050 (up from £25.2 billion at present).

Croydon:

Croydon's current population stands at 384,837 and is estimated to increase by 14% by 2031. Over 51% of this community identify as Black, Asian or Minority Ethnic (BAME). Our local ethnic diversity means that the prevalence of certain eye conditions such as glaucoma and diabetic retinopathy are disproportionately high. A rising number of 1,210 residents live with severe sight loss and a further 9,420 experience some degree of sight loss. With very low quality of life (QoL) scores in line with national average - **We need to act fast.**

Strategic Plan 2020-23

Our five pillars, **Co-production, Community, Accessibility, Holistic Health and Sustainable Reach**, are key to our 2020-2023 Strategic Plan and guide everything we do. Below you'll see how these pillars have focussed our activity this year (left) and how we're building on those achievements in our targets for next year (right):

Coproduction -- our members to actively shape service development

2021

- **92 new members** joined (pre-Covid target of 100)
- **50 service enablers** engaged in operational development meetings
- Surpassed engagement for **peer support** by 20%

2022

- **Collaborate** with 8 external organisations
- **Further embed our model**, Heart of a Charity, Mindset of a Business
- Introduce quarterly evening and weekend sessions to further **engage working age members**

Community -- improving our reach and engagement in Croydon through

- **Engaged with 3 new schools** to raise awareness
- Ever-increasing number of members reached through **Bricks & Clicks**
- Our new mobility vehicle has **enhanced outreach**
- Focus on **local areas** of deprivation and reach 200 newly diagnosed visually impaired (VI) people
- Develop **5 new partnerships** in our community
- **Activate** the 'Lost 500' project, reaching people who've fallen between the gaps in the referral system

Accessibility -- transforming our premises and improving technology usage

- **Lift and building work** to commence in 2022
- Built a **tech studio** to improve virtual services
- Produced our own **podcasts** and 'Did you know?' videos
- To obtain a **Mobile tech hub**; allowing us to work smarter and increase reach
- Become a specialised contractor for IT certified training
- Build tech trailblazer credentials and pilot accessible tech

Holistic Health -- putting our members at the centre of their care pathways:

- Developed **Living with Sight Loss workshops**, 6 sessions undertaken so far
- **Moorfields Low Vision Clinic** now operates at Croydon Vision; a one-hub approach
- **Commercially align** with 7 new businesses (CSR), on eye health awareness
- Improve the **referral pathway** between statutory, medical and support services

Sustainable Reach -- improving our brand, communications, and income stream:

- **Defined our culture** to improve branding and impact
- Facilitated 7 **Visual Awareness Workshops** (revenue generation)
- **Recruited** a Trusts & Foundation Fundraiser
- The use of **PESTLE analysis** for in/outward assessment
- Development of a **communication strategy** and an Impact Officer
- **Connecting** with 2 sight loss charities, building transatlantic connections

Our achievements - Continued

- **People development** – a book club at Croydon Vision has enabled us to explore and Start with Why (Purpose).
- Defining the type of culture, we want to see at Croydon Vision and the journey of bringing people along
- **Expansion of our Tech Team**, thus enabling us to serve more people through outreach and virtual programmes
- **A Brand Manager** to focus on social media interaction – in/outward looking organisation.

The New Now

Building for the Future will require us to make changes - having the heart of a Charity, and the mindset of a Business. Our approach means that essential services are subsidised by grant and additional services are paid for. This both supports our sustainability and changes members' expectations of what Croydon Vision can deliver free. **Why the change?** – The fundraising environment is currently challenging, we lost over 87% of hall hire income and some projects ended in April 2021.

Physically Distanced, Socially Closer

Whilst we look into the future for Croydon Vision, it is equally important to pause and celebrate the awesome work in 2020-21.

It has been more than a year since the first lockdown – at the time of adapting services, we had one focus, making sure our members live well and stay safe rather than falls, trips which leads to hospitalisation. We want to express our heartfelt thanks to the Team (volunteers & staff). Our adapted services were a life saver for many, and we are so grateful for their continued support. The challenges and opportunities have been evident, so many stories to tell, from people living alone and Croydon Vision team being their only contact to virtually connecting with our members – it's been hectic yet so rewarding.

Some data to build context on adapted services, the reach and support; a demo of groups and one-on-one services #Teamwork.

- **11,476** Facebook views, its official, we are a Bricks & Clicks provider.
- **3,359** Lunch meals served – a big shout out to the hospitality team!
- **1,740** Befriending calls – special shout out to our amazing volunteers.
- **1,251** Social Group calls/zoom – that's amazing, thank you group leaders.
- **346** Tech Trainings – home and telephone, whoop whoop Tech Team!
- **315** Advice & Advocacy service – the testimonials just keep coming!
- **195** Children & Young People activities (face to face/zoom) – thank you!
- **147** Personal Development – the passion to transform lives, so grateful!
- **87** Grocery, prescription collection and doorstep buddying; we salute you!

Voice of our Community

Throughout the pandemic, we connected with our members like never before, our services were categorised into three pillars:

- **Doorstep** – freshly cooked lunch, prescription collections, doorstep buddying and grocery shopping.
- **Home Visits** – IT and tech training, Advice & Advocacy, and other essential support.
- **Virtual services** – talking therapy, Facebook live event, talking news, befriending, fit & fun, various social groups, personal development.

Doorstep Services:

"The first few days of lock down, I was only eating sandwiches, now I have hot nutritious meals 4 times a week - it makes such a difference." - **Steve**

"The lunch service is great and a life saver for many of us – thank you for supporting my needs." - **Vee**.

"It's nice to come home and see mum has been looked after with food and social activities." - **Sherisse (Evelyn's Daughter)**

"I am currently shielding and cannot go out to the shops or prioritised for online shopping. Thank you for providing me with grocery every week." – **Deborah**

"Croydon Vision have reached out to us and assisted with prescription collection. We are very grateful for their support; they have provided a remarkable service". - **Danielle**.

"Each week, I look forward to Croydon Vision speaking to me at my door, I felt joyful." - **Lloyd**

"What a lovely idea for sending out a talking Christmas card. It was such a lovely surprise and so thoughtful. So on behalf of my mother Irene, she would like to say a big thank you! Once again, I would like to thank you all for what you have done and achieved in this difficult time." - **Jenny (Irene's daughter)**.

Home Visit Services

It is so assuring to know I can get help and I'm not on my own anymore." – **Peter**

"Your IT support helped me to understand the use of Zoom; enabling me to use at full potential for work."- **Ritu**

"It's been fantastic getting my skype fixed and connecting with my family and friends – thank you so much." - **Ann**

"A big thank you to the tech team for all the help you've given me. I successfully purchased grocery on-line, yes!" – **Graham**

"Thank you all for your kindness to me, especially when I was quite ill and unable to do things for myself." - **Ellen**.

