



croydon**voluntary**action



Annual Report

2013-2014

Providing leadership for the VCS; promoting volunteering across the borough; empowering communities; supporting VCOs to function more effectively; championing partnership work across the sectors - these are CVA's main aims.

EMBRACING TRANSFORMATION

Croydon's voluntary and community sector (VCS) pulled together in 2013/14 to deliver a strategic statement on its future role in a town preparing for social, economic and political transformation. That role was defined by key words - empowerment, innovation and partnership among them - that captured how Croydon's VCS is supporting communities across the borough to have a real stake in the town centre's redevelopment. As Croydon's transformation unfolds, its strategic intent to strengthen communities and tackle inequalities will benefit from this clear focus on the VCS role - and from funding strategies that are equally clear about how best to support it.

Community is at the heart of everything Croydon's VCS aspires to. Delivering services with local people; representing local communities; being accessibly located within communities; discovering and releasing the strengths within communities; nurturing community cohesion; supporting volunteering; working in partnership as a community of organisations - these are the Croydon traditions that account for how consistently our statutory and private sector partners have valued the VCS, not least for its success in nurturing enterprise and leveraging external finance into the borough.

The Strategy identifies a series of compelling and inter-linked priorities for change - foremost among these are the cases for:

- **Volunteering:** the Croydon VCS is driven, by its community roots upwards, by the people who volunteer. Actions are needed that help to publicise and promote the value of volunteering; enable the greatest number of volunteers available in Croydon to be successfully recruited and trained; target potential volunteers from every community, making training and support available to those who may not otherwise choose to volunteer; support local groups to create attractive placements that provide individuals with an experience that assists them in their self-development
- **Community development:** Croydon's VCS is strongly rooted within an ethos and tradition of self-help. Actions are needed that build on successful community development programmes - that motivate individuals by unlocking their enterprise and expertise and reward VCOs that consistently involve citizens and service-users in the design, delivery and management of their services
- **Community engagement:** the Croydon VCS has a lead role to play in nurturing community cohesion and resilience. Actions are needed that support the VCS in bringing local people into the conversations and decision-making forums that impact on Croydon's communities - resulting in more reliable intelligence on the kind of services people want; and in greater confidence among people who feel part of an inclusive and responsive civil society
- **Efficiency and effectiveness:** Croydon's VCS is made up of maturing organisations that have innovated new ways of delivering services and now need to develop the business practices and management systems that help achieve sustainability. Actions are needed that provide successful groups with the support to continue their development, i.e. in maintaining citizen-led and service-user involvement; creating attractive volunteer pathways; developing good governance; adopting policies to meet regulations; managing finances well; managing high-performing projects - including under contract; marketing services and measuring their impact
- **Collaboration:** the Croydon VCS has to be more open to bidding and delivering in partnership via more formal funding agreements, consortium models and mergers. Actions are needed that encourage and support local organisations in accessing the different specialisms (fundraising; impact measurement) and diverse client groups that their VCS partners can bring; and achieving economies of scale by sharing resources - offices, services, staff - with other VCOs
- **Enterprise:** the Croydon VCS values its independence from funders and prides itself on its capacity to generate income from a variety of sources, including the private sector and via fee-paying services. Actions are needed that promote corporate social responsibility in the borough and support Croydon's VCS in developing a wider range of fundraising skills and activities
- **Grant-Aid:** the Croydon VCS excels by designing and delivering services that create conditions in which self-reliance can flourish, preventing people from becoming dependent on statutory services. Actions are needed that create funding mechanisms that are suitable for a variety of purposes - including a grant-aid option that instead of specifying the services it wants to procure, puts VCS organisations at the forefront of tackling social problems and innovating community-led responses focusing on prevention
- **Social Value in Commissioning:** the Croydon VCS is skilled in *delivering differently*, by enabling effective community interventions to happen in a way that releases the potential of local people and achieves preventative outcomes. Actions are needed that enable VCS intelligence on local need to inform the drafting of service specifications; make commissioning accessible and avoid unnecessarily complex application and qualification procedures that disadvantage smaller organisations; focus commissioning on social value by accommodating innovative and transformative services provided by the local VCS

CVA helped in the creation of 42 new businesses and the creation of over 50 new real jobs for local people



The asset based community development (ABCD) work supporting empowerment and innovation at the street and neighbourhood levels across Croydon featured very prominently in the Croydon VCS Strategy. This has stimulated some debate about CVA's role in supporting Croydon's VCS and, specifically, the question of how that support is balanced between nurturing new activity and championing our existing member groups. But as we see it, there is no tension between the principles driving ABCD activities and those that remain at the heart of established voluntary action - making it our clear responsibility to support both.

