croydon mediation

Annual Report

for the year to 31st March 2026

Report of the Trustees
and Financial Statements
for the year ended 31st March 2026

Company Information

TRUSTEES

BANKERS
Caf Bank Limited
POBox 289
West Malling, Kent, ME19 4TA

The Cooperative Bank plc
POBox 101
1 Balloon Street
Manchester, M60 4EP

Independent Examiners
DSK Partners LLP
306 High Street
Croydon, Surrey, CR0 1NG

REGISTERED OFFICE ADDRESS
c/o DSK Partners LLP
306 High Street
Croydon
CR0 1NG
020 8686 6084

office@croydonmediation.org.uk
www.croydonmediation.org.uk

Charity Registration Number 1088222
Company Registration Number 3973287

Chair's Report

Neil Selby
CM Chair

Thank you for taking the time to read our Annual Report. After several years of struggling with major financial pressures, which led us to temporarily suspend our services in 2024, we are now seeing the green shoots of recovery! Our financial position is beginning to improve as we benefit from the referral funding agreement signed with the Local Authority. In this current year, we have extended the services we offer to individuals and communities in Croydon.

The new initiative we are particularly proud of is our conflict transformation workshops. These were developed with the financial support of the Croydon Almshouses Grant Fund (formerly the Croydon Relief in Need Grant Fund) and content development support from St Ethelburga's Centre for Reconciliation and Peace. We have successfully piloted these workshops in New Addington and are now ready to deliver them more widely across Croydon.

The case study attached below provides more details on their development. I want to particularly thank Jacqui and Uche for their support in delivering this programme. As I conclude, can I again thank my fellow trustees and all our volunteer mediators for their great support and enthusiasm over this past year. Fiona, our case manager, has continued to support us all with great skill and patience.

I leave you with our case study, which I hope you enjoy.

Case Study: How Local Organisation Engagement Enabled Conflict Transformation Workshops in New Addington (NA)

Introduction

As part of the generous grant provided to Croydon Community Mediation (CCM) by the Croydon Almshouses Grant Fund (CAGF), CCM developed three 2- to 2.5-hour workshops. These sessions enable participants to understand conflict and gain tools to help them transform disputes in their daily lives. The key concern for CCM was how to deliver these workshops to the community in New Addington (NA), an area that historically holds a deep distrust of "outside organisations" coming in to run projects.

Initial Stages of CCM's Work in NA

While CCM has delivered mediations in the NA area over many years, this had become rare in recent times. About two and a half years ago, as part of its relaunch following Covid-19 and the previous loss of regular funding from Croydon Council, CCM decided to re-engage with NA. This resulted in conversations with Croydon Voluntary Action (CVA), regular attendance at two local community hubs, and the delivery of bite-sized training sessions on understanding conflict. This engagement led to the CCM chair attending the

Renew New Addington group (ReNA), a network of local organisations working to improve the NA community. Regular attendance and dialogue at these meetings built trust, allowing CCM to become better understood and accepted by these groups over the following year.

Developing the Conflict Transformation Workshops

The initial work in NA led the CCM board of trustees to submit a bid to CAGF. As part of this bid, CCM proposed developing a conflict transformation workshop in collaboration with St Ethelburga's.

We started our development by running listening sessions to identify the specific issues affecting local people. For the first session, we used a well-known local family centre and publicised the event widely through the ReNA network. However, only one person attended.

While this was disappointing, we realised that residents preferred attending events run by groups they already knew and trusted. Conversations with local organisations confirmed that establishing groups and building necessary trust takes several years. Consequently, we ran further meetings within two existing groups (one being ReNA), which successfully elicited the information we needed.

With this background information, we developed the workshop material. After we trialled the material as part of our mediator training, we agreed it would be best to split it into three sessions of 2 to 2.5 hours each.

Delivering the Workshops

The insight gained during development made it clear that we needed to deliver these sessions through existing local groups. To reach them, we used our platform at the bi-monthly ReNA meetings to update the network on our progress and ask if they would welcome the workshops for their members.

This approach enabled us to start delivery. However, gaining group engagement remained a harder and slower task than expected. This re-emphasised the need to stay engaged and visible in communities over years, not months. Below is an example of how a local organisation supported this work, followed by the feedback and learning points from our initial delivery.

Delivering Workshops to the New Addington Community Writing and Wellness Group

CCM first encountered this group when delivering short training sessions at a local community hub in early 2025, which the group's founder and convener attended. After this session, they asked if we could deliver a session for their specific group. We did, and it was well received.

The chair of CCM strengthened his relationship with the convener over the following year through joint attendance at regular ReNA meetings. Through this shared commitment to the area and the trust that developed, the convener invited us to run our first new workshop with the writing group. CCM delivered the workshop, which was again very well received, resulting in an invitation to deliver the remaining two sessions.

