

**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)**

**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**

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**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

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

**REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 MARCH 2023**

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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.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND  
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**REPORT OF THE TRUSTEES - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

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**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.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND  
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**REPORT OF THE TRUSTEES - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

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**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.

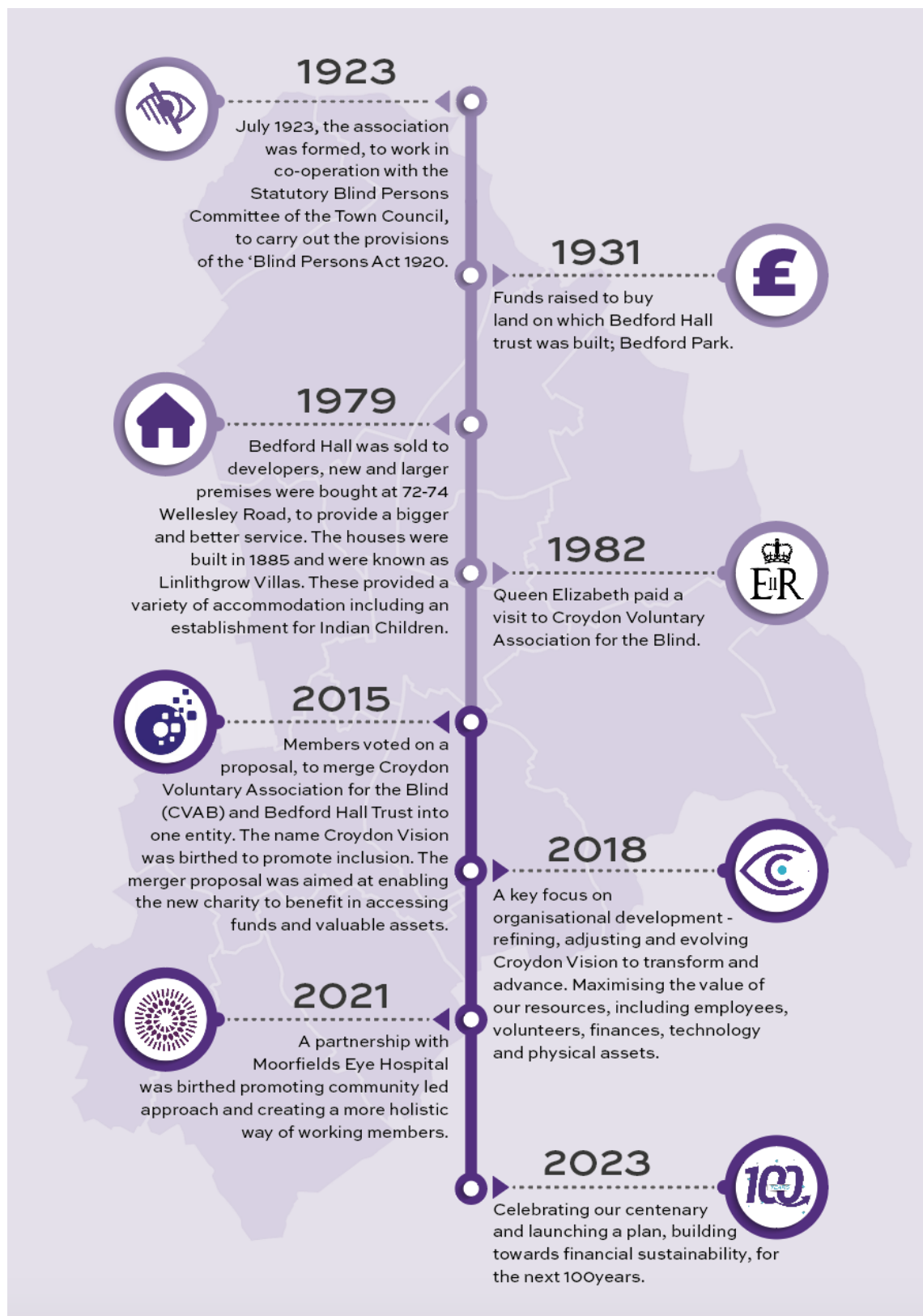
**2015:** Members voted on a proposal, to merge Croydon Voluntary Association for the Blind (CVAB) and Bedford Hall Trust into one entity. The newly merged organisation was named Croydon Vision to promote inclusion for all.