"I struggle to complete applications and sometimes bump into things when I am out in the road. The officer visited my home and helped me complete various forms and even posted it for me. Thanks!" - **David**.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2021

Voice of our Community – continued

Virtual Services:

"Conference Group calls are great and such a lovely way to keep in touch with everyone within the groups and allows us to have interaction with each other. It enables people to chat, laugh and share any concerns, that they may have. Befriending is important and a lifeline for many and lovely to look forward to either a group call, telephone call and in most cases both. Thank you so much for making this all possible. It is very appreciated." - **Jane, volunteer**

"I listen to the talking news again and again; it keeps me good company and very entertaining. Every week I look forward to receiving my USB by post, thank you." - **George**

"Croydon Vision has helped my daughter build her confidence and make new friends." - **Rachel**

"The face book live events are really good! I enjoy socialising and chatting with everyone." - **Sitas.**

"I look forward to the live events each week. They are fun and informative, and it helps me keep in contact." - **Bob**

"I've been especially blown away by how Croydon Vision has adapted to support members with sight loss during a pandemic, managing to deliver meals, offer support, and hold activities online from book clubs to craft days." - **Sarah, volunteer**

Post Lockdown – Returning to Croydon Vision:

"I've enjoyed coming back to Croydon Vision and have really looked forward to it. The safety measures in place is quite reassuring - I feel safe." – **Eddie**

"I was a bit dubious coming back. When I was collected by transport, it was clean, distancing was taking place on the bus and my temperature was taken. Croydon Vision have prepared well, everyone was in PPE, and it made me feel relaxed and confident." - **June**

"I was nervous when I first came back but it's been nice to come back and see my friends." – **Elizabeth**

"So nice to be back, I missed Croydon Vision, the people and I met new members as well, it's like family." – **Lauren**

"As a new member of Croydon Vision, I was apprehensive on my first day, I've been home for many years and my confidence shattered I was unsure how to engage with people and expected the worst. However, they made me feel so welcomed, I am happy." - **Mark**

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2021

A sample of services at Croydon Vision

Volunteering Service:

Our Service Enablers Group (since February 2018) empowers trustees, staff, volunteers, and service user representatives to influence organisational decision making. Meeting quarterly, they focus on securing effective change, making recommendations to the CEO, management team and Board of Trustees.

We strive to ensure that those in greatest need and diverse communities access our provision; currently 41%, (17% - 2018) of beneficiaries are from BAMER backgrounds. There's a variety of routes to participation for the wider community in this project. Volunteering is central to our work, and we engage volunteers across our organisation.

A key development within volunteering service is the creation of a movement to empower, creating a win, win approach whereby both parties experience an added value. The guided categories are:

- **Skill up:** from young people (Duke of Edinburgh awards) to over 65 keen on learning whilst giving back.
- **Route to employment:** volunteering programme that leads to employment or entrepreneurship.
- **Classics:** individuals who simply want to give back their time and enhance our community.

Further progress; Croydon Vision teamed up with **St Mary's University for Student Placements**. This new partnership presented an opportunity for students to carry out their placements at Croydon Vision. A Project Manager was appointed (Intern) who worked on a new volunteering strategy, identifying best practise methods to adopt. This document is now a working paper to enhance service delivery for volunteering. Student voice: "Croydon Vision are very united. I have learnt the importance of teamwork" – Oscar

During Celebrating Volunteers this year, we caught up with 3 across all ages – three different experiences.

Sue Ardley is part of the beating heart of Croydon Vision, when friends ask her whether volunteering here is depressing, she responds with "It's the day I laugh most during the week!" "The atmosphere at Bedford Hall is wonderful. It's more of a family than anything else; as one member recently said to me "I don't know what I'd do without this place". It's humbling to help out somewhere that visually impaired people feel safe and stimulated, where sighted people are playfully referred to as the "odd ones out!"

The ethos at Croydon Vision is definitely independence rather than dependence. During lockdown we had two group conference calls each week with quizzes, poems and word games; the member-led sessions are always great and very interesting! During this time we've all become even closer through all the phone calls.

One volunteering highlight for me was an after-hours tour for visually impaired people of The Houses of Parliament. One member, Claire sat in The Speaker's Chair and shouted "ORDER! ORDER!", the tour guides told us even they weren't allowed to do that. That's Claire!

Another time I welcomed a member "It's nice to see you Jean!" and she replied, "It's nice to half see you dear." Volunteering here is really all about giving your time, caring and sharing a laugh."

Sammy is 13 and volunteers at Croydon Vision in his free time. He loves the way everyone has made him feel so welcomed. "I'm proud to volunteer at Croydon Vision. I'm a Branding Assistant, which means I make and edit videos about what Croydon Vision does. I have my own YouTube Channel, so video editing is something I do already, but Ola (aka Mr Computer) is teaching me how to use Adobe Creative Cloud which is kind of cool. I want to be a coder or a developer for Microsoft when I'm older, so it's good experience for me.

I volunteer here as part of my Duke of Edinburgh Bronze Award, I applied because I thought it would be a cool place to work. If I had to describe Croydon Vision in three words I'd say friendly, hospitable and homey."

Ketan Jadeja is our Health & Social Care Trustee, and his professional life sees him bridging the gap between Moorfields Eye Hospital and community practice. "Growing up I wanted to do something medical. Both of my grandmothers had glaucoma, and I find the eye generally fascinating, so I followed a path from work experience in a local Croydon optician, to studying Optometry at City University. I've done a number of post-grad studies, so my job is more clinical than your average high street optometrist. That means I've been able to be part of Croydon Vision's Glaucoma Support Group. As part of that role I deliver talks on everything from how glaucoma affects the eye, to current treatments, I also share information about new treatments, as well as new pathways to access care in the community.

The Croydon Vision members are a really good bunch, who like to get involved. I feel that visually impaired people should be given the respect of not being treated differently but the same as everyone else. Last year for the first time I helped out with Christmas parcel drop-offs for members, I took my four-year-old along and we had a lot of fun. Sharing just a few hours means a lot. If I had one wish for Croydon Vision it would be to remedy the isolation of the last year with a big get-together; nice food, activities, music – I think we all need that right now.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2021

Children & Young People – Building confidence through Fun

Children living with sight loss are often unable to access mainstream activities, which can result in a lack of confidence. We're all about taking that on. Croydon Vision's younger members, who range from 3 years old right up to 18, are all visually impaired or blind and some also have additional needs, such as physical or learning disabilities. But that's not the focus here.

Our focus is helping them to live without being defined by their sight loss.

The activities our younger members participate in through Croydon Vision are designed to challenge and stimulate them, while meeting their specific needs:

- Building self-esteem, independence and confidence.
- Boosting social and communication skills
- Making new friends who have shared experiences and challenges.

Laying foundations for a rich, full life.

Our goal is to equip the children who come here with practical and physical skills, which will eventually lead them to being able to complete everyday tasks – such as cooking and travelling – independently. We encourage everyone to become more physically active and have fun in the process. How do we do that?

- Cookery
- Playing VI cricket and goalball
- Reading Workshops
- Travelling Independently
- Tech Training > Career workshops
- Virtual Groups – Peer Support and even touch tours.

Transitioning into the New – Out of the Box Project.

This year, we are introducing our new OUT OF THE BOX project – providing a fun, safe, and stimulating environment for young people from the age of 5 – 18 with sight loss. Our aim is to support our younger members to explore, learn and experience the world freely. The activities are designed to encourage confidence, independence, and friendships in order to develop our future leaders.

Our four focus categories:

- **Active** - Active fun and games do not only fight boredom but also challenge their minds and muscles without the barriers of sight loss
- **Creative** - Creative activities help our young members to discovering new concepts and techniques, to develop their ideas and their understanding of the world
- **Life skills** - Life skills will help our young members to stand on their own feet with sight loss, build their independence and help them to master skills that they'll be able to use into adulthood
- **Entrepreneurship** - Entrepreneurs take risks and inspire others to achieve big ideas. We teach our younger members to develop important life skills such as planning, teamwork, and leadership.

