



LOCSU **Annual Report** **2025/26**





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Introduction

Welcome to the Annual Report of a busy, yet exciting, 2025/26 for LOCSU.

As we reflect on the past twelve months, we are struck not only by the pace of change across the NHS and wider healthcare landscape, but also by the resilience, commitment and leadership shown by LOCSU and LOCs across England. Throughout a challenging environment, we have continued to champion the value of primary eye care, ensuring that people can access high-quality, community-based eye care services closer to home.

This year marked an important milestone for LOCSU. Following one of the most extensive periods of engagement in our history, we launched LOCSU's **three-year strategy: Shaping the Future of Local Eye Care**, built around three pledges to enhance, enable, and empower LOCs. Directly developed from feedback, priorities and aspirations of LOCs, the strategy sets out a clear vision for supporting and strengthening individual LOCs whilst creating a more connected, influential and future-focused LOC community to lead change and improve population health.

Throughout the first year of the strategy we have focused on turning the vision into action. From supporting stronger governance and leadership development, to providing practical tools, commissioning influence and strategic intelligence, our priority has remained constant; placing LOCs at the centre of everything we do and helping them to maximise their local impact whilst benefiting from collective national strength.



Introduction



We began the year with one of the clearest examples of listening and responding to LOC feedback, when we **reduced the LOCSU levy** from 0.5% to 0.4% on 1 April 2025. At a time when LOCs, contractors and the NHS continue to face significant financial pressures, we were determined to demonstrate that efficiency and improvement can go hand in hand. This report highlights how we have focused relentlessly on value through streamlining processes and offering an increased level of support to LOCs to achieve more for less.

The impact of LOCSU and LOCs continues to be felt across the country. By the end of the year, 487 **locally commissioned services** were in place across England, providing people with improved access to valuable eye care and supporting wider NHS priorities. Collaboration is behind every service, with LOCs and LOCSU working with commissioners, providers and system partners to ensure primary eye care remains an integral part of local healthcare delivery.

One of our personal highlights from this year was **NOC25**, where we saw the full strength of our LOC community in display. The National Optical Conference is a unique event exclusive to LOCs and 2025 saw us host our biggest and most successful to date. More than 250 delegates gathered in Birmingham for two days of learning, sharing and inspiration. For the first time, delegates attended a marketplace which provided the opportunity to network with other organisations and regions, showcasing successes and exploring how challenges may be overcome. The energy, innovation and willingness to collaborate demonstrated throughout the event reinforced what makes the LOC network so special; a shared commitment to improving eye health outcomes and shaping the future of the profession together.

Introduction



Above all, this report demonstrates that the impact of the LOCSU team extends far beyond its size, highlighting what can be achieved when LOCs and LOCSU work together with a shared purpose and commitment to improving local eye care.

We are incredibly proud that, during the first year of our new strategy, we achieved more with less, delivered against all of our planned objectives and continued to strengthen the support available to LOCs. We look forward to building on the successes of the past year and continuing to enhance, enable and empower LOCs as we move confidently into the future together.

This report follows the three pledges of the strategy and our activity this year to support each. We hope you enjoy reading it and find it informative.

Janice Foster
CEO
LOCSU



Joy Tweed
Chair
LOCSU



Pledge 1: Enhance

For the Enhance pledge within LOCSU's three-year strategy, we committed to provide support and services to optimise efficient committees and develop LOC leaders of the future by:

- reducing LOC operational costs and duplication through reaping economies of scale.
- promoting LOCs and developing skills of the next generation of LOC talent.
- supporting strong local leaders with robust governance.

In line with the targets set out in the strategy, by the end of the year, LOCSU had enhanced LOC operations with

79% of LOCs adopting improved governance models and policies and/or accessing associated training

The topics within this section of the Annual Report outline how we have achieved this over the last year.



Enhance: Training and Development

During 2025/26, LOCSU continued to strengthen its training and development programme, broadening the opportunities available to LOCs.

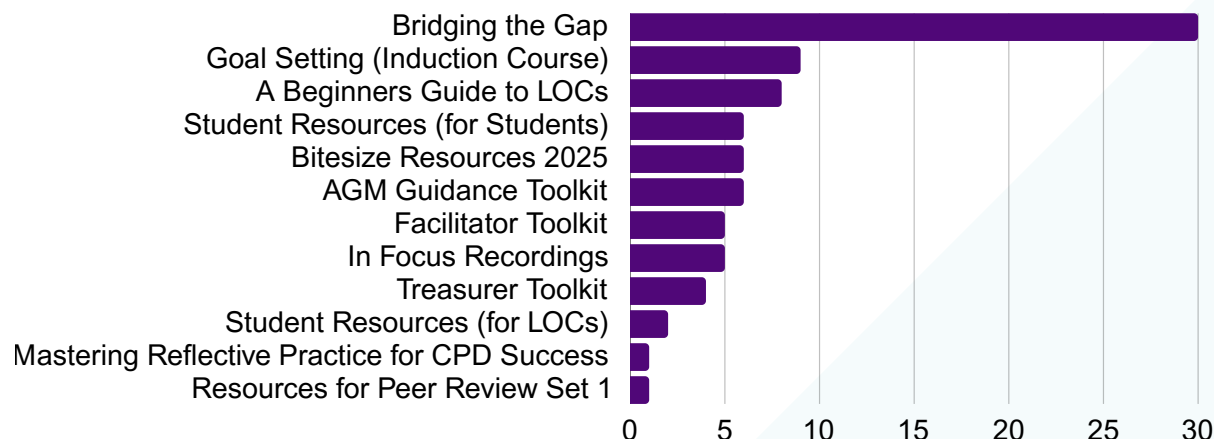
In Focus/Bitesize Training

Twelve Bitesize/In Focus sessions were held on a range of key topics. These hour-long training sessions covered a wide range of topics for LOCs, including:

- The GP Contract and Engaging with LMCs
- CVD Prevention in Optometry
- Social Media for Beginners
- Adopting the LOC Model Constitution
- Budgeting and Forecasting for LOCs
- GDPR Training for LOCs.