**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**





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

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

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

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**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.

<b>Our community wanted...</b>	<b>We Did</b>
<ul style="list-style-type: none"><li>➤ To be led by a vibrant, engaging committee group (All Ages)</li><li>➤ To be engaged on social media; reaching more people to improve awareness.</li><li>➤ To invest in team development (Staff, Volunteers, Trustees)</li></ul>	<ul style="list-style-type: none"><li>• We focussed on listening, creating an active dialogue with members, staff, and volunteers.</li><li>• We put members at the heart of project development.</li><li>• We captured and shared our members' voices through social media and communications.</li><li>• 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...</li></ul>

**Community**

Improving our reach and engagement in Croydon as a whole.

<b>Our community wanted...</b>	<b>We Did</b>
<ul style="list-style-type: none"><li>➤ To be more included in social and community life for people with sight loss.</li><li>➤ To improve our transport provision with new vehicles and more drivers to reach more people.</li><li>➤ To cover more of the borough by taking the number of Outreach Officers from 2 to 4.</li></ul>	<ul style="list-style-type: none"><li>• 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).</li><li>• We've upgraded our fleet of vehicles and increased the number of drivers at CV, to serve our community and support other local organisations.</li><li>• We've made outreach an integral part of all frontline officer roles.</li></ul>

**Accessibility**

Transforming our premises and improving the use of technology.

<b>Our community wanted...</b>	<b>We Did</b>
<ul style="list-style-type: none"><li>➤ To improve the accessibility of our building, installing a lift.</li><li>➤ To create a mobile technology hub; to reach the community and boost awareness.</li><li>➤ To develop an active tech committee, incorporating mentor opportunities.</li></ul>	<ul style="list-style-type: none"><li>• We've made the building more accessible thanks to the lift installation, an improved Resource Centre, Talking Toilet, IT suite and training for everyone.</li><li>• The mobile tech hub is a work in progress!</li><li>• We run visual awareness workshops throughout the year.</li><li>• We're pulling together a tech committee, which is a focus for 2023 and beyond.</li></ul>

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND  
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**REPORT OF THE TRUSTEES - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

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**ACHIEVEMENTS AND PERFORMANCE - continued**

**Holistic Health**

Putting our members at the centre of their care pathways.

<b>Our community wanted...</b>	<b>We Did</b>
<ul style="list-style-type: none"><li>➤ To create more awareness and reduce avoidable sight loss.</li><li>➤ To support people with sight loss, taking them from despair to independent living.</li><li>➤ To improve inclusion and empowerment, building confidence to self-advocate.</li></ul>	<ul style="list-style-type: none"><li>• We now host a Moorfields Eye Clinic at Croydon Vision on a weekly basis.</li><li>• We run Living with Sight Loss workshops, which are available as part of member induction, as well as for family and friends.</li><li>• 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.</li><li>• We've established independent living pathways to employment and entrepreneurship and supported more than 18 people into employment.</li></ul>

**Sustainable Reach**

Improving our brand, communications, and income stream.

<b>Our community wanted...</b>	<b>We Did</b>
<ul style="list-style-type: none"><li>➤ To create a working communication strategy, including a staff lead.</li><li>➤ To increase networking events that enable us to engage with businesses, schools, health professionals, family, and friends of Croydon Vision.</li><li>➤ To increase our knowledge of tech.</li></ul>	<ul style="list-style-type: none"><li>• We've laid the foundations of a strong brand and fundraising strategy.</li><li>• We've developed and embedded the ethos of Heart of a Charity, Mindset of a Business.</li><li>• We've undertaken intentional networking with schools, health service, families, and businesses, through open days and events.</li></ul>

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND  
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**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
<b>Trading Income</b>	23,761	54,488	72,316	43,789	67,811	95,203
<b>Investment</b>	10	20	30	15	22	692
<b>Charitable activities</b>	122,536	207,728	246,021	422,173	374,589	570,896
<b>Fundraising, Donation &amp; Legacy</b>	89,978	321,042	224,041	66,081	69,987	58,204
<b>Other Income</b>	-	-	15,287	-	-	8,651
<b>Total Income</b>	<b>£236,285</b>	<b>£583,278</b>	<b>£557,695</b>	<b>£532,058</b>	<b>£512,409</b>	<b>£733,646</b>
<b>Membership</b>	<b>508</b>	<b>725</b>	<b>762</b>	<b>611</b>	<b>705</b>	<b>857</b>



**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND  
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**REPORT OF THE TRUSTEES - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

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**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!