Next steps:

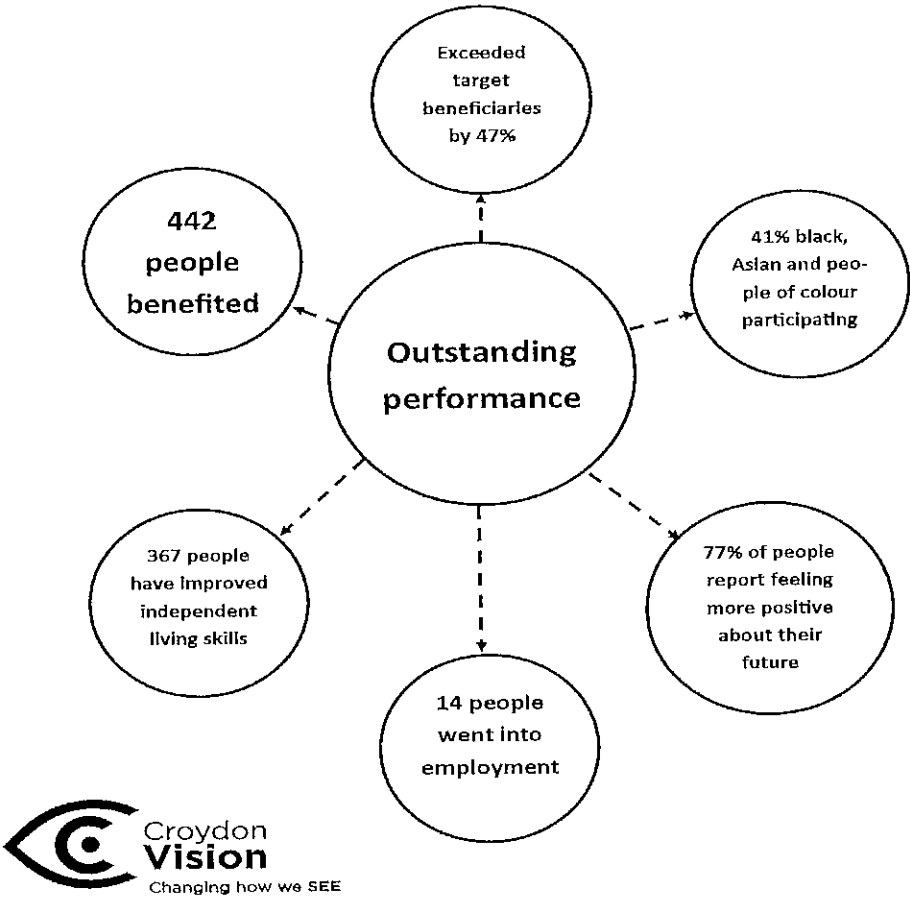
As you read this there's a blind child in a classroom full of chattering children, feeling alone. Their classmates don't know how to interact with them; they're scared of saying something hurtful, 'rude' or 'wrong'. Their teacher is overwhelmed; doesn't know how to integrate them into the classroom, so their grades suffer. Family and friends are worried about their emotional wellbeing, lack of self-confidence and their future.

The solution is to empower this child. To build their independence, smash the taboos and banish shame. We focus on transforming lives, changing perceptions and build leaders of tomorrow.

Seeing the Bigger Picture

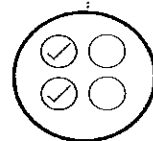
This project focused on improving the ability of blind and partially sighted people in Croydon to fully participate in society over a three-year period and beyond. Project was funded by BIG Lottery (Reaching Communities). We provided early intervention, support to re-learn daily living tasks and 'Putting People in the Lead' ('coproduction') centring beneficiaries in project design, steering, volunteering, and buddying. An evaluation was undertaken between January and April 2021, please see below:

Summary of findings



Seeing the Bigger Picture – continued

Achievements



- 42% growth in income between 2018 and 2020
- 3,000 hot meals delivered during lockdown
- £111,000 (51%) raised towards building refurbishment
- Moorfields Eye Hospital have moved their eye clinic in Croydon Vision's building
- New coproduction systems
- 332 people reported increased community inclusion (11% above target)
- 79% more people than projected through the resource centre
- Supported 184% more beneficiaries than projected during the pandemic
- 238 people reported an improved ability to determine their own future

Summary of Recommendation - Seeing the Bigger Picture

- Finalise a core impact assessment framework with additional sections relating to specific services
- Build referral and communication channels with the Primary Care Networks and Social Prescribing Link Workers
- Develop a range of interventions that both mitigate the disproportionate impact of the pandemic on those with sight loss and supports a more equal recovery
- Adopt of a core set of impact indicators used across all areas of activity
- Explore methods to improve the quality of data secured from online service use and/or interaction
- Explores approaches to address the mental health and wellbeing challenges encountered by people with sight loss
- Expand opportunities for members to lead and deliver activities internally and externally
- Continue work to tackle digital exclusion but also increase awareness and access to required aids and technology
- Increase activity locally to tackle the lack of awareness of sight loss, inequality and exclusion at all levels of society
- More work required to engage and support young people with sight loss is required in the medium term, to tackle the systemic and societal inequality experienced
- In response to the pandemic recovery greater focus on tackling health inequalities should be a priority over the next few.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2021

Working Age Programme

Right now, more than 2 million people in the UK are living with sight loss, causing a significant impact on their daily lives. Issues around employment represent one of the biggest barriers to equal participation, only 1 in 4 blind and partially sighted people of working age in employment, a figure that has worsened in the last decade.

The sight loss employment gap is a shocking 48%. Currently 75% of the general population are in employment, falling to 51% amongst the disabled population (excluding sight loss).

The Need:

Approximately 27% of people with sight loss are in employment (nationally). In Croydon, only 15% are employed – we need to act fast.

- 64% of people living with sight loss are women
- BAMER communities are at greater risk of the leading causes of sight loss
- Adults with learning disabilities are 10 times more likely to have sight loss
- 29% of people registered blind have additional disability.

We continually assess services, making sure it is fit for purpose, thus enabling a route to work. Following consultation, we realised we were missing some key steps in supporting people into work. There were personal and external barriers that require tackling, before the prospect of employment. A vision board was required, working from the inside out of an individual, building confidence and hope for the future. We sourced funds from CAF Resilience and piloted a project – open for our working age cohort.

We shaped a circle of movement plan; 5 stages for route to work or volunteering:

- Stage 1 - Rebuilding: part of community, counselling/befriending and active well being
- Stage 2 - Re-direction: coaching/mentoring, designing an agreed career pathway
- Stage 3 - Upskilling: formal education, tech training and living aids
- Stage 4 - Applied Knowledge: CV, cover letter, mock interviews, and role assimilation
- Stage 5 - Placement & After: volunteering, apprentice, employment, access to work.

And so far...

- 15 into employment
- 1 startup entrepreneur
- 3 into formal studies (career path)
- 7 actively looking for work
- 5 into volunteering
- 3 has moved from building confidence to skills training.

Voice of a Member:

" Your confidence sessions have given me the tools to create a vision board - it has been great and I feel like a new confident person. Watch who's going to go after the best life" **Marsha T.**

Next Steps:

- Developing relationships with local businesses, get involved through our employment mentoring programme and participation in the Work Preparation Programme
- To achieve our goals of improving connectivity, access and user pathways across local services, to engage community organisations, the NHS, local authority, DWP and others
- Qualified Peer Social Prescribing Link Volunteers to increase access
- Individual mentoring programme with local businesses, Kickstart scheme
- Provide, Assistance Technology (AT) advice to employers.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2021

Eat, Live and Age Well Programme

This project is aimed at tackling social inequalities, to enhance and sustain service provision for our members to eat, live and age well. It stemmed from identified problems below and finding solutions – we believe that prevention and early intervention are paramount and must be improved; to influence change. Initial assessment for people with sight loss experience:

- 60% reported more difficulty in accessing health services or getting out of the house
- 64% reported having lower feelings of wellbeing and lower satisfaction with overall health
- 49% have reduced self-confidence, risks of falls particularly in new environments
- People with sight loss are faced with barriers to access travel and shopping – 61% reported
- Increased isolation and most over 75 have three or more long-term conditions
- 52% of people with sight loss are more likely to experience financial hardship
- Nearly 50% said they always limit the amount of walking they do outside the house.