Community building - focusing on assets rather than needs - is part of the modern voluntary sector's DNA. By the 1970s black community groups in the UK were rejecting policies putting the emphasis on ethnic minority needs instead of recognising the deficiencies within mainstream services - at the same time as people in the disability movement were asserting a focus on their abilities and forming a critique of the disabling culture around them. Women's and gay/lesbian groups were also setting up activities based not on a deficit model starting with needs, but on a more self-managing affirmation of their strengths. Empowerment in the modern VCS took the form of a self-determination that moved the emphasis away from professional services offering solutions to local needs and placed it instead on empowered individuals and communities discovering self-sufficiency and shared strengths from within.

Asset Based Community Development (ABCD):

Everyone is invited to make a positive contribution to their community through ABCD. ABCD focuses on the positives, what people like and want to do in their local area. ABCD starts with people who are natural networkers or 'Connectors' asking their peers 'What do you like about your local area?' and 'What do you care enough about to act on?' It reveals the connections, knowledge and skills that people already have. CVA is currently leading on ABCD in Thornton Heath, Broad Green, Selhurst, New Addington and Fieldway and is aspiring to roll out this approach across Croydon. To date, 162 local people have been recruited as Connectors to speak with others in their community, to find out what interests them, to make connections and help them set up new activities. Over 150 new community-led projects have been initiated so far. Some of these will go on to secure funding, others will operate with the time and resources donated by local people and organisations. ABCD works on the principle that everyone has something to offer, so if you'd like to find out how to get more active in your local area visit ABCD on cvalive.org.uk

By being people-led instead of service-led voluntary action challenged the assumption that interventions are the necessary response to problems that people in communities can't solve for themselves. Self-help married to faith in community is the dynamic that continues to power the VCS groups active in our so called 'hard-to-reach' or 'disadvantaged' communities. Their services start off as local innovations and develop by connecting up with enterprising local people who bring resources - local knowledge, community spaces, social capital - that are unavailable to outside agencies. The best VCS services keep their focus on prevention by remaining driven by the communities they represent, finding new ways to support local people to strengthen communities from within. The challenge for voluntary and community organisations (VCOs) as they attract public funds is to retain their focus on community building - starting with that unique take on each individual's personal development - at the same time as developing the quality assurance, risk management and HR policies needed for accountability.

The public services reform agenda can be transformational in how it engages the VCS by commissioning VCOs to do what they're best at - developing activities that enable individuals to transform their own lives. Infrastructure services, like CVA, have the responsibility of supporting innovative grassroots organisations to build the necessary controls and procedures into their work, without this compromising that focus on individual and community that is essential to regeneration.

Providing leadership for the VCS; promoting volunteering across the borough; empowering communities; supporting VCOs to function more effectively; championing partnership work across the sectors – these are CVA's main aims. To achieve them in 2013/14 we set out to:

- Be at the forefront of providing timely information on all aspects of Croydon's civil society via effective communications
- Provide the leading property management service for VCOs in Croydon
- Provide VCOs with a high-quality and low-cost solution for the production of all types of marketing and promotional materials
- Provide one-to-one and on-line support for VCOs on starting-up and running activities
- Manage small grants programmes that support local grassroots organisations in finding solutions to social problems
- Be a central resource for coordinating, sustaining and growing community empowerment in Croydon, identifying opportunities for new communities and seldom heard voices
- Enhance community networking and provide a range of platforms for connecting and strengthening local VCOs and local resident activists
- Increase the number of people involved in the community, including those without any experience of volunteering, through formal and informal volunteering
- Increase the effectiveness of volunteering by supporting volunteer-involving organisations to manage more effectively
- Work with local commissioners to ensure that there is a fair environment in which the VCS can access opportunities to provide services to local people
- Continue to act as the 'voice of the voluntary sector'



ABOUT US:

CVA's principal activity is to promote charitable purposes for the benefit of the community in Croydon and its surrounding areas. CVA carries out its leadership role by promoting a bigger role for VCOs in the life of the borough and by supporting local people to represent their community's interests and to negotiate on its behalf. CVA's mission statement focuses the organisation on "promoting, supporting and developing effective voluntary action, community development and community activity for the benefit of the whole community within the London Borough of Croydon".