On-demand training opportunities

The below table outlines the number of times LOCs accessed the on-demand training courses in 2025/26 on LOCSU's Training Platform.



CPD Points

36

points were issued to attendees of CPD webinars on the induction course

891

CPD points were issued to NOC delegates

28

points were issued for Bitesize and In Focus session attendance

A total of 1267 CPD certificates and 2406 CPD points were awarded and issued

Fifteen LOCs utilised LOCSU's provider account, hosting 30 events for their constituents and awarding a total of 1465 CPD points.

Enhance: Induction Course

The LOCSU Induction Course was hosted twice in 2025/26.

Designed for new LOC members, attendees work through the online content in their own time, providing comprehensive training on the functions and governance of an LOC to become an effective member of their LOC.

The 2025/2026 induction courses were well received overall, with participants highlighting the clear structure and engaging delivery. Attendees praised the supportive environment and practical content, commenting that “the sessions were informative and easy to follow”, “the course has been enlightening”, and “it was a great introduction to LOCs and my role.”.

LOC Impact

39

delegates from

31

LOCs enrolled on the
2025/26 Induction
Courses

66%

of September
delegates and

90%

of January delegates
achieved a 100%
completion rate

100%

of delegates would
recommend this
course to a new
LOC member



Enhance: Leadership Course

LOCSU's Leadership Skills for Optical Professionals is a 20-credit postgraduate module, and part of WOPEC's MSc programme at Cardiff University.

The course is designed to enable the practising optical professional to become an effective leader at local and national level within the optical sector.

Feedback from the 2025 Leadership Course indicates a consistently high level of satisfaction, with all respondents rating the overall course as excellent and reporting that it met or exceeded expectations.

When asked what the most enjoyable aspect of the course was, delegates highlighted the in-person contact days, with one delegate claiming that: "I enjoyed being able to develop with likeminded individuals."

When asked why they applied, another delegate responded: "I wanted to take on a more prominent role within my committee. Also, I thought it would help develop my confidence and leadership skills."



LOC Impact

9

candidates on the
2025/26 Leadership
Skills Course

8

different LOCs enrolled
delegates on the 2025/26
Leadership Skills Course

6

candidates had
previously completed the
LOCSU Induction Course

Enhance: Forums

Comms Forum

In 2025/26, LOCSU held two Communications Forums – September 2025 and January 2026. While usually held quarterly, this was reduced following comms events at NOC25 and the Member Development Day.

When asked what they enjoyed most about the event, one delegate responded: “Sharing of information and ideas.”

Information and resources developed following feedback from the forum have been produced and shared in the Communications Support section of the Members’ Area of the website.

Treasurer Forum

Three Treasurer Forums took place in 2025/26 – July, October/November and February. This was reduced following a treasurer event at NOC25.

When asked what they enjoyed most about the event, responses included “Interactive discussion/some good ideas raised” and “Meeting other treasurers and sharing thoughts/ideas”.

Information and resources developed following feedback from the forum have been produced and shared in the Treasurer Support section of the Members’ Area of the website.

CPD Forum

The first CPD Forum was launched in February 2026.

Feedback from attendees was positive, when asked what they enjoyed most about the event, responses included “positive, knowledgeable speakers, well organised and run”.

Information and resources developed following feedback from the forum have been produced and shared in the CPD Support section of the Members’ Area of the website.

28

attendees from 22 LOCs in September.

27

attendees from 23 LOCs in January.

35

attendees from 32 LOCs in July.

39

attendees from 35 LOCs in October/November 2025.

36

attendees from 28 LOCs in February.

18

attendees from 18 LOCs in February.

Enhance: Member Development Day



LOCSU held the first Member Development Day at Grand Connaught Rooms in London on Monday 24 November.

Building upon previous development days for Chairs and Treasurers, the Member Development Day enabled delegates to explore opportunities and challenges presented to LOCs and primary care optometry by the NHS's 10-year plan: 'Fit for the Future'. Delegates could choose from a range of workshops, with something for every role.

The event received positive feedback, with 93% of delegates rating the event 4 or 5 out of 5 overall. When asked about the benefit to their LOC role, 91% rated it 4 or 5 out of 5.

After the event, Janice Foster, CEO, said: "We had 100 LOC leaders in the room, representing every region in England. The collective wealth of knowledge, experience and expertise is astounding and supporting and learning from one another is invaluable.

"We recognise the challenging and shifting NHS landscape which LOCs are navigating, and creating space for everyone to openly share their live experiences enables us to plan a way forward. Delegates left the day with contacts, tools and tips to support their LOC."