A Movement to Empower:

- We host quarterly 'Living with sight loss workshops' as part of new member induction process. This gives perspective of sight loss and enabling members to better understand their eye condition and support in getting them out of the house - reduced social isolation and improved health conditions.
- Engaging and connecting with Moorfields Eye Hospital and having Low Vision clinic at Croydon Vision will massively promote a holistic approach of working, thus preventing "missed" appointment by members/new referrals.
- Working with sensory impairment team to improve current delay with referrals, to bridge the 6-9mths waiting time, thereby reducing the effect of depression and seclusion.
- Re-branded our counselling service based on members feedback, now known as Talking Therapy, demand has surged.
- Our live well campaign has seen an increase in wellbeing and satisfaction with overall health, thereby increasing the amount of fit and fun participation by members and most recently, outdoor activities.
- Our transport service enables members to participate in weekly keep fit, bowls and dance sessions to promote healthy living, which then followed by a hearty, fresh cooked meal – provides social interaction and friendship for many.
- We organise excursions, walks, climb for all ages; to promote wellbeing; for example, Lloyds Park, seaside trips, Power Up as per members' request.
- With the expansion of our tech team, members are self-reporting improved skills to use low vision equipment or technology thus improving self-confidence, independence, and reduced risks of falls.
- Part of our development programme is to promote a cycle from dependence to interdependence (giving back), our members become trained ambassadors, volunteering here and the community as buddies/facilitators/spokespeople.
- To be the change you want to see, active participation is required and so we encourage our members to mystery shop in Croydon, shops and restaurant, providing feedback on service delivery and improve access/inclusion for sight loss.
- Members are empowered and equipped to provide "Visual awareness" training for the community following workplace assessment, share their stories at events to prevent rapid sight loss for others. Ambassadors are involved in mobility forums and accessibility for public transport.

Forward Thinking Objectives:

Strategic plan 2020-2023 (Year 2 focus)

- Social media engagement: reaching more people and improve awareness
- Creation of a mobile technology hub; to reach the community and awareness
- Develop an active tech committee, building mentor/mentee opportunities
- Sight loss can be prevented – promoting the essence of this message to individuals, professionals and businesses
- Increased networking event to engage with businesses, schools, health professionals, family, friends of Croydon Vision
- Increase community knowledge on sight loss software's/accessibility
- Creation of a working communication strategy including a lead staff.

Vision Board – Building for the next 100years...

As Croydon Vision approaches its centenary (2023), we have set ourselves an ambitious long-term goal. We aim to support people with sight loss to overcome structural and social inequality. Increased independence, improved health outcomes and creation of work opportunities for people. Transforming our building over the next five years is the cornerstone of this ambition

Phase one will create an expansion of an accessible, modern resource centre designed to be a hub for support, services and connectivity for those with sight loss by March 2022.

Phase two - the sustainability of our charitable activities through a new income generation profile with the addition of housing, space for hire and creative workspace.

Next steps - the development of an Advisory Team:

Purpose (Why):

As our centenary approaches 2023, we are developing future plans - **building for the next 100 years...**

How (achieve)

Sustainable income through diversifying

A culture from dependence > independence > interdependence

What we will do:

Creation of a one stop hub – focused on holistic health

Tech trailblazers (start local) – promote independence, employment, changing perception

Building redevelopment (flats) – asset-based approach

Feasibility study & execution – planning development and raising capital

Training centre – development of visual awareness training, making Croydon excellent for sight loss

A community – rebuild, redirect, empower (cycle).

Come join us as we paint for the next 100 years

FINANCIAL REVIEW

Statement of Financial Activities

The Statement of Financial Activities is shown on page 21, with a more detailed analysis of income and expenditure within the notes to the financial statements.

Pandemic Impact:

Financially, the pandemic took a toll on Croydon Vision's resource to ensure we reached our members to eat, live and stay well. We were able to secure £132,196 from Covid Emergency Funding which was a great help to offset some of the below cost/loss:

- 17% - increase on expense, charitable activities due to adapted services
- 87% - decrease in Hall Hire income
- 37% - increase in lift project due to rise in materials, labour, and basement work

The total income for the year was £532,058 (2020: £557,695). The reduction in income is largely attributed to a reduced level of fundraising and rental income due to the pandemic for most of 2020-21. The Charity was successful in obtaining new grant funding, most notably for new projects: Tech for Success, Outreach & Progression and Emergency Covid grants (Adapted services). More information on projects can be found elsewhere within this report and these Financial Statements. Most of these grant funding covers multiple years and has therefore changed the income profile of the Charity in the short to medium term.

Expenditure for the year was £565,407 (2020: £515,154). Expenditure is incurred to enable the Charity to perform its charitable functions and raise additional funds. Due to the demand and nature of our work, all team members worked right through the pandemic, none was furloughed. We required additional support and contracted seasonal support, this attributed to a deficit coupled with expense to adapted services, safety measures to obtain a Covid secure business certificate – all of which were key strength in our delivery for 2020-21.

Principal funding sources

The Charity is dependent upon grants and donations from individual donors and institutions. Details of the Charity's income is set out in Notes 2, 3 and 4 on page 26 of the accounts.

Balance Sheet

The above result led to a deficit of £33,349 (2020: surplus £42,541), which has resulted in a combined fund balance of £1,884,994 (2020: £1,918,343) at the year end. The Charity's free reserves are £352,802 (2020: £205,602). An analysis of the funds can be found in Note 18 on page 30, with the movements within each fund detailed in Note 19 on pages 31 and 32.

Future Planning

In June 2021, the board released an endowment fund of £121,000 to support the ongoing work at Croydon Vision such as:

- Appointment of a Fundraiser, to support the CEO – 1 year contract
- Adapted services (bricks & clicks) to ensure no one get left behind
- Exceptional circumstances for project delivery – bridging gaps (short term) whilst new funding is sourced.

Investment policy

The Trustees are responsible for the safekeeping of all assets of the Charity and may invest funds as they see fit.

Reserves Policy

Croydon Vision adopts the following principles in relation to on-going project funding:

- Planning for staffing changes will align with project-funding timeline; staffing expenditure will not be met by reserves.
- In exceptional circumstances when Trustees expressly wish that a specific activity continues and have a strong and realistic expectation that new funds will be received, designated funds will be used to sustain posts for a defined period
- Redundancy for all members of staff for whom redundancy is applicable.
- Staff long-term sickness.
- Contracts and commitments, including Telephones, IT
- Accountant, HR Contract and legal costs.
- 6 months operating cost of core (£34,962 per month, totalling £209,772).

The Trustees undertake a yearly assessment of its general reserves. The Board decided, based on the impact of Covid-19 (fundraising), to self-invest in some service delivery and as a result, unrestricted reserves decreased, covering just under six months of operational activities (£209,772). The Board, CEO and management have a contingency programme to increase reserves to nine months within the next three years, factoring inflation.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2021

STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees are responsible for preparing the Report of the Board of Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

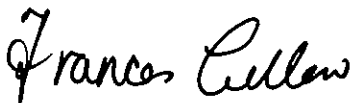
The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provision of the constitution requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure, of the Charity for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the SORP 2015 FRS102;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the Charity and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

ON BEHALF OF THE BOARD OF TRUSTEES



Frances Cullen (Chair)
For and on behalf of the Board of Trustees

22 September 2021

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND**

I report to the Trustees on my examination of the accounts of the Croydon Voluntary Association for the Blind (the Charity) for the year ended 31 March 2021.

Responsibilities and basis of report

As the Charity 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 Charities 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

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

1. accounting records were not kept in respect of the Charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do 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.