Our aims are to:

- Build and strengthen Croydon's VCS
- Support individuals, communities and VCOs to be involved and to have a say
- Support and promote volunteering in Croydon
- Negotiate Croydon VCS interests through leadership and policy development

CVA is governed by a Board of trustees. New trustees are appointed by the Board on the recommendation of a recruitment panel and newly-recruited trustees are inducted by the honorary officers on their roles and responsibilities. CVA's Board is responsible for the strategic direction and policy of the charity. CVA's Board complies with the NCVO Code of Governance and regularly reviews the major risks to which the charity is exposed, ensuring that systems are in place to mitigate these. CVA's Chief Executive manages the

day-to-day operations and, supported by the staff team, ensures that CVA delivers the services and activities specified in its funding agreements. Volunteers play a significant role in supporting CVA's work and enhancing the quality of the service we provide. CVA has a close working relationship with our fellow members on the Local Strategic Partnership and as hosts of the Croydon Voluntary Sector Alliance and related community forums we support VCS representatives involved across Croydon's family of strategic partnerships.





CVA provided practical one-to-one support to over 250 Croydon groups on key areas such as fundraising, financial management, project planning, good governance, marketing and premises management.



CVA supported the distribution of over £130k in grants to frontline community organisations.

Partnership is the name of the game when it comes to winning bids and CVA has worked proactively to try and support local groups to come together as consortia or put in partnership bids



CVA provided weekly information bulletins to over 2000 contacts.



Our volunteers contributed more than 12,000 hours in 2013/14 - this would have cost the Volunteer Centre £178,510 if they were paid for their roles

PROJECT WORK

CVA's project work is underpinned and sustained by the funding committed by Croydon Council to support our community empowerment, volunteering and capacity building activities. With support from the Council and other local partners we're active in coordinating Croydon's VCS on a number of fronts:

Acting as the Voice of Croydon's VCS

Articulating VCS interests and bringing local communities into decision-making

The Croydon Voluntary Sector Alliance (CVSA) enables VCOs and community representatives to find a place at the negotiating table. Attended by the borough's leading decision-makers, CVSA meetings provide a collective voice for Croydon VCOs, bringing them together to decide how to take forward key issues that are central to their work. Meetings in this pre-election year have featured presentations from the Leader of the Council and the Opposition Leader, against the backdrop of the VCS Strategy research. Croydon's Clinical Commissioning Group (CCG) was also invited to respond to VCS concerns over the proposed commissioning process and after the event Paula Swann, CEO of the CCG, commented that *'it was great to see so many interested groups represented and it really made us think about how best to engage deeper at the individual group level to better understand some of the issues.'*

CVA targets groups that are often excluded from decision-making. Two successful initiatives engaged with young people - a Young Trustees event and a Public speaking and Participation training programme. Our @CroydonXpress twitter account has more than 1,000 followers with more than 800 tweets for local young people being sent out. Visit www.croydonxpress.com to learn more.

CVA is championing the VCS' work on Domestic Abuse and Sexual Violence (DASV), working alongside Croydon Council, Croydon Health and the Police to coordinate services in the borough. Two raising awareness sessions have been delivered by Freedom Together, CVA is hosting the DASV Forum and we are a key member of the Chief Executives subgroup, contributing to the creation of an online one-stop portal for the public.

CVA's Children Young People and Families' Network (CYP&FN) hosts a diverse programme of events and workshops for its 365 members on Child Protection, Domestic Violence, Data Protection, Safeguarding and Primary Prevention. Four CYP&FN newsletters and 2 updates are circulated to our members and the CYP&FN representatives are active across a number of steering groups on the Children & Families' Partnership and Croydon Safeguarding Children Board.

Our Mental Health Forum is made up of 134 carers, service users and VCOs working in partnership and campaigning to improve mental health services in Croydon, focusing on early interventions, customer and crisis care, hosting training events, producing a quarterly newsletter and attending policy group discussions.