Enhance: Constitution & Governance

In April 2025, LOCSU launched the new [Model Constitution for LOCs](#), a key governance template document that LOCs can adapt to their local circumstances and adopt through a vote of constituents at an AGM or an EGM.

The constitution lists 12 policies that LOCs should maintain and follow to ensure they deliver good governance in implementing the constitution. LOCSU developed these [template policies](#) with several supporting tools, such as a template form for expenses, a risk register, and guidance on upholding data protection regulation. These tools collectively provide LOCs with a comprehensive governance framework.

The templates were released in batches throughout the year and were developed with LOC input.

To support LOCs engaging with this new and evolving framework, LOCSU released a [Good Governance Toolkit](#) and associated [online training module](#). LOCSU also offered learning sessions on governance in online webinars and at events such as the [NOC](#).

14

LOCs have adopted the constitution in 2025/26.

12

LOCs have adopted one or more tools from the framework.

52

LOCs accessed some form of good governance training.

Enhance: Levy Reduction

On 1 April 2025, LOCSU reduced the LOCSU levy from 0.5% to 0.4%.

This 20% reduction in the LOCSU levy recognised the financial pressures experienced by LOCs and local contractors, and the financial driven NHS environment in which we all operate.

Careful consideration was made to ensure that LOCSU services and support to LOCs were not compromised through this reduction, and that the reduced 0.4% levy is sustainable for a minimum of three years.



“I’d like to take this opportunity to thank LOCs for their ongoing support.

“LOCSU are acutely aware of the current volatile eco-political landscape and trust this reduction in the LOCSU levy helps to support LOCs, contractors and performers as they work to maximise primary care optometry opportunities across England.”

Janice Foster
CEO, LOCSU

April 2025

Pledge 2: Enable

The Enable pledge of [LOCSU's three-year strategy](#) commits to provide subject matter expertise, evidence driven clinical pathways, and resources and guidance with a tailored LOC focus to support discussions with local decision makers. We will do this by:

- providing tailored LOC resources to enhance influencing of local decision makers to sustain and grow primary care optometry.
- facilitating knowledge sharing and maximise subject matter expertise.
- providing 1:1 LOC support and assist LOC's local discussions as an extension of LOCs.
- maintaining national resources such as Quality in Optometry (QiO).

In line with the targets set out in the strategy, by the end of the year.

78%

of LOCs utilised LOCSU pathways and supporting cases in enhanced service negotiations with local commissioners.

The topics within this section of the Annual Report outline how we have achieved this over the last year.



Enable: NOC

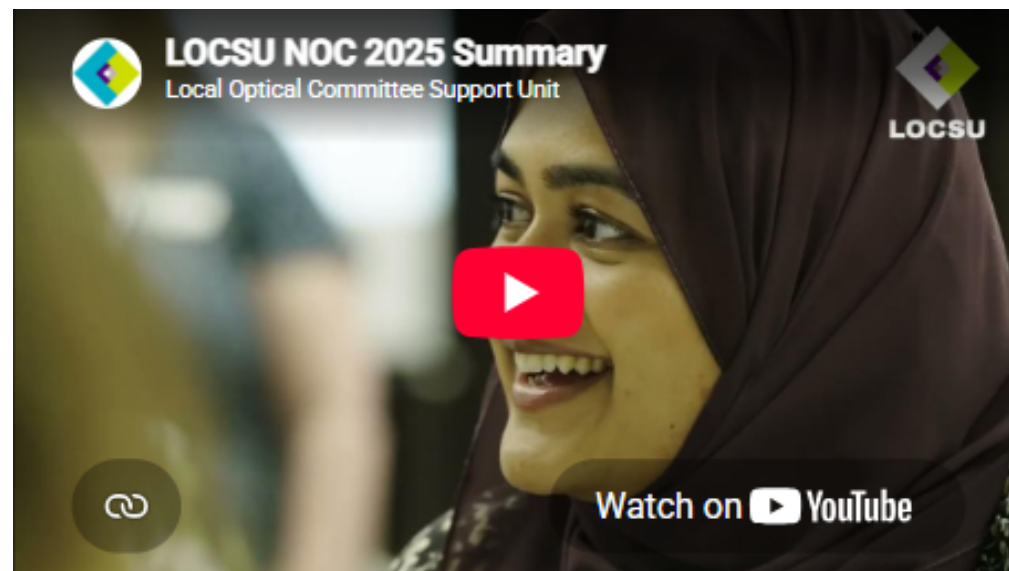
NOC25 took place in Birmingham in May, bringing together delegates from across England for two days of engaging discussions, learning and collaboration.

The event opened with keynote speaker, Sally Lewis, followed by an afternoon of workshops varying from 'Financial Foundations: Strengthening Governance & Overcoming LOC Challenges' to 'AI solutions for your LOC' and 'Transforming Eye Care: Using Strategic Insights to Shape the Future'. The first day ended with a dinner, silent disco and leadership award presentations.

Day two began with regional updates and an interactive marketplace with a range of stands and information. After lunch, NOC25 closed with updates from the Five Nations and a speech from Tim Bradshaw.

NOC25 was incredibly well received, with one delegate sharing: "Day one was the best day I have had at any conference. Everything was really interesting, informative and fun!"