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

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

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**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.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND  
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**REPORT OF THE TRUSTEES - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

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**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.**

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND  
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**REPORT OF THE TRUSTEES - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

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**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.
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**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND  
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**REPORT OF THE TRUSTEES - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

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**THE NEW NOW - continued**

Estimated prevalence of sight loss over time, by severity

<b>Severity of Sight loss</b>	<b>2018</b>	<b>2022</b>	<b>2032</b>
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
		<b>11.5% increase</b>	<b>21% projected</b>

## **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

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND  
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**REPORT OF THE TRUSTEES - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

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**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.



**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND  
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**REPORT OF THE TRUSTEES - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

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**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)

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND  
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**REPORT OF THE TRUSTEES - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

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**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.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND  
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**REPORT OF THE TRUSTEES - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

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**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**

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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 £	Endowment 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	15,406	675,181	843,218
Total Expenditure		360,441	358,944	15,406	734,791	852,852
Operating (Deficit)/Surplus		(126,885)	141,146	(15,406)	(1,145)	(340,443)
Net gains/(losses) on investments		-	-	-	-	-
Net (expenses)/Income		(126,885)	141,146	(15,406)	(1,145)	(340,443)
Transfer between funds		-	-	-	-	-
Net movement in funds		(126,885)	141,146	(15,406)	(1,145)	(340,443)
RECONCILIATION OF FUNDS	19/20					
TOTAL FUNDS BROUGHT FORWARD		488,952	7,618	1,047,981	1,544,551	1,884,994
TOTAL FUNDS CARRIED FORWARD		362,067	148,764	1,032,575	1,543,406	1,544,551

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

**BALANCE SHEET  
AT 31 MARCH 2023**

		<b>2023</b>	<b>2022</b>
	<b>Notes</b>	<b>£</b>	<b>£</b>
<b>FIXED ASSETS</b>			
Tangible assets	<b>14</b>	<b>1,491,189</b>	<b>1,381,851</b>
Investments	<b>15</b>	<b>458</b>	<b>458</b>
		<b>1,491,647</b>	<b>1,382,309</b>
<b>CURRENT ASSETS</b>			
Stock		<b>1,045</b>	<b>1,399</b>
Debtors: amounts falling due within one year	<b>16</b>	<b>84,368</b>	<b>160,504</b>
Cash at bank		<b>162,988</b>	<b>157,424</b>
		<b>248,401</b>	<b>319,327</b>
<b>LIABILITIES</b>			
Creditors: Amounts falling due within one year	<b>17</b>	<b>(196,642)</b>	<b>(157,085)</b>
<b>NET CURRENT ASSETS</b>		<b>51,759</b>	<b>162,242</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>1,543,406</b>	<b>1,544,551</b>
<b>NET ASSETS</b>		<b>1,543,406</b>	<b>1,544,551</b>
<b>TOTAL FUNDS OF THE CHARITY</b>	<b>19</b>		
Unrestricted funds		<b>54,121</b>	<b>176,412</b>
Designated funds		<b>307,946</b>	<b>312,540</b>
Restricted funds		<b>148,764</b>	<b>7,618</b>
Endowment funds		<b>1,032,575</b>	<b>1,047,981</b>
<b>TOTAL FUNDS</b>		<b>1,543,406</b>	<b>1,544,551</b>

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**

	<b>2023 £</b>	<b>2022 £</b>
<b>Cash flows from operating activities:</b>		
Net cash provided by operating activities	<u>157,903</u>	<u>(321,431)</u>
	157,903	(321,431)
<b>Cash flows from investing activities</b>		
Sale of fixed assets	2	-
Purchase of fixed assets	<u>(152,341)</u>	<u>-</u>
<b>Cash provided by (used in) investing activities</b>	<u>(152,339)</u>	<u>-</u>
(Decrease)/Increase in cash and cash equivalents in the year expended	5,564	(321,431)
<b>Cash and cash equivalents at the start of the year</b>	<u><b>157,424</b></u>	<u><b>478,855</b></u>
<b>Cash and cash equivalents at the end of the year</b>	<u><b>162,988</b></u>	<u><b>157,424</b></u>