Feedback from the Workshops

Below is some of the feedback from the sessions. The shorter comments are indicative of most of the feedback received. We have also included a longer piece of detailed feedback, which was gathered by the group convener and discussed directly with the Chair of CCM. This feedback has had a significant impact on how future workshops will be conducted and represents a very generous contribution to our learning.

- "Take time to think before responding."
- "I will train myself to slow down even more. Slowness is the key."

"Thank you for the time, effort, and resources you brought to this and previous workshops. I appreciate the intention behind creating spaces for learning, reflection, and conflict resolution. I wanted to offer some honest feedback following the session, in the hope that it may be helpful for future delivery. Whilst there were valuable elements to the workshop, including the visual display of the brain and the content warning at the beginning, I found the session emotionally challenging in ways that I do not feel were sufficiently recognised or held. In particular, the topic matter and activities appeared to touch on trauma-related experiences for some participants, yet the facilitation did not always feel trauma-informed in practice. At times, the focus seemed to remain on completing exercises and gathering feedback, rather than noticing when participants may have felt overwhelmed, triggered, uncomfortable, or in need of space to process. In groups where people may carry significant lived experience, emotional safety is just as important as content delivery.

I also wanted to raise the importance of cultural sensitivity. The group included predominantly Black women, many of whom may hold layered experiences connected to trauma, identity, race, and systems. In that context, facilitation benefits greatly from awareness of how culture, power, and lived experience can shape how people receive and respond to activities. Without this lens, some dynamics can unintentionally be missed.

My intention in sharing this is not criticism for criticism's sake, but to encourage reflection. With some adjustments, I believe future sessions could become more impactful, inclusive, and supportive."

Key Considerations for Future Delivery:

- Build in space for emotional check-ins and debriefing.
- Make participation clearly optional throughout.
- Prioritise wellbeing over completing activities.
- Use trauma-informed approaches to address distress, silence, or withdrawal.
- Consider cultural context when designing and facilitating sessions.
- Allow feedback to be given anonymously and without pressure.

Treasurer's Report

Avril Ashley
CM Treasurer

It has been another challenging year for Croydon Community Mediation. However, I am hopeful that we are in a much better financial situation than at this time last year.

We were successful last year with a funding bid from the Croydon Relief in Need Grant Fund. We had also hoped to make a joint application with Lambeth Mediation Services to the National Lottery Community Fund to enable the services to combine some of their activities, but we have not managed to move this forward yet.

We now charge Croydon Council a fee for each case we take on, which will further strengthen our financial stability. While the number of cases received so far has been lower than we had hoped, we are confident that this figure will increase over time as the new tenancy officers become more established in their roles.

- **Expenditure:** Our expenditure for the year was £16,784, which represents an increase of 27% from the previous year. This figure does, however, include the investments made into training new mediators and professional bid writing.

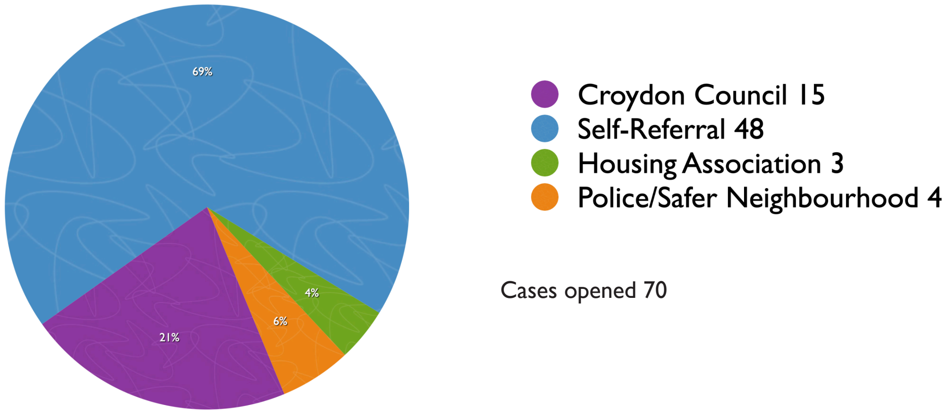
- **Income:** We generated an income of £11,634, which is a small reduction of 11% compared to last year. This total includes general donations as well as specific funding received through successful grant applications.

The trustees will continue to work diligently to ensure the charity's ongoing financial stability, making appropriate funding applications and seeking additional sources of income wherever possible.