Reflecting on the conference, Janice Foster, CEO, said: "It's been a fantastic couple of days with so many delegates – over 250 people from across England sharing everything that's going on in their area. What better way to bring together the great work of LOCs."

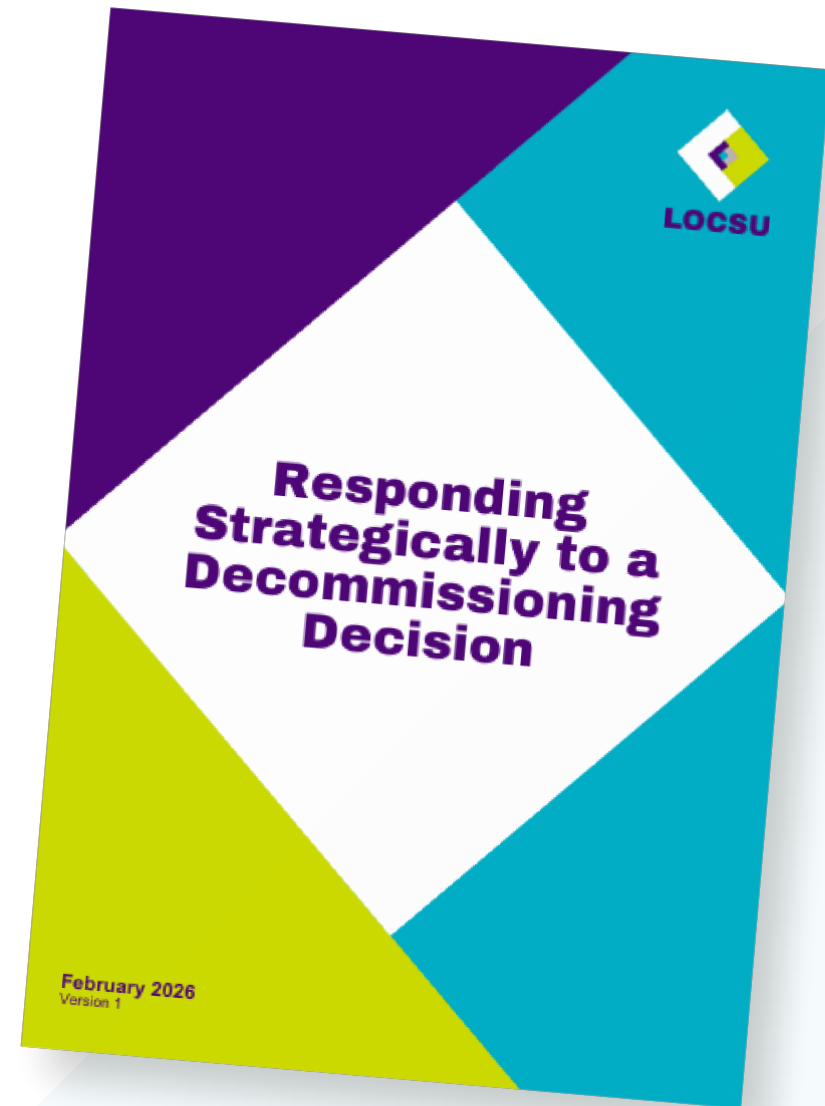


Enable: Commissioning Guidance

LOCSU provided a range of [commissioning support and guidance](#) to LOCs in 2025/26.

Support included the publication of the first iteration of the [Commissioning Toolkit](#) in May. This includes guidance for LOCs on the annual planning cycle, funding models, commissioner considerations and much more.

Commissioning workshops were also held at the [NOC](#) - 'Commissioning with confidence' and 'Transforming Eyecare' - and the [Members' Development Day](#) - 'Securing the future of Primary Eye Care and 'Responding to a Decommissioning Decision'. These provided LOCs the opportunity to share learning, identify potential services at risk and consider the changing landscapes.



Enable: Building the Evidence Base

Pathway Data

487

services were in place across England by 31 March 2026.

65

LOCs were in live discussions with their commissioners, supported by LOCSU.

99%

of LOCs and 98% of ICBs across England have at least one service in place to support patients.

80%

of the population of England has access to minor and urgent eye care through local optometric practices; with 63 LOCs with commissioned services.