Faiths Together in Croydon (FTiC) is an interfaith network with 266 members pledging to strengthen relations between different faith communities

in Croydon by *'working together for the common good, uniting to build a better society grounded in values and ideas we share'*. Events in the past year have focused on Islam in the Media and Interfaith Marriage, with the Big Picnic in Park Hill and the Spirited Arts exhibition in the Centrale shopping centre celebrating Interfaith Week.

CVA's Older People's Network (OPeN) campaigned to improve health outcomes for older people - helping to set up a Dementia Friendly Zone in Croydon University Hospital's A&E Department - and its members have pledged to continue beyond the end of OPeN's current funding agreement.



CVSA is the collective voice for over 1700 voluntary groups and communities in Croydon and brings them together to decide how to take forward issues that are central to their existence and delivery in the borough



Nearly 75% of our members believes the CYP&F Network provides very good/excellent opportunities to collaborate. Our representatives are active across a number of steering groups on the Children & Families' Partnership and Croydon Safeguarding Children Board



169 different VCOs used CVA Centres - their activities ranging from charitable events and residents meetings to support groups and sports/leisure activities

43 Croydon VCOs rented office space at the CVA Centres

Working in Partnership

Connecting VCOs up to improve services and access funding

Partnership is the name of the game when it comes to winning funding bids and CVA has worked proactively to support local VCOs to come together as consortia on partnership bids. A major success this year was the *Game Changer* project led by CVA, working in partnership with Pro-Active South London and the Crystal Palace Foundation. Our bid to Sport England brings £390k into Croydon over three years to support local groups in attracting more young people into sport and physical activity. *Croydon Family Power* is an existing partnership that continues to deliver VCS programmes for families and their children in the borough, including the Family Navigators project with local partners such as Croydon Drop In, Off the Record, Disability Croydon, Mind in Croydon, Mencap and Home Start supporting around 120 families in the last year. CVA is partnering Croydon

CAB on the *Croydon Advice Providers Together* project and providing staffing support for Croydon's new *Healthwatch*.

In 2013 CVA was selected to establish an Enterprise Hub at the CVA Resource Centre with VCS partners (Groundwork; Prince's Trust) to serve the needs of businesses, particularly in West Croydon, affected by the civil unrest in 2011. CVA was pleased to report 42 new businesses start-ups, 53 new jobs created and 61 existing businesses receiving at least 12 hours practical business support in the first 12 months of the project. In addition, the Enterprise Hub gave support to over 200 clients through business advice and free workshops. The new businesses supported ranged from catering companies to martial arts clubs and beauticians to property developers. The profile of the clients supported by the Enterprise Hub saw over half of the new businesses being set up by women or BME entrepreneurs. CVA's delivery team includes various partners

in the community such as Enterprise Consulting Limited, GLE, Big Aspect, All Inclusive, Prevista, PJs Community Services, Croydon Cultural Services, Croydon Business Venture, Joseph Media and Nat West Bank.

CVA supports its partners to bring extra funding into Croydon's VCS - via the Croydon Commitment Grassroots Trust grants, Community First and the Croydon Heart Town (Public Health) grants programme - by managing the funds in a way that makes them accessible to all. The Grassroots Trust distributed just over £25k to seven local groups; the seven wards running the Community First grants awarded around £97k and the Heart Town grants distributed just under £9k.



CVA brings communities, VCOs, groups and individuals together through networks, partnerships and in neighbourhoods. Communities combine their resource and expertise to work together towards a stronger and healthier Croydon

CVA is the VCS champion on tackling Domestic Abuse and Sexual Violence, working alongside

Croydon Council, Croydon health authorities and the Police to raise awareness amongst our members

Croydon's Mental Health Forum is made up of 134 carers, service users and VCOs working in partnership and campaigning to improve mental health services and bring about better quality of life for all

Our most innovative and popular project has been the Family Navigators service with local partners such as Croydon Drop In, Off the Record, Disability Croydon, Mind in Croydon, Mencap and Home Start supporting around 120 families in the last year

Organisational Development

Supporting CVA's member organisations in their work

Fundraising support remains top of our members' list and our 'meet the funders' days deliver practical one-to-one surgeries taking groups through the journey of writing a funding application or tender bid. CVA also ran workshops and surgeries for VCOs to access the Croydon Council Small Grants Fund and hosted sessions with Croydon Council on new commissioning opportunities (i.e. Health and Social Care; Youth Landlord Housing).