**CASH FLOW NOTES**

	<b>2023 £</b>	<b>2022 £</b>
<b>Reconciliation of net movement in funds to net cash flow from operating activities</b>		
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>
<b>Net cash used in operating activities</b>	<u><b>157,903</b></u>	<u><b>(321,431)</b></u>

	<b>2023 £</b>	<b>2022 £</b>
<b>Analysis of cash and cash equivalents</b>		
Cash and cash equivalents	<u><b>162,988</b></u>	<u><b>157,424</b></u>
<b>Total cash and cash equivalents</b>	<u><b>162,988</b></u>	<u><b>157,424</b></u>

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

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**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**

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**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:

<b>Asset Category</b>	<b>Annual Rate</b>
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**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Donations	4,657	19,148
Grants and Service Level fees	47,496	49,839
Legacies, Bequests and In Memory	6,051	1,000
	<b>58,204</b>	<b>69,987</b>

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**

		<b>2023</b>	<b>2022</b>
	<b>Activity</b>	<b>£</b>	<b>£</b>
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
		<b>570,896</b>	<b>374,589</b>

**4. INCOME FROM TRADING ACTIVITIES**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Fundraising	6,909	5,080
Hall hire	54,846	31,987
Rent received	33,448	30,744
	<b>95,203</b>	<b>67,811</b>

Income earned from trading activities was £95,203 (2022: £67,811) all unrestricted.

**5. INVESTMENT INCOME**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Investment income	692	22

All the Charity's investment income of £692 (2022: £22) is unrestricted.

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

**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).

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

**NOTES TO THE FINANCIAL STATEMENTS – continued  
FOR THE YEAR ENDED 31 MARCH 2023**

**10. STAFF COSTS**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>322,573</b>	260,694
Social security costs	<b>23,538</b>	18,015
Pension costs	<b><u>14,961</u></b>	<u>12,400</u>
	<b><u>361,071</u></b>	<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:

	<b>2023 Numbers</b>	<b>2022 Numbers</b>
Senior Management Team	4	3
Other Direct Charitable Staff	<u>9</u>	<u>8</u>
	<b><u>13</u></b>	<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.

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

**NOTES TO THE FINANCIAL STATEMENTS – continued  
FOR THE YEAR ENDED 31 MARCH 2023**

**14. TANGIBLE FIXED ASSETS**

	<b>Freehold Property Unrestricted £</b>	<b>Freehold Property Endowment £</b>	<b>Other Assets £</b>	<b>Totals £</b>
<b>COST/VALUATION</b>				
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				
<b>DEPRECIATION</b>				
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				
<b>NET BOOK VALUE</b>				
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**

	<b>£ Listed Investments</b>	<b>£ Totals</b>
<b>MARKET VALUE</b>		
At 1 April 2022	458	458
Additions	-	-
Disposals	-	-
Revaluation	-	-
	<u>458</u>	<u>458</u>
At 31 March 2023		

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 2023**

**16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Other debtors	<b>54,568</b>	130,704
Accrued income	<b>29,800</b>	<u>29,800</u>
	<b><u>84,368</u></b>	<b><u>160,504</u></b>

**17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Trade creditors	<b>17,422</b>	14,166
Deferred income	<b>166,694</b>	56,240
Tax and social security	<b>8,641</b>	4,466
Other creditors and accrued expenses	<b>3,885</b>	<u>82,213</u>
	<b><u>196,642</u></b>	<b><u>157,085</u></b>

**18. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

Current year information for the net assets between funds:

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Endowment Funds</b>	<b>Total Funds</b>	<b>Total Funds</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
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>
	<b><u>362,067</u></b>	<b><u>148,764</u></b>	<b><u>1,032,575</u></b>	<b><u>1,543,406</u></b>	<b><u>1,544,551</u></b>

Comparative year information for the net assets between funds:

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Endowment Funds</b>	<b>Total Funds</b>	<b>Total Funds</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
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>
	<b><u>488,952</u></b>	<b><u>7,618</u></b>	<b><u>1,047,981</u></b>	<b><u>1,544,551</u></b>	<b><u>1,884,994</u></b>