Highlights

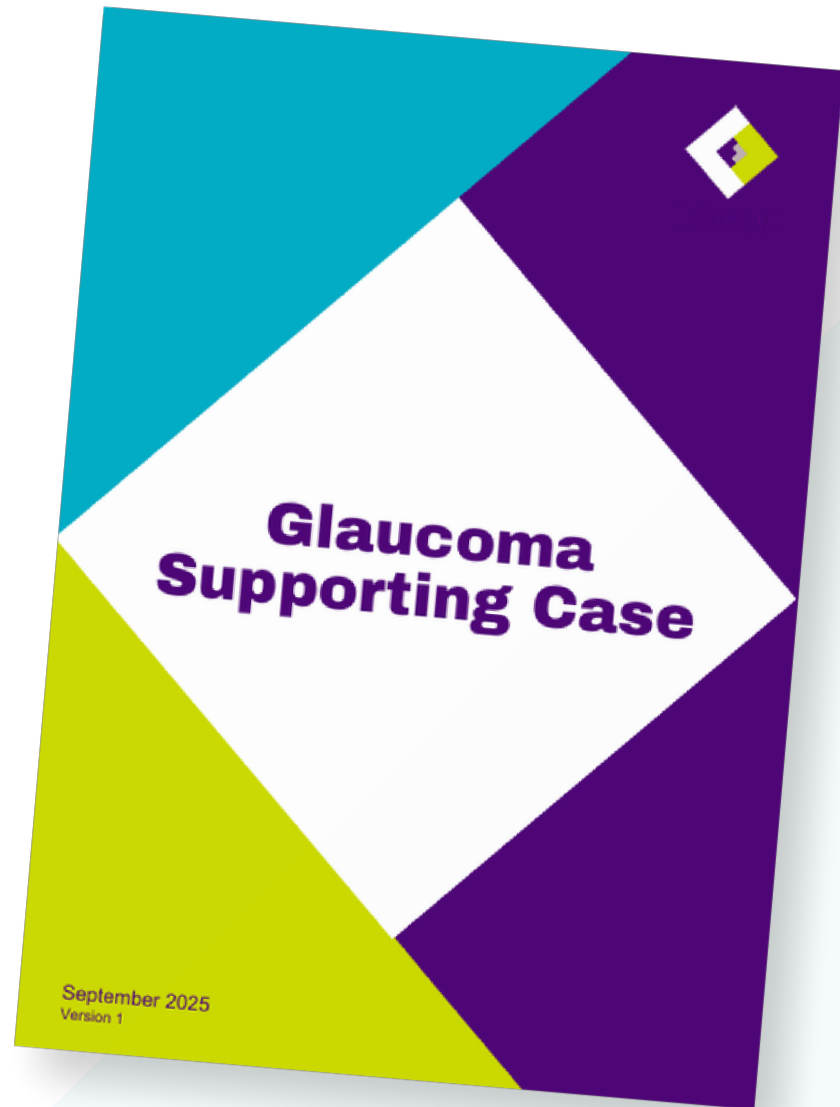
- Optometry First service in Shropshire includes:
 - Community Urgent Eyecare Service
 - Pre Cataract Referral Service
 - Post-Cataract Assessment Service
 - Glaucoma Referral Refinement Service
 - Glaucoma Enhanced Case Findings Service
 - Children's Post Vision Screening Service.
- New AMD referral filtering pilot in Nottingham and Nottinghamshire
- Cardiovascular Disease Case-finding in Optometry: Over the course of 2025-26, LOCSU worked with LOCs to support pilot programmes across England. [Further information can be found here.](#)

Enable: Glaucoma Pathway

In September 2025, LOCSU produced the [Glaucoma Supporting Case](#) for LOCs. This aimed to:

- Provide information to LOCs and commissioners to inform local discussions relating to glaucoma care and to embed optometry referral filtering and monitoring within glaucoma pathways.
- Evidence potential outcomes for patients and the healthcare system.
- Highlight advantages such as efficiency, standardised care, and improved coordination among healthcare providers.
- Showcase data and evidence supporting the implementation.
- Foster collaboration amongst stakeholders, drawing on local innovation, sector-wide expertise and sharing of good practice from established pathways.

[Read the supporting case here, FAQs and Literature Report in the members' area of the website here.](#)



Enable: Case Studies

In 2025/26, to showcase the great work taking place locally, we published 34 [case studies](#). These included:

Ten [CVD case studies](#), including:

- [Gloucestershire ICB, Primary Eyecare Services, NHS England Optometry Hypertension Case Finding Service Pilot.](#)
- [Greater Manchester Hypertension Case Finding in Optometry Pilot](#)
- [Hertfordshire and West Essex \(HWE\) Hypertension Detection Pilot \(Optometry and Dental\).](#)

Seventeen case studies were produced for the [NOC](#). These included both clinical case studies and case studies showcasing successes from each region. These included:

- [North West LOCs Secure £1.5M to Strengthen Workforce](#)
- [Regional Impact Through East of England LOC Partnership](#)
- [Hertfordshire LOC: Demonstrating Clinical Need for a Minor and Urgent Eye Care Service in Optometry Through Dual-Audit Evidence](#)
- [Audit of the Effectiveness of the Wolverhampton Glaucoma Enhanced Case Finding \(ECF\) Service.](#)

Case Studies

LOCSU have worked with Local Optical Committees (LOCs) to develop a bank of case studies which describe how LOCs across England can position themselves to effectively respond to challenges and opportunities presented by the NHS 10 Year Health Plan and contribute to a healthier future for all.



Toolkits and Guidance

We published or updated 28 toolkits and pieces of guidance in 2025/26 including:

- [Audit Toolkit](#)
- [Glaucoma Supporting Case, as well as FAQs and Literature Report](#)
- [Chair toolkit \(update\)](#)
- [Guide to becoming a CPD provider for LOCs](#)
- [Good Governance Toolkit](#)
- [Social Media: Guidance for Beginners](#)

Focus On Documents and Briefing Notes

We published or updated 12 [Focus On documents or briefing notes](#) in 2025/26 including:

- Neighbourhood Health Guidelines 2025/26
- 10 Year Plan – Fit for the Future
- Neighbourhood Health: Key Publications and What They Mean for LOCs
- NHS Webinar on Activity Management Plans.