CVA's popular Print and Design service completed 215 jobs including 31 exhibition displays, 18 annual reports, 19 newsletters, 7 magazines, 16 postcards, 81 flyers, 6 folders, 12 new logo designs, 4 ID cards and 3 directories. We also sourced deals for various products - keyrings, pens, plastic bags and eco cotton bags - for a diverse range of clients including the Hare Krishna temple, local businesses, Croydon's Credit Union and the CCG to name a few. CVA organised various learning opportunities on

a range of subject areas including Good Governance, Bid Writing, Social Media, Marketing, Social Enterprise start-up, Monitoring and Evaluation, Commissioning, Leadership, and Emergency First Aid. CVA's training is delivered in collaboration with a mix of local consultants and partners such as London Ambulance Service and SuperHighways, with over 120 different local organisations benefitting.

Information is power and CVA keeps Croydon's VCS informed of local news, national developments and most importantly funding opportunities. The CVA e-bulletin was circulated every Monday morning to over 2000 contacts on our database to favourable reviews from our members but also from volunteers, local councillors and statutory sector colleagues. Talk2Croydon is attracting 1,100 users on average every month and CVA is embracing the use of online and Social Media tools more and more. Our main @CroydonVA twitter account (overall 1,064 tweets, 853 followers) is linked

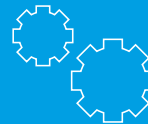
to the Croydon Xpress (young people focused) and Mental Health Forum twitter accounts. The CVA website is currently being redesigned with support from our members.

CVA manages four community centres - Cornerstone House, CVA Resource Centre, Waterside Centre and Thornton Heath Healthy Living Centre - as well as the Team Croydon unit in the Centrale shopping centre (with thanks to Hammerson-Westfield). They provide a range of office and meeting space facilities for use by CVA members, with 169 different groups using the CVA Centres for activities ranging from charitable events and residents meetings to support groups and sports and leisure activities. **43** VCOs rented office spaces at the Centres and local statutory organisations were regular users (including a satellite NHC Croydon baby clinic and a Polling Station). CVA advised **35** member groups on property issues ranging from help with leasehold negotiations to advice on staging public events. **13** volunteers supported the CVA Property service with tasks including publicity, reception duties, gardening and caretaking amounting to a weekly average of 56 hours support.



CVA helped in the creation of 42 new businesses and the creation of over 50 new real jobs for local people

Support to our member organisations remains the bedrock of CVA's work



CVA provided practical one-to-one support to over 250 Croydon groups on key areas such as fundraising, financial management, project planning, good governance, marketing and premises management



Our Volunteer Centre's move to the Centrale Shopping Centre has given us new opportunities to reach a wider audience

Over 5000 new individuals registered with us as volunteers for the first time

The Volunteer Centre increased its number of one-to-one advice sessions from approximately 60 a month at the beginning of the year to over 200 a month by the end of the year



The Probation Hub has improved the lives of young people by helping them get into work, education or training

Our volunteers at the Croydon Magistrates and Crown Court have enabled women entering the Criminal Justice System to feel supported and to turn their lives around

Volunteering

Promoting and encouraging volunteering in Croydon

Our Volunteer Centre advertises between 300 and 400 volunteering roles at any one time and with over 5000 individuals registering with us for the first time in 2013/14 our dedicated team of volunteer brokers and receptionists have been trained to provide expert support. We are continuing to train our volunteers to get out and about to promote volunteering widely across the borough - and we are currently developing publicity resources to attract more men into volunteering. Most of our volunteers are women; significant numbers are young people and people who have been unemployed; and over half

our volunteers are now from BME communities. As well as casting its net widely across Croydon to attract volunteers, the Volunteer Centre also specialises in targeting its support at people needing extra encouragement - for example, 42 referrals from the South London and Maudsley Trust have found volunteering placements in a variety of roles including shop assistant, maintenance support and administration. The Probation Hub has continued to improve the lives of young ex-offenders aged 18-25 by helping them get into volunteering, education and training.