Avril Ashley
Treasurer

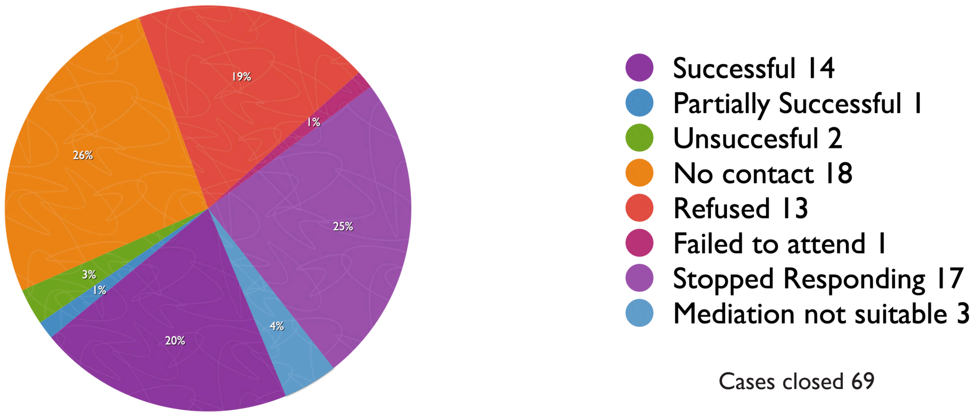
Service Delivery Statistics 2025-2026

Cases Received



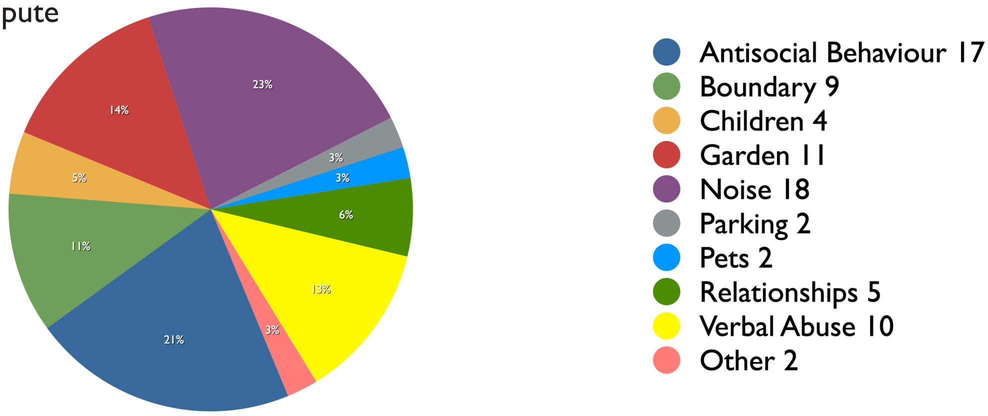
Cases opened 70

Outcomes



Cases closed 69

Types of Dispute



Some cases had more than one issue

We received 70 cases last year, an increase of 6% on the previous year.

Noise was the most common problem followed by Anti-Social Behaviour and Garden disputes.

Croydon Community Mediation

Trustees' Report

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements and auditors' report of the charitable company for the year ended 31 March 2026.

Objectives and activities
The objectives of Croydon Community Mediation are:

• To promote for the public benefit, in the London Borough of Croydon and surrounding areas, with a view to the preservation of public order, the provision of services directed towards mediation, conciliation, reconciliation and reparation, between individuals, organisations, or groups involved or likely to be involved in disputes or interpersonal conflict;

• To advance the education of the public, in the London Borough of Croydon and surrounding areas, in the methods of mediation, conciliation, reconciliation, reparation, in the needs of victims and offenders for such services, and in the means of managing such services.

Public benefit

The Trustees have paid due regard to the guidance on public benefit produced by the Charities Commission and are confident that the work of the charity meets all the criteria for public benefit.

Structure, governance and management

Nature of governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Croydon Community Mediation

Trustees' Report

Statement of trustees' responsibilities

The trustees (who are also the directors of Croydon Community Mediation for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including its income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, comprising FRS 102 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 charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that can disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company 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 corporate and financial information included on the charitable company's website. Legislation governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Small companies provision statement

This report has been prepared in accordance with the small companies regime under the Companies Act 2006.

The annual report was approved by the trustees of the charity on .... and signed on its behalf by:

....
Ms A Ashley
Trustee

Croydon Community Mediation

Independent Examiner's Report to the trustees of Croydon Community Mediation ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2026.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

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

1. accounting records were not kept in respect of Croydon Community Mediation as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act 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; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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.

....
Dhirajlal Shah FCA (Independent Examiner)
DSK Partners LLP
Chartered Accountants And Statutory Auditors
D S House
306 High Street
Croydon
Surrey
CR0 1NG

Date:.............................

Croydon Community Mediation

Statement of Financial Activities for the Year Ended 31 March 2026

	Note	Unrestricted funds General £	Total 2026 £	Total 2025 £
Income and Endowments from:				
Donations and legacies	3	18,464	18,464	13,155
Investment income	4	13	13	10
Total Income		18,477	18,477	13,165
Expenditure on:				
Charitable activities		(16,454)	(16,454)	(12,253)
Total Expenditure		(16,454)	(16,454)	(12,253)
Net income		2,023	2,023	912
Net movement in funds		2,023	2,023	912
Reconciliation of funds				
Total funds brought forward		6,512	6,512	5,600
Total funds carried forward	11	8,535	8,535	6,512

All of the charity's activities derive from continuing operations during the above two periods.