Pledge 3: Empower

The Empower pledge of LOCSU's three-year strategy commits to provide opportunities to horizon scan and influence national discussions informed by an accessible central knowledge hub, by:

- facilitating space to collaborate and prepare fit for the future primary care optometry, aligned locally, regionally and nationally.
- consolidating data and evidence with a single accessible hub.
- showcasing innovation to influence decision makers and expand services through local contractors.

In line with the targets set out in the strategy, by the end of the year:

81%

of LOCs utilised our knowledge hub - the members' area of the LOCSU website.

The topics within this section of the Annual Report outline how we have achieved this over the last year.



Empower: Strategy and Research

Strategy Days

LOCSU facilitated strategy development sessions for several LOCs during 2025–26.

These sessions were tailored to the priorities identified by each LOC and included support with succession planning and governance, engagement with commissioners, and working to develop a strategic workplan that addresses local issues and challenges. This work continues into 2026/27.

Research/Audit Guidance

In 2025/26, LOCSU produced the [Audit Toolkit](#); a practical and easy-to-use resource for LOCs and individual practitioners who want to carry out research or practice-based audits.

The toolkit guides users through collecting and analysing data so they can review current practice, spot areas for improvement, and build evidence to help embed best practice and support a continuous cycle of improvement.



North Central London LOC Strategy Day - 2025

Empower: Cardiovascular Disease

In 2024, LOCSU secured funding from NHS England to pilot CVD case finding in optometry settings, alongside similar pilots delivered from dental practices.

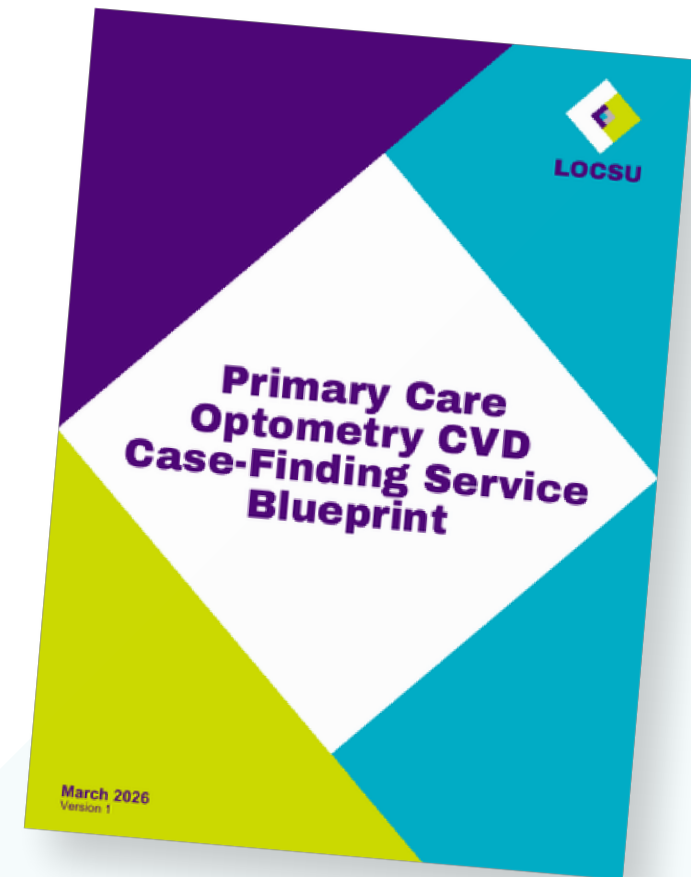
£540,00 was secured for these optometry pilots, with investments of £60k into each pilot in the following ICB areas:

- ▶ Cheshire and Mersey
- ▶ Greater Manchester
- ▶ Lancashire and South Cumbria
- ▶ North Yorkshire and Humber.
- ▶ Herefordshire and West Essex
- ▶ Lincolnshire
- ▶ North Central London
- ▶ Gloucestershire

Throughout 2025/26, LOCSU worked with LOCs to support pilot CVD case finding in optometry practices across England.

The [Primary Care Optometry CVD Case-Finding Service Blueprint](#) was then developed by LOCSU in 2026, with input from representatives from the optical sector bodies and LOCs. This blueprint aims to provide a recommended model for CVD case-finding in optometry practices. NHS England shared the blueprint with ICBs and published it on NHS Futures.

This was supported by ten [CVD case studies](#), an executive summary, case-finding letter to ICBs, evaluation and FAQs – all of which are available to LOCs within the [members' area of the LOCSU website](#).



Empower: Advocacy for LOCs

National and Regional LOC Forums

The forums provide greater opportunities for LOC engagement, increasing proactive collaboration and enabling direct communication to support cross-LOC working.

LOCs are represented at the regional forums and can bring forward regional discussion items. Items can then be escalated to the National Forum, if appropriate.

The National Forum has evolved and allows us to garner LOCs views and integrate reflections into all our national liaisons. Chaired by Roma Malik, one of four LOC Non-Executive Directors for LOCSU, the forum brings together LOC regional leads from across the country to consider matters of national impact and/or opportunity such as rejected referrals, commissioning trends, AI/technology developments, contractual matters and access to clinical placements.

Two-way communications between the LOCSU Board and National Forum are strengthened with standing item discussions and feedback loops via Board readouts and National Forum agendas. Updates are then disseminated via the Regional Forums.