Mark Blackwell ACMA
M H R Consultancy Limited
Chartered Management Accountants
Minster House
126a High Street, Whitton
Twickenham
Middlesex
TW2 7LL

22 September 2021

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2021

				2021	2020
	Notes	Unrestricted funds £	Restricted funds £	Total £	Total £
INCOMING AND ENDOWMENT FROM:					
Donations and Legacies	2	66,081	-	66,081	224,041
Charitable activities	3	114,062	308,111	422,173	246,021
Other trading activities	4	43,789	-	43,789	72,316
Investments	5	15	-	15	30
Other Income		-	-	-	15,287
Total Income		223,947	308,111	532,058	557,695
EXPENDITURE ON:					
Raising funds	6	2,843	4,694	7,537	35,403
Charitable activities	7	244,625	297,839	557,870	479,751
Total Expenditure		247,468	302,533	565,407	515,154
Operating (Deficit)/Surplus		(23,521)	5,578	(33,349)	42,541
Net gains/(losses) on investments		-	-	-	-
Net (expenses)/Income		(23,521)	5,578	(33,349)	42,541
Transfer between funds		116,127	5,284	(121,411)	-
Net movement in funds		92,606	10,862	(33,349)	42,541
RECONCILIATION OF FUNDS	19/20				
TOTAL FUNDS BROUGHT FORWARD		684,882	33,258	1,200,203	1,875,802
TOTAL FUNDS CARRIED FORWARD		777,488	44,120	1,063,386	1,918,343

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

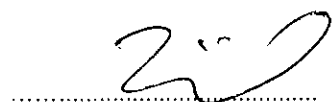
BALANCE SHEET
AT 31 MARCH 2021

		2021	2020
	Notes	£	£
FIXED ASSETS			
Tangible assets	14	1,419,101	1,439,570
Investments	15	<u>458</u>	<u>458</u>
		1,419,559	1,440,028
CURRENT ASSETS			
Stock		1,722	1,686
Debtors: amounts falling due within one year	16	41,337	50,781
Cash at bank		<u>478,855</u>	<u>465,136</u>
		521,914	517,603
LIABILITIES			
Creditors: Amounts falling due within one year	17	<u>(56,479)</u>	<u>(39,288)</u>
NET CURRENT ASSETS		<u>465,435</u>	<u>478,315</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>1,884,994</u>	<u>1,918,343</u>
NET ASSETS		<u>1,884,994</u>	<u>1,918,343</u>
TOTAL FUNDS OF THE CHARITY	19		
Unrestricted funds		352,802	205,602
Designated funds		424,686	479,280
Restricted funds		44,120	33,258
Endowment funds		<u>1,063,386</u>	<u>1,200,203</u>
TOTAL FUNDS		<u>1,884,994</u>	<u>1,918,343</u>

The financial statements were approved by the Board of Trustees on 22 September 2021 and were signed on its behalf by:



Frances Cullen - Chair/Trustee



Alexey Persits - Treasurer/Trustee

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	2020 £
Cash flows from operating activities:		
Net cash provided by operating activities	<u>32,668</u>	<u>110,903</u>
	32,668	110,903
Cash flows from investing activities		
Sale of investments	-	-
Sale of fixed assets	1	-
Purchase of fixed assets	<u>(18,950)</u>	<u>(18,470)</u>
Cash provided by (used in) investing activities	<u>(18,949)</u>	<u>(18,470)</u>
Increase in cash and cash equivalents in the year expended	13,719	92,433
Cash and cash equivalents at the start of the year	<u>465,136</u>	<u>372,703</u>
Cash and cash equivalents at the end of the year	<u><u>478,855</u></u>	<u><u>465,136</u></u>

CASH FLOW NOTES

	2021 £	2020 £
Reconciliation of net movement in funds to net cash flow from operating activities		
Net (expenditure) income for the reporting period (as per the statement of financial activities)	(33,349)	42,541
Adjustments for:		
Add back depreciation charge	39,418	34,681
(Increase)/decrease in stock	(36)	314
Decrease in debtors	9,444	45,970
(Decrease)/increase in creditors	<u>17,191</u>	<u>(12,603)</u>
Net cash used in operating activities	<u><u>32,668</u></u>	<u><u>110,903</u></u>

	2021 £	2020 £
Analysis of cash and cash equivalents		
Cash and cash equivalents	<u>478,855</u>	<u>465,136</u>
Total cash and cash equivalents	<u><u>478,855</u></u>	<u><u>465,136</u></u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES

A summary of the principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation of the Financial Statements

The financial statements have been prepared in accordance with Accounting and Reporting Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011 and applicable regulations.

Croydon Voluntary Association for the Blind meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest £.

Judgement and key sources of estimation uncertainty

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

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

Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Trustees. Unrestricted funds may include designated funds where the Trustees, at their discretion, have created a fund for a specific purpose.

Restricted funds can only be used for particular restricted purposes within the objects of the Charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Where required, a monitoring report is sent to the donor or funder detailing expenditure. Further explanation of the nature and purpose of each fund is included in Note 20 on pages 33 to 35.

Income

All incoming resources are included on the Statement of Financial Activities (SoFA) when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. Grants and donations are only included in the SoFA when the general income recognition criteria are met.

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

Costs of raising funds is detailed on page 27 in Note 6, and comprises the costs associated with attracting voluntary income and any fundraising events. Charitable expenditure is detailed in Note 7, and comprises those costs incurred by the Charity in the delivery of its activities. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature to support them.

All expenditure is accounted for on an accruals basis.

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES – continued

Going concern

The financial statements have been prepared on a going concern basis, as the Trustees believe 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 authorising these financial statements and consider these sufficient for the Charity to be able to continue as a going concern.

Tangible fixed assets

Tangible fixed assets are stated at cost or valuation less depreciation. Individual fixed assets costing £1,000 or more are capitalised.

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Asset Category	Annual Rate
Motor Vehicles	25% on cost
Specialist Equipment	25% on cost
Computer Equipment	33.33% on cost
Fixtures and Fittings	20% on cost
Freehold Buildings	2% on cost
Land	No depreciation

Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price when the amount is material. The income arising on the investments is shown under investment income in the Statement of Financial Activities.

Gains and losses on investment assets disposed of are shown as gains and losses in the Statement of Financial Activities.

Cash at bank and in hand

Cash at bank and in hand represents bank accounts where funds are available on demand.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are recognised at the invoiced cost prepaid.

Creditors and Provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Taxation

The Charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010. Accordingly, it is potentially exempt from taxation in respect of income and capital gains received to the extent that such income or gains are applied to exclusively charitable purposes. No provision for taxation has been made in these financial statements.

Pension costs and other post-retirement benefits

The Charity operates a defined contribution pension scheme and was offered to all staff. Contributions payable to the Charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2021**

2. INCOME FROM DONATIONS AND LEGACIES

	2021	2020
	£	£
Donations	13,242	5,378
Grants and Service Level fees	49,839	35,150
Legacies, Bequests and In Memory	3,000	173,750
Salary Contribution	-	9,763
	<u>66,081</u>	<u>224,041</u>

Income from donations and legacies was £66,081 (2020: £224,041) of which £66,081 was unrestricted (2020: £224,041) and £nil was restricted (2020: £nil).

3. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

		2021	2020
	Activity	£	£
Grants -restricted	Seeing the Bigger Picture	105,967	95,116
Grants - unrestricted	Core Services	93,834	29,050
Grants - restricted	Children and Young People's Programme	48,990	48,643
Grants - restricted	Working Age	-	11,250
Grants - restricted	Outreach and Progression	23,643	16,649
Grants - restricted	Seven-Seater Vehicle	-	13,000
Grants - restricted	VCF Emergency Covid-19	7,204	-
Grants - restricted	Delivering Differently	27,887	-
Grants - restricted	Tech For Success	57,850	-
Grants - restricted	CAF Resilience	36,570	-
Service users Income - unrestricted	Core Services	13,349	29,549
Goods for resale - unrestricted	Core Services	1,066	2,764
Sundry Income - unrestricted	Core Services	5,813	-
		<u>422,173</u>	<u>246,021</u>

4. INCOME FROM TRADING ACTIVITIES

	2021	2020
	£	£
Fundraising	12,951	13,798
Hall hire	4,660	36,943
Rent received	26,178	21,575
	<u>43,789</u>	<u>72,316</u>

Income earned from trading activities was £43,789 (2020: £72,316) of which £43,789 was unrestricted (2020: £72,316) and £nil was restricted (2019: £nil).

5. INVESTMENT INCOME

	2021	2020
	£	£
Investment income	<u>15</u>	<u>30</u>

All of the Charity's investment income of £15 (2020: £30) is unrestricted.

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2021

6. RAISING FUNDS

	2021	2020
	£	£
AGM, Marketing costs and Rebrand	5,721	16,771
Direct fundraising costs	1,816	18,632
	<u>7,537</u>	<u>35,403</u>

Of the total raising funds expenditure of £7,537 (2020: £35,403), £4,694 was in respect of restricted funds (2020: £5,897) and £2,843 was in respect of unrestricted funds (2020: £29,506).

7. CHARITABLE ACTIVITIES COSTS

	Direct costs	Governance (See note 8)	2021	2020
	£	£	Totals £	Totals £
Seeing the Bigger Picture	111,705	2,100	113,805	99,742
Core Services	246,802	13,229	260,031	312,902
Children and Young People Project	50,139	-	50,139	41,943
Working Age	-	-	-	10,779
Outreach and Progression	23,778	-	23,778	14,385
VCF Emergency Covid-19	6,460	744	7,204	-
Delivering Differently	27,874	13	27,887	-
Tech For Success	38,412	-	38,412	-
CAF Resilience	36,614	-	36,614	-
	<u>541,784</u>	<u>16,086</u>	<u>557,870</u>	<u>479,751</u>

Of the total charitable activities costs of £557,870 (2020: £479,751), £297,839 was in respect of restricted funds (2020: £166,849), £244,625 was in respect of unrestricted funds (2020: £297,496) and £15,406 in respect of endowment funds (2020: £15,406).

8. GOVERNANCE COSTS

	2021	2020
	£	£
Accountancy fees	6,100	8,225
Health & Safety	5,541	3,542
HR fees	3,065	3,071
Independent Examiner fee	990	990
Payroll fees	390	843
	<u>16,086</u>	<u>16,671</u>

Of the total governance costs of £16,086 (2020: £16,671), £2,857 was in respect of restricted funds (2020: £nil) and £13,229 was in respect of unrestricted funds (2020: £16,671).

9. TRUSTEES' REMUNERATION AND BENEFITS

The Charity Trustees were not paid or received any other benefits from employment with the Charity in the year (2020: £nil) neither were they reimbursed expenses during the year (2020: £nil).

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2021

10. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	294,663	250,574
Social security costs	20,216	16,331
Pension costs	<u>14,323</u>	<u>7,180</u>
	<u>329,202</u>	<u>274,085</u>

No employees had employee benefits in excess of £60,000 (2020: nil). Pension costs are allocated to activities in proportion to the related staffing costs incurred.

The Senior Management Team of the Charity comprises of the Trustees and those detailed on page 1 of the Trustees report. The total employee benefits of the key management personnel of the Charity were £145,440 (2020: £125,267).

11. STAFF NUMBERS

The average monthly number of employees (including casual and part time staff) during the year was as follows:

	2021 Numbers	2020 Numbers
Senior Management Team	4	4
Other Direct Charitable Staff	<u>10</u>	<u>10</u>
	<u>14</u>	<u>14</u>

12. PENSION COSTS

The company has a defined contribution pension scheme, which all employees are entitled to join. The company contributes 5% and the employees contributed 5% and employees may make further additional voluntary contributions.

During the year ended 31 March 2021, the Charity's total contributions amounted to £14,323 (2020: £7,180).

The Trustees are satisfied that any foreseeable change in employer's contributions can be budgeted for without detriment to the Charity's on-going activities.

13. TRANSACTIONS AND RELATED PARTIES

None of the Trustees received remuneration from their work with the Charity as Trustees. However, the Charity's Chair leads an activity at Croydon Vision and charges the organisation at a substantially reduced rate. Any connection between a Trustee or Senior Manager of the Charity with Service User, external contractor or supplier of services must be disclosed to the full Board of Trustees in the same way as any other contractual relationship with a related party.

There were no other material related party transactions during the period.

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2021

14. TANGIBLE FIXED ASSETS

	Freehold Property Unrestricted £	Freehold Property Endowment £	Other Assets £	Totals £
COST/VALUATION				
At 1 April 2020	344,581	1,155,419	158,779	1,658,779
Additions	-	-	18,950	18,950
Disposal	-	-	(15,682)	(15,682)
At 31 March 2021	<u>344,581</u>	<u>1,155,419</u>	<u>162,047</u>	<u>1,662,047</u>
DEPRECIATION				
At 1 April 2020	22,852	76,627	119,730	219,209
Charge for year	4,594	15,406	19,418	39,418
Eliminated on disposal	-	-	(15,681)	(15,681)
At 31 March 2021	<u>27,446</u>	<u>92,033</u>	<u>123,467</u>	<u>242,946</u>
NET BOOK VALUE				
At 31 March 2021	<u>317,135</u>	<u>1,063,386</u>	<u>38,580</u>	<u>1,419,101</u>
At 31 March 2020	<u>321,729</u>	<u>1,078,792</u>	<u>39,049</u>	<u>1,439,570</u>

Valuation of the Freehold Property

A revaluation of the freehold property was carried out in May 2015 by an external firm of valuers and property was valued on an "existing use" basis at £1,500,000. This was split between £500,000 land and £1,000,000 buildings.

Endowment Funds

In previous years, £500,000 of the freehold property was originally regarded by the Charity Commission as a permanent endowment and therefore restricted. At the time of the last valuation before May 2015, the freehold buildings had a total net book value of £649,115. So using the fraction £500,000/£649,115 the restricted proportion is calculated at £1,063,386 net book value as at 31 March 2021 (2020: £1,078,792).

15. FIXED ASSET INVESTMENTS

	£ Listed Investments	£ Totals
MARKET VALUE		
At 1 April 2020	458	458
Additions	-	-
Disposals	-	-
Revaluation	-	-
At 31 March 2021	<u>458</u>	<u>458</u>

During the year ended 31 March 2018 the portfolio of UK listed investments were sold for £121,411. These investments were originally bought from the proceeds of a property originally owned by the old unincorporated trust. The original proceeds of £110,000 from the sale of this property were put into investments at the time of the sale and were regarded as a permanent endowment, which was non-distributable. The proceeds of £121,411, were held in the Charity's bank account, and ring fenced as a permanent endowment. During the year the Trustees obtained permission to transfer this balance to the general fund. (see page 34)

The remaining non-UK listed investments are 135 shares in Banco Santander, S.A. shares of €0.50 nominal value. Revaluation was considered to be immaterial due the small value of the shares held.