The notes on pages 13 to 18 form an integral part of these finacial statements

Croydon Community Mediation

(Registration number: 03973287)
Statement of Financial Position as at 31 March 2026

	Note	2026 £	2025 £
Fixed assets			
Tangible assets	8	189	253
Current assets			
Debtors	9	831	830
Cash at bank and in hand		8,985	7,025
		9,816	7,855
Creditors: Amounts falling due within one year	10	(1,470)	(1,596)
Net current assets		8,346	6,259
Net assets		8,535	6,512
Funds of the charity:			
Unrestricted income funds			
Unrestricted funds		8,535	6,512
Total funds	11	8,535	6,512

For the financial year ending 31 March 2026 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

The financial statements on pages 13 to 18 were approved by the trustees, and authorised for issue on .... and signed on their behalf by:

....
Ms A Ashley
Trustee

The notes on pages 13 to 18 form an integral part of these finacial statements

Croydon Community Mediation

Notes to the Financial Statements for the Year Ended 31 March 2026

1 Charity status

The charity is limited by guarantee, incorporated in England and Wales, and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

The address of its registered office is:
D S House
306 High Street
Croydon
Surrey
CR0 1NG

2 Accounting policies

Summary of significant accounting policies and key accounting estimates
The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance
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 (FRS 102)) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Basis of preparation
Croydon Community Mediation 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 notes.

Currency

The financial statements are prepared in sterling which is also the functional currency of the company and rounded to the nearest pound.

Going concern
The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

Income and endowments
All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of the income receivable can be measured reliably.

Croydon Community Mediation

Notes to the Financial Statements for the Year Ended 31 March 2026

Donations and legacies

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

Grants receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Charitable activities

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Tangible fixed assets
Individual fixed assets held for the charity's own use are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Depreciation and amortisation
Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Fixtures and fittings	25% reducing balance
Computer equipment	25% reducing balance

Assets held under finance leases are depreciated in the same way as owned assets.

At each statement of financial position date, the charity reviews the carrying amount of its tangible fixed assets to determine whether there is any indication that any items have suffered an impairment loss. If any such indication exists, the recoverable amount of an asset is estimated in order to determine the extent of the impairment loss, if any. Where it is not possible to estimate the recoverable amount of the asset, the charity estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Cash and cash equivalents
Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors
Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Fund structure
Unrestricted income funds are general funds that are available for use at the trustees discretion in furtherance of the objectives of the charity.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Financial instruments

Classification

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities, or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

3 Income from donations and legacies

	Unrestricted funds General £	Total 2026 £	Total 2025 £
Donations and legacies;			
Donations from individuals	11,519	11,519	6,210
Grants			
Grants receivable	6,945	6,945	6,945
	18,464	18,464	13,155

4 Investment income

	Unrestricted funds General £	Total 2026 £	Total 2025 £
Interest receivable and similar income;			
Interest receivable on bank deposits	13	13	10

5 Net incoming/outgoing resources

Net incoming resources for the year include:

	2026 £	2025 £
Independent Examiner's fees	1,260	1,200
Depreciation of fixed assets	64	85

6 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

7 Taxation

The charity is a registered charity and is therefore exempt from taxation.

8 Tangible fixed assets

	Computer equipment £	Total £
Cost		
At 1 April 2025	2,531	2,531
At 31 March 2026	2,531	2,531
Depreciation		
At 1 April 2025	2,278	2,278
Charge for the year	64	64
At 31 March 2026	2,342	2,342
Net book value		
At 31 March 2026	189	189

9 Debtors

	2026 £	2025 £
Prepayments	831	830

Croydon Community Mediation

Notes to the Financial Statements for the Year Ended 31 March 2026

10 Creditors: amounts falling due within one year

	2026 £	2025 £
Trade creditors	-	216
Accruals	1,470	1,380
	1,470	1,596

11 Funds

	Balance at 1 April 2025 £	Incoming resources £	Resources expended £	Balance at 31 March 2026 £
Unrestricted funds				
General	6,512	18,477	(16,454)	8,535

	Balance at 1 April 2024 £	Incoming resources £	Resources expended £	Balance at 31 March 2025 £
Unrestricted funds				
General	5,600	13,165	(12,253)	6,512

12 Related party transactions

Included within expenditure on charitable activities are amounts paid to trustees for the provision of training services. During the year, D Pullman received £2,000 (2025: £nil) and M Wood received £130 (2025: £nil).