Thanks to Hammerson-Westfield's hosting of our Team Croydon shop in Centrale CVA has managed to build on the Olympics legacy to provide the strongest ever showcase for volunteering in the borough. The Team Croydon shop window profiles the latest community events in Croydon and inside our Volunteer Centre plays host to VCOs on a regular basis, giving our members the opportunity to promote their activities and recruit new volunteers. This is a key aspect of our work - supporting Croydon's VCS to provide enriching experiences for its volunteers. Our Volunteer Co-ordinators Forum has over 40 staff attending to discuss and offer peer support on volunteer management. Training days on the *Legal Aspects of Volunteering, Key Elements of Volunteering and Evaluating your Volunteer Programme* attracted 36 attendees from 29 Croydon VCOs and the Volunteer Centre provided



bespoke training for Croydon CAB, Croydon Xpress, Job Centre Plus and local Housing Associations. The VRQ-ILM Accredited Volunteer Management training course was completed this year by 8 Forum members.

CVA runs projects that are delivered by people who are willing to share their life experiences as volunteers and to act as mentors. The Volunteer Centre has achieved the Approved Provider Standard with the Mentoring and Befriending Foundation and is supporting mentors at the Probation Hub, but also on its Aspire to Engage and Women's Court projects. Working in partnership with the Crystal Palace Foundation we have provided mentoring support to young people categorised as NEETs, running weekly support sessions to assist the young people to access avenues for employment, training and further education. The mentors also provide support on building confidence, time keeping and behaviour management: the full life-skills package. The feedback reflects life-changing experiences:

"Yes, it has made me realise what steps I need to take in order to make life easier"

"My Mentor has helped me identify and talk about issues that I need help with"

"My Mentee is aware of the support I can provide and has told me he feels comfortable talking to me about issues he wouldn't talk to his peers about"

"I have been able to support my mentee through giving them structure/routine to his daily life and plans for the future"

The volunteers on our Women's Court project provide support to women before, during and after they attend the Croydon Magistrates and Crown Court. Our volunteers have seen over 200 women and successfully supported over 60% of them, either through signposting or by referring them on to local VCOs. Like so many others, these volunteers go the extra length to

ensure that others feel supported and encouraged to turn their lives around.

Thank you - Volunteering is at the heart of what we do. Our volunteers provide reception cover, answer the phones and respond to emails. They help with updating our website and working with member organisations to ensure that the details of their volunteering opportunities are up to date. Anyone contacting the Volunteer Centre to find out about volunteering will be provided with information by a volunteer. This will be one of our volunteer brokers who help people to find volunteering roles when they walk in to the Team Croydon shop, or to an outreach events or one of the talks and presentations we give. All our mentors and support workers are volunteers. In 2013-14 they contributed more than 12,000 hours - which would have cost the Volunteer Centre £178,510 if these volunteers were paid for their roles.

CVA SUMMARISED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014

| INCOME & EXPENDITURE | 2013-14 | 2012-13 |
|--|------------------|------------------|
| | £ | £ |
| Incoming Resources | | |
| Voluntary Income | 464 | 74 |
| Investment Income | 1,584 | 2,067 |
| Grants Received | 1,377,787 | 1,816,647 |
| Chargeable charity activities | 325,636 | 308,811 |
| TOTAL INCOME | 1,705,471 | 2,127,599 |
| Outgoing Resources | | |
| Personnel | 1,069,909 | 1,130,255 |
| Accommodation | 273,684 | 248,877 |
| General Office | 63,048 | 96,759 |
| Project Costs | 116,410 | 143,565 |
| Funding Distributed | 307,263 | 554,910 |
| Financial Costs | 3,140 | 1,669 |
| TOTAL EXPENDITURE | 1,833,454 | 2,176,035 |
| Net Outgoing Resources | (127,983) | (48,436) |
| Add Funds | | |
| Brought Forward 1st April 2013 | 2,241,055 | 2,284,521 |
| Realised and unrealised gains/(losses) on investments | 6,752 | 4,970 |
| Funds Carried/Forward 31 March 2014 | 2,119,824 | 2,241,055 |
| Funds represented by | | |
| Fixed Assets and Investments | 1,707,819 | 1,731,154 |
| Bank Deposits & Debtors | 585,093 | 835,981 |
| Creditors | (173,088) | (326,080) |
| NET ASSETS | 2,119,824 | 2,241,055 |
| Funds | | |
| Unrestricted Funds | 231,181 | 302,924 |
| Designated Funds | 1,709,126 | 1,750,613 |
| Restricted Funds | 179,517 | 187,518 |
| TOTAL FUNDS | 2,119,824 | 2,241,055 |