**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 – Current Year**

	At 1/4/22 £	Net movement in funds £	Transfers between funds £	At 31/3/23 £
<b>Unrestricted funds</b>				
General fund – Free reserves	176,412	(122,291)	-	54,121
<b>Designated funds</b>				
Designated fund – Freehold building	<u>312,540</u>	<u>(4,594)</u>	<u>-</u>	<u>307,946</u>
	488,952	(126,885)	-	362,067
<b>Restricted funds</b>				
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
<b>Endowment funds</b>				
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
<b>TOTAL FUNDS</b>	<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 £
<b>Unrestricted funds</b>			
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)
<b>Restricted funds</b>			
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
<b>Endowment funds</b>			
Freehold Building	<u>-</u>	<u>(15,406)</u>	<u>(15,406)</u>
	-	(15,406)	(15,406)
<b>TOTAL FUNDS</b>	<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 £
<b>Unrestricted funds</b>				
General fund – Free reserves	352,802	(133,272)	(43,118)	176,412
<b>Designated funds</b>				
Designated fund – Freehold building	317,135	(4,595)	-	312,540
Designated fund – Lift project	<u>107,551</u>	<u>-</u>	<u>(107,551)</u>	<u>-</u>
	777,488	(137,867)	(150,669)	488,952
<b>Restricted funds</b>				
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	<u>-</u>	<u>(142,942)</u>	<u>142,942</u>	<u>-</u>
	44,120	(187,171)	150,669	7,618
<b>Endowment funds</b>				
Freehold Building	<u>1,063,386</u>	<u>(15,405)</u>	<u>-</u>	<u>1,047,981</u>
	1,063,386	(15,405)	-	1,047,981
<b>TOTAL FUNDS</b>	<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 £
<b>Unrestricted funds</b>			
General fund	187,202	(320,474)	(133,272)
Designated fund – Freehold building	<u>-</u>	<u>(4,595)</u>	<u>(4,595)</u>
	187,202	(325,069)	(137,867)
<b>Restricted funds</b>			
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	<u>207,800</u>	<u>(350,742)</u>	<u>(142,942)</u>
	325,207	(512,378)	(187,171)
<b>Endowment funds</b>			
Freehold Building	<u>-</u>	<u>(15,405)</u>	<u>(15,405)</u>
	<u>-</u>	<u>(15,405)</u>	<u>(15,405)</u>
<b>TOTAL FUNDS</b>	<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.

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

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 MARCH 2023**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
<b>Voluntary income</b>		
Donations	4,657	19,148
Grants and service level contracts	47,496	49,839
Legacies, Bequests, and in Memory	6,051	1,000
	58,204	69,987
<b>Incoming resources from charitable activities</b>		
Service users' income	26,367	28,705
Grants	544,070	344,170
Goods for resale	459	1,714
Sundry income	-	-
	570,896	374,589
<b>Activities for generating funds</b>		
Fundraising events	6,909	5,080
Hall hire	54,846	31,987
Rent received	33,448	30,744
	95,203	67,811
<b>Investment Income</b>		
Bank Interest	678	-
Dividends	14	22
	692	22
<b>Other Income</b>		
Sundry income	8,651	-
<b>Total incoming resources</b>	<b>733,646</b>	<b>512,409</b>
<b>Fundraising costs</b>		
AGM, Marketing costs and rebrand	16,362	2,129
Direct fundraising costs	43,248	7,505
	59,610	9,634
<b>Charitable activities</b>		
Staff Salaries	361,072	291,109
Team Training (staff and volunteers)	9,450	6,787
Staff Recruitment	8,232	6,976
Contract Staff	9,001	16,722
Staff Travelling and Meetings	1,393	1,363
Staff Welfare	3,242	-
Consultancy	5,307	1,211
Depreciation	43,001	37,250
Direct Projects expenses	48,982	33,592
Flat expenses	23,456	8,275
Hall expenses	15,636	497
IT and website	10,438	8,695
Office Administration	48,629	32,787
Premises expenses	53,488	29,761
Building Enhancement	-	6,400
Lift project	6,657	350,742
Volunteer expenses	2,379	914
	650,363	833,081

This page does not form part of the statutory financial statements

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND  
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**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 MARCH 2023**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
<b>Governance costs</b>		
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	<u>3,925</u>	<u>-</u>
	<u>24,818</u>	<u>10,137</u>
<b>Total resources expended</b>	<b><u>734,791</u></b>	<b><u>852,852</u></b>
<b>Operating (Deficit)</b>	<b><u>(1,145)</u></b>	<b><u>(340,443)</u></b>