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Other debtors	11,537	15,381
Accrued income	29,800	35,400
	<u>41,337</u>	<u>50,781</u>

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade creditors	5,819	9,876
Deferred income	44,014	25,412
Other creditors and accrued expenses	6,646	4,000
	<u>56,479</u>	<u>39,288</u>

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Current year information for the net assets between funds:

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds	Total Funds
	£	£	£	£	£
Fixed assets	352,821	2,894	1,063,386	1,419,101	1,439,570
Investments	458	-	-	458	458
Current assets	434,987	86,927	-	521,914	517,603
Current liabilities	(10,778)	(45,701)	-	(56,479)	(39,288)
	<u>777,488</u>	<u>44,120</u>	<u>1,063,386</u>	<u>1,884,994</u>	<u>1,918,343</u>

Comparative year information for the net assets between funds:

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds	Total Funds
	£	£	£	£	£
Fixed assets	354,991	5,787	1,078,792	1,439,570	1,455,781
Investments	458	-	-	458	458
Current assets	340,429	55,763	121,411	517,603	471,454
Current liabilities	(10,996)	(28,292)	-	(39,288)	(51,891)
	<u>684,882</u>	<u>33,258</u>	<u>1,200,203</u>	<u>1,918,343</u>	<u>1,875,802</u>

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
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NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

19. MOVEMENT IN FUNDS – Current Year

	At 1/4/20 £	Net movement in funds £	Transfers between funds £	At 31/3/21 £
Unrestricted funds				
General fund – Free reserves	205,602	(18,927)	166,127	352,802
Designated funds				
Designated fund – Freehold building	321,729	(4,594)	-	317,135
Designated fund – Minibus	50,000	-	(50,000)	-
Designated fund – Lift project	107,551	-	-	107,551
	684,882	(23,521)	116,127	777,488
Restricted funds				
Children and Young People's Project	24,413	(1,149)	284	23,548
Croydon Relief in Need - Outreach Project	1,971	(135)	-	1,836
BIG Lottery - Seeing the Bigger Picture	(6,126)	(8,174)	17,956	3,656
Seven-Seater Vehicle	13,000	-	(13,000)	-
Croydon Council - VCF Emergency Covid-19	-	-	-	-
London Funders - Delivering Differently	-	-	-	-
Big Lottery - Tech For Success	-	15,080	-	15,080
CAF Resilience	-	(44)	44	-
	33,258	5,578	5,284	44,120
Endowment funds				
Freehold Building	1,078,792	(15,406)	-	1,063,386
Investment fund	121,411	-	(121,411)	-
	1,200,203	(15,406)	-	1,063,386
TOTAL FUNDS	1,918,343	(33,349)	-	1,884,994

Net movement in funds for the current year are as follows:

	Income £	Expenses £	Movement in funds £
Unrestricted funds			
General fund	223,947	(242,874)	(18,927)
Designated fund – Freehold building	-	(4,594)	(4,594)
Designated fund – Lift project	-	-	-
	223,947	(247,468)	(23,521)
Restricted funds			
Children and Young People's Project	48,990	(50,139)	(1,149)
Croydon Relief in Need - Outreach Project	23,643	(23,778)	(135)
BIG Lottery - Seeing the Bigger Picture	105,967	(114,141)	(8,174)
Seven-Seater Vehicle	-	-	-
Croydon Council - VCF Emergency Covid-19	7,204	(7,204)	-
London Funders - Delivering Differently	27,887	(27,887)	-
Big Lottery - Tech For Success	57,850	(42,770)	15,080
CAF Resilience	36,570	(36,614)	(44)
	308,111	(302,533)	5,578
Endowment funds			
Freehold Building	-	(15,406)	(15,406)
Investment fund	-	-	-
	-	(15,406)	(15,406)
TOTAL FUNDS	532,058	(565,407)	(33,349)

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2021

19. MOVEMENT IN FUNDS – Previous Year

Comparative year information:

	At 1/4/19 £	Net movement in funds £	Transfers between funds £	At 31/3/20 £
Unrestricted funds				
General fund – Free reserves	232,973	63,078	(90,449)	205,602
Designated funds				
Designated fund – Freehold building	326,323	(4,594)	-	321,729
Designated fund – Minibus	50,000	-	-	50,000
Designated fund – Lift project	30,000	(12,449)	90,000	107,551
	639,296	46,035	(449)	684,882
Restricted funds				
Children and Young People's Project	18,377	6,036	-	24,413
Croydon Relief in Need - Outreach Project	-	1,971	-	1,971
BIG Lottery - Seeing the Bigger Picture	3,440	(9,566)	-	(6,126)
Seven-Seater Vehicle	-	13,000	-	13,000
Working Age	(920)	471	449	-
	20,897	11,912	449	33,258
Endowment funds				
Freehold Building	1,094,198	(15,406)	-	1,078,792
Investment fund	121,411	-	-	121,411
	1,215,609	(15,406)	-	1,200,203
TOTAL FUNDS	<u>1,875,802</u>	<u>42,541</u>	<u>-</u>	<u>1,918,343</u>

Net movement in funds for the current year are as follows:

	Income £	Expenses £	Movement in funds £
Unrestricted funds			
General fund	373,037	(309,959)	63,078
Designated fund – Freehold building	-	(4,594)	(4,594)
Designated fund – Lift project	-	(12,449)	(12,449)
	373,037	(327,002)	46,035
Restricted funds			
Children and Young People's Project	48,643	(42,607)	6,036
Croydon Relief in Need - Outreach Project	16,649	(14,678)	1,971
BIG Lottery - Seeing the Bigger Picture	95,116	(104,682)	(9,566)
Seven-Seater Vehicle	13,000	-	13,000
Working Age	11,250	(10,779)	471
	184,658	(172,746)	11,912
Endowment funds			
Freehold Building	-	(15,406)	(15,406)
Investment fund	-	-	-
	-	(15,406)	(15,406)
TOTAL FUNDS	<u>557,695</u>	<u>(515,154)</u>	<u>42,541</u>

20. FUND DESCRIPTION

Unrestricted Funds

General Fund

This fund is held to meet the day-to-day activities of the Charity in line with the Charity's objectives. This fund has been raised through donations, legacies and grants from Trusts and Foundations.

Designated Funds

Freehold Building

This fund is held to match the unrestricted element of the Charity's freehold buildings. The unrestricted portion of the building has a net book value at 31 March 2021 of £317,135 (see note 14, page 29 for further details).

Minibus & Other Movements in Funds > £166,127

£121,411- transfer from the Investment fund to unrestricted funds, to use 2021-22.

£50,000 - transfer from the minibus fund to meet the need of adapted services 2021-22

£13,000 - transfer from the Seven-Seater fund as this has now been spent 2020-21

(£284) - transfer to Children & Young Peoples project (BBC CiN) to match the overspends June 2021

(£17,956) - transfer to the BIG lottery fund to match the overspends identified in the final report

(£44) - transfer to the CAF fund to make up the small overspend.

In line with our strategic plan 2020-23, Croydon Vision intended on replacing its fleet (3) by 2021. The fleet are aged, and not Eco friendly. The designated funds were to cover one accessible minibus and source additional income to replace vehicles. This plan was not realised, and the funds were needed to sustain adapted services for our members.

During the year a Seven-Seater Vehicle was purchased, and the designated fund set aside last year has been transferred back into the general fund.

Lift Project

In May 2020, The Trustees convened and decided on designating some funds towards the lift project, a much-needed building work; refurbishment and lift installation - thereby, becoming much more accessible as well as the creation of space for people with sight loss in Croydon. However, the prolonged impact of the Covid-19, reduced cost and increased expense left the project in uncertainties. Pleased to report that following recent fundraising, we are back on track and the new timeline for completion is March 2022.

August 2021	Structural Engineer visit, electrical works and obtaining a re-costing due to uplift on materials.
September 2021	Tendering for building work *3 quotes & appointment
October to December	Ordering of lift (takes 3mths)
17 th December 2021	Closure of CV (Christmas break)
January 2022	Commencing refurb work and prep for lift
February 2022	Installation of lift and finalising building work
7 th March 2022	Open for services

Cost Plan:

The estimated cost for this project was undertaken 2019 (£218,505), the environment has changed since then, Covid, Brexit therefore, the cost of materials and labour increased considerably, therefore total cost of project is £346,754. This amount also includes our vision of heart of a charity, mindset of a business – refurbishing our basement as a training centre.