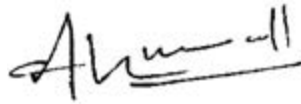
FINANCE

CVA's Financial Statements for 2013-14 were approved by the Trustees on the 7th August 2014. The financial information shown here, which the auditors have confirmed is consistent with the financial statements on which they have given an unqualified opinion. These figures are not statutory accounts, but a summary of information relating to the SOFA and balance sheet. They may not contain sufficient information to allow a full understanding of the financial affairs of Croydon Voluntary Action. For further information, the full Director's financial statements should be consulted. Copies of these can be obtained from: "Croydon Voluntary Action, 82 London Road, Croydon, Surrey CR0 2TB". Tel: 020 8253 7060. The full accounts will be submitted to the Charity Commission before the statutory due date.

Signed on behalf of the Board of Trustees



Ghazala Mirza
Chairperson



Ashok Kumar
Honorary Treasurer

In our opinion the summarized financial statements above, consisting of extracts from the SOFA and balance sheet, are consistent with the full accounts.

Wilkins Kennedy
Greytown House, 221/227 High Street, Orpington, Kent BR6 0NZ

CVA has had another difficult financial year, with the causes relating largely to the cuts in local VCS budgets impacting on CVA member groups using our property services. The large deficit in 2013-14 is represented by £40,000 of bad debt being written off; £18,000 costs relating to the court case brought by a tenant defaulting on their lease; with a further £50,000 amounting to depreciation and a one-off consultancy cost (£25,000) to oversee migration of the IT service. The deficit leaves a 23% reduction in CVA's free reserves and although CVA's Board has balanced its budget for 2014/15 this will now require a restructuring of the workforce to achieve the necessary savings.

Croydon Council's financial support continues to enable us to attract funding from outside the borough and our special thanks go to: the Big Lottery, City Bridge Trust; Community Development Foundation; Greater London Authority; MOPAC; Greater London Volunteering; NAVCS; Lankely Chase; London Probation; London Community Foundation; LVSC and SLAM.

CVA Staff

Steve Phaure, *Chief Executive Officer*
Charity Hukura, *Finance Manager*
Leigh Armstrong, *Head of Asset Management*
Bhupendra Solanki, *Head of Capacity Building & Enterprise Hub Manager*
Jo Gough, *Head of Communities (until Nov 2013)*
Sarah Burns, *Joint Acting Head of Communities*
Sara Milocco, *Joint Acting Head of Communities*
Karen Chillman, *Head of Volunteering*
Carol Bailey, *Finance Admin*
Deba Chakraborty, *Finance Admin*
Yasmin Simpson, *Centre Administrator*
Joy Henry, *Centre Administrator*
Carole Short, *Capacity Building Officer & Web Admin*
Paul Macey, *Community Development Manager*
Nicole Beckford, *C I Worker*
Jennine Bailey, *C I Worker*
Ann Ferris, *D/B Admin*
Sujata Sinha, *CDT Admin*
Pauline Dawkins, *Mental Health Forum*
Hilary Bell, *Good Practice Worker*
Mary Lawrence, *Probation Hub Manager*
Angela Gordon, *VC worker*
Lee Townsend, *VC worker*
Carol Mills, *HR & Gov Manager*
Ian Lynch, *Design & Print Manager*
Ima Miah, *Enterprise Hub*
Aisha Bryant, *Programme Manager*

CVA Board Of Trustees as at May 2014

Gordon Falconer
Ghazala Mirza (*Chair*)
Terry Roberts
Brian Stapleton (*Vice Chair*)
Ashok Kumar (*Treasurer*)
Carole Parnell
Guy Pile-Grey
Isaac Edwards
Mary McCauley
Tracey Hague (*observer in 2013*)
Mike Mulvey (*from 11 Dec 2013*)
Javell Nelson (*from 11 Dec 2013*)
Ken Coello (*from 11 Dec 2013*)



croydonvoluntaryaction

CVA Resource Centre
82 London Road, West Croydon, CR0 2TB
Tel: 020 8253 7060 | **Fax:** 020 8253 1249
Email: cva@cvalive.org.uk | **Web:** www.cvalive.org.uk

Registered Charity 1060157
Company Limited by Guarantee 3271298