Empower: Advocacy for LOCs

OFNC, Sector Bodies and Engagement

LOCSU's close links with OFNC, sector bodies (ABDO, AOP, FODO) and the College of Optometrists continue. Many key national colleagues are also [LOCSU Non-Executive Directors](#) and LOCSU is an observer on OFNC.

LOCSU has a [specific OFNC section on the website](#) where statements are shared as a 'news item'. This then automatically filters through to LOC constituents via LOCs who use LOC-Online.

LOCSU escalate LOC local and regional conversations and concerns to OFNC and sector body colleagues. Colleagues then provide support and/or utilise the information to inform national discussions.

Examples of joint sector national work include:

➤ NHS England's national community diagnostic programme

Hundreds of community diagnostic centres (CDC) sites have been approved by this programme. LOCSU responded to an NHS survey request relating to sustainable CDCs in September 2025.

➤ Working closely with sector bodies and the College of Optometrists

LOCSU provided feedback to the Getting it Right First Time team to strengthen the importance of glaucoma referral filtering and optometry monitoring in joined-up glaucoma care.

➤ RNIB Eyecare Support Cataract Pathway

LOCSU responded to the RNIB Eyecare Support Cataract Pathway with the final guidance better reflecting the role of primary care optometry in the patients journey.

➤ UK Human Medicine Regulations 2012 proposed changes

DHSC consulted on proposed changes to the UK Human Medicine Regulations 2012 to extend the range of medicines for optometrists and contact lens opticians. LOCSU responded and provided full support to the proposal.

Together we ensure a strong voice for the profession to influence national decision makers.

Empower: Advocacy for LOCs

LOCSU national responses on behalf of LOCs

LOCSU has continued to review and digest national documents and provide national consultation responses. We share all our consultation responses with LOCs and PECs in advance of submission, to enable final refinement that ensures the LOC voice is heard.

[Responses are available in the members' area of the LOCSU website.](#)

Working with the College of Optometrists

The College of Optometrists supported two workshops at the [NOC25](#) - 'The UK Eye Care Data Hub: Understanding expected demand and the available eye care workforce in your area' and 'Empowering LOCs to embrace practice-based research'.

The first session looked at the UK Eye Care Data Hub and how it can help optometrists and LOCs, while the second session considered how LOC members who are new to research could get involved with practice-based research in optometry.



The College of Optometrists at the NOC25 - May 2025

Empower: Advocacy for LOCs



Five Nations in Edinburgh - January 2026

Five Nations

LOCSU leadership joined organisations from across the United Kingdom and Republic of Ireland at an enriching **Five Nations meeting** in Edinburgh in January.

Hosted by Optometry Scotland, the event promoted collaborative working across optometry, bringing together sector leaders to share insights and discuss key priorities.

NIHR

The National Institute for Health Research (NIHR) attended **NOC25** and supported the 'Empowering LOCs to Embrace Practice-Based Research' workshop on the first day.

This workshop provided guidance on how optometrists who are new to research could get involved with practice-based research in optometry. The NIHR provided expertise contributing to the development of the audit toolkit.

CCEHC

LOCSU are a member of the **Clinical Council for Eye Health Commissioning** (CCEHC). Zoe Richmond, LOCSU Clinical Director, was elected Vice-Chair in July 2021 and stood down after two terms in October 2025.

The CCEHC is an independent advisory body providing evidence-based national clinical leadership, advice, and guidance to policy makers and those commissioning and providing eye health services in England. It is uniquely positioned and brings strong collaborative working and leadership.

Finance

Principal Activity

LOCSU's purpose and principal activity is to support LOCs across a spectrum of activities. This support is delivered through practical hands-on engagement and services provided directly by the LOCSU team consisting of subject matter experts and leads. In addition, LOCSU provides some essential back-office functions (such as payroll) through outsourced professional services.

The members of LOCSU (its "shareholders") are the three optical sector bodies: the Association of British Dispensing Opticians (ABDO), the Association of Optometrists (AOP), and the Association of Eye Care Providers (FODO).

LOCSU is funded almost entirely by levy payments from LOCs, and the audited figures in this review show how this funding has been used.

LOCSU is the sole shareholder of nine active primary eye care companies (PECs). Primary eye care companies act as lead provider/head contractor bodies which sit between commissioners and individual practices. The results of primary eyecare companies are not consolidated within these audited figures.

The directors who served during the year were:

- Dr J M Tweed (Chair)
- Mr A J Bridge
- Mrs S Fazal (resigned 12 March 2026)
- Ms S Fida
- Mr A M Halford
- Mr P G Hampson
- Ms S E Joyce
- Mrs R Malik
- Mr A E Sampson
- Mr H Sandhu
- Mr J Singh

Finance: Financial Results

The audited results for the year ended 31 March 2026 are shown below along with the prior year audited results for comparison.

The result for the year ended 31 March 2026 was a deficit before taxation of £96,176 on a turnover of £1,386,891 (compared with a surplus of £146,955 on a turnover of £1,597,547 in the prior year). Company reserves at the end of 31 March 2026 are £1,791,120.

The intentional deficit for the financial period is a result of the 20% reduction in the levy rate, from 0.5% to 0.4% implemented on 1 April 2025, together with the commitment to continue to reinvest reserves in LOC-specific support services. The end of year deficit was £250,000 better than budget, achieved primarily due to higher income in the period and lower than anticipated contractor and professional charges.