So far, we've secured 90% of total funds with a few pending applications from foundations and trusts. This project will truly transform our building into an accessible place and modern, with an expansion of an IT suit, and the promotion of a 'one hub' whereby, statutory, medical and support service work together.

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2021

20. FUND DESCRIPTION - continued

Endowment Funds

Freehold Building

In previous years, £500,000 of the freehold property was originally regarded by the Charity Commission as a permanent endowment and therefore restricted. At the time of the last valuation before May 2015, the freehold buildings had a total net book value of £649,115. So using the fraction £500,000/£649,115 the restricted proportion is calculated at £1,063,383 net book value as at 31 March 2021 (2020: £1,078,792).

Investment fund

Investments were originally bought from the proceeds of a property originally owned by the old unincorporated trust. The original proceeds of £110,000 from the sale of this property were put into investments at the time of the sale and were regarded as a permanent endowment, which was non-distributable. The investments have been sold during the previous period and the proceeds of £121,411. Following a review of the charity's financial situation, the board decided to release the endowment funds and designate for building works 2022 at Croydon Vision. The Charity requested a release of the funds from Charity Commission, this was granted 13th December 2021, to form part of our building and lift project, improving accessibility for members of Croydon Vision.

Restricted Funds

Children and Young People's Project

The children and young people's project continue to grow and is ever adapting and is funded by BBC Children in Need. The project is also subsidised by a local trust; Croydon Charitable Trust limited, enabling Croydon Vision to provide sessions all year for young people, fun and interactive.

We want to harness the fun and friendship valued by our young people, whilst bringing in new ways of working, to build future leaders, encouraging them to speak more, make decisions and grow in independence, ready for life after school. This project is known as 'Out of the Box' starting August 2021, whilst we source funds to sustain and expand to ensure that no VI child is left behind.

Croydon Relief in Need - Outreach Project

It was such a blessing when Croydon Relief in Need provided us with funding for year 2, to continue meeting the emerging needs of our members who are unable to attend activities at Croydon Vision and may be in need of short-term home support. This project is focused at walking the journey with each member from dependence to living independent lives. Outreach & Progression focuses on the below:

1. Reducing poverty and improving well-being
2. Improved inclusion and empowerment; building confidence to self-advocate
3. Improved eye health awareness and action amongst members, the public, particularly those at heightened risk, thus reducing preventable blindness

BIG Lottery - Seeing the Bigger Picture

The aim of this project is to improve the ability of blind and partially sighted people in Croydon to fully participate in society over a three-year period and beyond. Croydon Vision is doing this through early intervention, providing support to re-learn daily living tasks and 'Putting People in the Lead' ('coproduction') centring beneficiaries in project design, steering, volunteering and buddying. The project creates a hub for people with sight loss in the local area, facilitated by the new resource centre, providing tech training and promoting independence.

This project has since come to an end April 2021, an evaluation report was undertaken by an external consultant. BIG Lottery were extremely pleased with the progress which can be found on pages 13 and 14.

Seven-Seater Vehicle

Our fundraising initiative was absolutely encouraging and in October 2021, we purchased the seven-seater. This was unveiled at our Annual General Meeting. Members asked many questions about the trip in 2019 and well appreciated the efforts by the three participants to obtain this vehicle. The multipurpose vehicle has been a life saver for lunch delivery during lock down 2, appointments for members and even excursions as most staff members can also drive the vehicle.

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2021

20. FUND DESCRIPTION – continued

Restricted Funds

Croydon Council – VCF Emergency Covid-19

This fund was provided for emergency support (April to June 2020). It enabled us to adapt services, providing an assurance in the midst of this chaos. Many members were unable to pay the full cost of meal service and therefore, this fund subsidised for freshly cooked Lunch, Advice & guidance, Newsletter and talking news weekly.

London Funders – Delivering Differently

The combination of lockdown, shielding and fear of contracting Covid-19 could have resulted in possibly more deaths, however, with the support from London Funders, we were able to adapt services and connect communities than ever before. This fund provided services for talking therapy, personal developments, befriending and some tech training.

BIG Lottery – Tech for Success

This project was borne out of crisis, it emerged following adaption of our strategic launch 2nd April 2020. From hosting the launch on face book, members requested for **virtual events** and more **tech training**. 60% more members wanted to upskill in technology, both home visits and by phone. The demand exceeded resources and therefore, this fund enabled us to reach more members and upskill using technology. We were able to build a tech studio, expand our tech team and create a library platform for replay videos, after Facebook live events.

CAF Resilience Fund – Department for Digital, Culture, Sports and Media

This project, 'I Can, We Can' was all about connecting with our members and the start of our phase 2, movement to empower campaign. The team did amazing and exceeded all expectations which were:

- Physical activities – promoting a live well campaign weekly (USB)
- Confidence building – social & befriending sessions, eye health awareness.
- Tech training – 33% of our members are requesting tech training at home!
- Route to work – provide 20 members (work readiness) with one to one/group coaching and mentor/mentee ship.
- Talking therapy – providing 6wks session for up to 15 members p/m

21. CAPITAL COMMITMENTS

The Charity has authorised and contracted for expenditure of £Nil.

In May 2020, The Trustees convened and decided on designating some funds towards the lift project, a much-needed building work; refurbishment and lift installation - thereby, becoming much more accessible as well as the creation of space for people with sight loss in Croydon. However, the prolonged impact of the Covid-19, reduced cost and increased expense left the project in uncertainties. Pleased to report that following recent fundraising, we are back on track and the new timeline for completion is March 2022.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2021**

	2021	2020
	£	£
Voluntary income		
Donations	13,242	5,378
Grants and service level contracts	49,839	35,150
Legacies, Bequests, and in Memory	3,000	173,750
Salary contribution	-	9,763
	66,081	224,041
Incoming resources from charitable activities		
Service users' income	13,349	29,549
Grants	401,945	213,708
Goods for resale	1,066	2,764
Sundry income	5,813	-
	422,173	246,021
Activities for generating funds		
Fundraising events	12,951	13,798
Hall hire	4,660	36,943
Rent received	26,178	21,575
	43,789	72,316
Investment income		
Dividends	15	30
	15	30
Other Income		
Sundry income	-	15,287
Total incoming resources	532,058	557,695
Fundraising costs		
AGM, Marketing costs and rebrand	5,721	16,771
Direct fundraising costs	1,816	18,632
	7,537	35,403
Charitable activities		
Staff Salaries	329,202	274,085
Team Training (staff and volunteers)	10,009	8,349
Staff Recruitment	89	619
Contract Staff	19,619	7,230
Staff Travelling and Meetings	744	3,236
Consultancy	2,469	-
Depreciation	39,418	34,681
Direct Projects expenses	39,227	52,216
Flat expenses	1,395	6,002
Hall expenses	461	4,487
IT and website	16,143	8,055
Office Administration	25,378	22,291
Premises expenses	35,020	27,094
Feasibility Study - Lift project	19,353	12,449
Volunteer expenses	3,257	2,286
	541,784	463,080

This page does not form part of the statutory financial statements

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2021

	2021	2020
	£	£
Governance costs		
Accountancy fees	6,100	8,225
Health & Safety	5,541	3,542
HR fees	3,065	3,071
Independent Examiner fee	990	990
Payroll fees	390	843
	<u>16,086</u>	<u>16,671</u>
Total resources expended	565,407	515,154
	<u></u>	<u></u>
Operating (Deficit)/Surplus	<u>(33,349)</u>	<u>42,541</u>