Income exceeded budget by approximately 9%, driven in part by the receipt of levy arrears and higher than anticipated GOS activity and value. LOCSU levy income continues to be received more promptly, with receipts increasingly falling within the financial year to which they relate. 50% of LOCs now pay their levy via PCSE. This approach reduces the administrative burden on LOC Treasurers and supports LOCSU's objective of maintaining the levy at the lowest sustainable rate, recognising the financial pressures faced by LOCs and contractors.

Other Income primarily represents interest earnings, part of the investment strategy to maximise returns on reserves.

LOCSU's activity remained aligned to the three strategic pillars of Enhance, Enable and Empower, as set out in the three-year strategy [Shaping the Future of Local Eye Care](#). Delivery across all pillars is supported by LOCSU staff, ensuring that specialist expertise and resources are directed towards LOC priorities.

Under Pillar 1, Enhance Operational LOCs, the payroll service remained the largest area of investment, accounting for more than 50% of expenditure within this pillar. During 2025-26, £16,000 was invested in the inaugural Member Development Day, providing enhanced training and networking opportunities for LOC officers and achieving a 93% satisfaction rating.

Pillar 2 – Enable Influential LOCs, attracted the highest level of investment in 2025-26. This reflected the challenging and evolving NHS landscape and the importance of ensuring a strong LOCSU and LOC presence to protect, retain and expand eye care enhanced services. More than £20,000 was invested in developing a commissioning and ICB influence toolkit with supporting evidence and case studies, providing powerful, practical resources to help LOCs advocate for local services.

Finance: Financial Results



The National Optical Conference (NOC) returned in 2025-26 and was the largest to date, with more than 250 LOC representatives attending two days of interactive learning and collaboration. The cost of hosting a large event is notable, circa £160,000. In 2026-27, LOCSU will return to its Regional Conference programme, continuing the rhythm of alternating annually between national and regional events.

Activity under Pillar 3, Empower Strategic LOCs, was delivered by existing LOCSU staff, avoiding the need for additional expenditure. Through the utilisation of our national and regional forums, and maximising collaboration opportunities with sector partners, LOCSU continued to seize opportunities to advocate for primary eye care and LOCs as we worked together to prepare for the future, and lead change. As the emerging NHS structures mature, activity will grow in 2026-27.

LOCSU continues to take a strategic review of reserves, and the most appropriate balance between income and activity to ensure all LOCs are appropriately supported in their work. Whilst managing reserves back towards the level set out in the reserves policy, equivalent to six months' operating costs, LOCSU will intentionally budget deficits, with the objective to return to an annual breakeven position.

The LOCSU transition continues with a drive to achieve the optimal structure for increased efficiencies whilst continuing to maximise support provided to LOCs. The focus will remain on utilising funds in support of LOC activity to ensure that LOCs are able to in turn maximise opportunities for the benefit of professionals and practices across the country.

Finance: P&L



LOCSU

Summary audited statement of financial activities for the year ended 31 March 2026 (with comparative for 31 March 2025).

	2026 AUDITED £	2025 AUDITED £
Income		
Levy received	1,331,060	1,534,390
Other income	55,831	63,157
Total income	1,386,891	1,597,547
Expenditure		
Personnel costs		
Staff costs including directors and payments to consultants*	731,726	658,177
Advisor attendance and expenses	207,749	274,865
Outsourced support	91,731	81,942
Board expenses	2,491	2,066
Total personnel costs	1,033,697	1,017,050
Training (staff and for LOCs)	3,383	43,714
Office accomodation and costs (including licences & website costs)	56,593	44,146
Legal and professional costs including audit	44,229	124,690
General expenses including travel	41,111	41,913
Depreciation and loss on disposal of fixed assets	2,786	1,578
Activities		
Conferences and events (NOC/ROC)	196,763	64,068
Clinical course development and website	25,444	19,294
LOC & PEC specific services	73,110	62,840
In-year projects	5,951	31,299
Total activity costs	301,268	177,501
Total expenditure	1,483,067	1,450,592
Taxation	26,835	-
(Deficit) / Surplus for the financial year	(123,011)	146,955

* Reflects staff and director salaries/payments plus NI and pension, it also includes recruitment costs and staff (health) insurance. The consultants are external consultants and includes Cream Design for their communications work.

Finance: Balance Sheet



LOCSU

31st March 2026

AUDITED

£

31st March 2025

AUDITED

£

Fixed assets

Tangible assets	4,952	5,480
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Current assets

Debtors	135,165	348,925
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Cash at bank and in hand	1,909,512	1,938,334
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Current assets total	2,044,677	2,287,259
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Creditors: Amounts falling due within one year	(258,509)	(378,608)
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Net current assets	1,786,168	1,908,651
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Total assets less current liabilities	1,791,120	1,914,131
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Reserves

Income and expenditure account

At the beginning of year	1,914,131	1,767,176
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(Deficit) / Surplus for the year	(123,011)	146,955
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Members' Funds	1,791,120	1,914,131
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These summarised financial statements are an extract from the statutory financial statements for the year ended 31 March 2026 which have been audited by Menzies LLP, who gave an unqualified audit report on 10 August 2026.

The auditors have confirmed to the directors that these summarised accounts for the periods ended 2025 and 2026 are consistent with the statutory financial statements.

**For further advice or feedback on this
Annual Report, please contact
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Version 1: 09/26

