

WALKING WITH PURPOSE



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**Frances
Cullen**

Outgoing Chair's Report

In a time of crisis, I am immensely proud of how the team stepped up and radically shifted our day-to-day activities to serve the community. A standout example was the team providing and delivering Christmas meals to over 149 members.

A Firmer Foundation

The last 3 years has seen phenomenal change at Croydon Vision, incorporating and expanding an all-age membership, empowering our members to lead healthy, independent and satisfying lives. Our Strategic Plan 2020-23 has kept us focused; see page 8 and 9 for progress to date.

Governance Management

This year, we embarked on the journey of succession planning, to further improve board effectiveness and we're very pleased to have recruited 3 new trustees including a new Chair. I feel privileged to have been the Chair of such a vibrant and forward-thinking charity and thank you all for your support over the years. I am pleased to hand the reins to Nigel Gooding and wish him every success for the future.

Frances Cullen



**Nigel
Gooding CBE**

Incoming Chair's Report

I am delighted to be joining as the new Chair. I applied for the role as I was hugely impressed with the work of Croydon Vision, its mission, vision and values. As we head towards our centenary in 2023, we are ambitious to create a sustainable future, focused on high quality facilities, services and support for the next 100 years.

Our Plans are Ambitious

- Creating an accessible, modern resource centre designed as a hub for support, services and connectivity by March 2022.
- Exploring opportunities to improve the sustainability of our charitable activities through increased income, including a new income profile with the addition of housing, space for hire and creative workspace.

Through commitment and teamwork we will take Croydon Vision forward.

I would like to pay tribute to Frances Cullen as the outgoing Chair. I am pleased she will continue to serve on the Board as a trustee.

Nigel Gooding

Chief Executive's Report



**Susanette
Mansour**

I believe the greatest act of leadership is caring for the people you have the privilege of leading and the next best thing is connecting your people to their purpose. There is a culture shift taking effect, we are creating an empowering movement from dependence to independence that leads to interdependence, because life is a team sport.

Thriving through Change

The past year has been one of the most challenging for many of us. It was hectic, yet absolutely rewarding and I could not be prouder of the commitment and dedication of my team (staff & volunteers) as well as support from trustees and partners. Financially, the pandemic took a toll on our resources and despite efforts to recoup losses, we ended the year with a £33k deficit.

17% - increase charitable activities cost due to adapted services

87% - decrease in Hall Hire income

37% - increase in cost of lift installation due to inflation

We've also come through the pandemic with key learnings and growth:

- **A duality mindset:** confronting the brutal facts of reality yet never lose faith.
- Creating an **environment of fun** and people working in their strength zones.
- Introducing a **build to sustain** model, Heart of a Charity, Mindset of a Business.

Increasing Empowerment and Agility

The outlook is uniquely uncertain as the country charts its exit from the pandemic. Our priority is to ensure we are well placed to serve our members. An agile approach to provide bricks, clicks or hybrid services. To achieve this, we are developing our people as purposeful leaders and taking care of each other.

Future State

We've started the groundwork for our 2023 centenary, taking steps to build for the next 100 years. A key focus is the development of sustained income through our Heart of a Charity, Mindset of a Business model. We are raising our ambitions and simplifying operations, to accelerate our cost savings programmes. This means we can invest in our people, improve the quality of services and create a vibrant community for everyone.

Thank you to all who have joined us in our work this year and to all who will journey with us in the challenges and opportunities of the year ahead.

STAFF VOICES

THE MANAGEMENT TEAM

We want to work somewhere where people feel empowered at all levels. Everyone here has huge passion for what they do, so if a good idea (sometimes referred to as a 'thought grenade' at Bedford Hall!) crops up, we want people to have the confidence to act, making the most of the talent they're surrounded by and then seeing it through with tenacity. Then, if we fail, we fail forwards. Learning and growing together.

This year, starting with 'why' has helped us retain laser focus on what we want to achieve, on everything from our Summer Fiesta, to the stall we held at The Whitgift Centre for National Eye Health Awareness Week. When we've pulled together for events like these it's felt like there's nothing we can't accomplish.



TEAMWORK MAKES THE DREAM WORK

Below members of staff reflect on the year we've had and ways we've grown:

It was very important that our members still felt supported by us during lockdown. My homecooked lunches and desserts were delivered along with a smile! When life gives you lemons, make orange juice and leave the world wondering how you did it. **Isha, Super Chef**

I felt that CV was needed more than ever this year, I've found that with challenges also came opportunities and we've forged new partnerships to further support and inspire our working age members. It feels exciting. **Odette, Community Dynamo**

Whether I'm in the tech studio, the resource centre or chatting with members on home visits - I'm motivated by the energy and enthusiasm of our vibrant community. **Ola, Mr Computer**

It's been an honour to serve the members of Croydon Vision during this turbulent time. Equipping and empowering just one person with the right knowledge and tools for their journey ahead feels awesome. **Glen, People's Champion**

VOLUNTEER VOICES

We have 51 incredible volunteers (and counting) who contribute a huge number of hours to our charity. We are truly grateful to this diverse group of people, who come here to learn new skills, give back to the community and gain work experience.

Maria



Stirling

"I am proud to be back at Bedford Hall and find joy in connecting with our members weekly."

Sue



Ardley

"When friends ask me whether volunteering here is depressing, I tend to respond with "It's the day I laugh most during the week!"."

Sammy



Kalembo

"I'm proud to volunteer as a Branding Assistant at Croydon Vision. I want to be a coder or a developer, so it's great experience for me."

We continue to build upon our connections to expand our cohort of volunteers.



Oscar Morales (pictured right) came to work with us as part of our new partnership with St Mary's University, joining Croydon Vision as a Project Management Intern. While here he developed a volunteering strategy to help us enhance our volunteering processes and identified areas of best practice for us to zero in on. As our first intern, it was a privilege to support Oscar on his journey.

We wish Oscar the very best in his career and will be implementing his research and suggestions in the coming months:

- 1) **Innovating** to recruit new volunteers from different sectors
- 2) Further **developing** the volunteering induction processes
- 3) **Finding ways** to recognise the efforts of short-term volunteers
- 4) **Establishing** new partnerships with educational institutes

MEMBER VOICES



CHILDREN AND YOUNG PEOPLE

"Croydon Vision has helped my daughter build her confidence and make new friends." - **Rachel**

"I have been reading lots during lockdown and look forward to the book club at Croydon Vision." - **Jesse**



WORKING AGE

"Your IT support helped me understand the use of Zoom; enabling me to reach my full potential at work." - **Rita**

"Your confidence sessions have given me the tools I needed. I feel like a new person. Watch who's going to go after their best life!"
Marsha

"A big thank you to the tech team for all the help you've given me. I successfully purchased groceries on-line, yes!" - **Graham**

"So nice to be back, I missed Croydon Vision, the people and I met new members as well, it's like family." **Lauren**



OVER 65s

"It's like I've never been away! I feel so welcome coming back." **Rosemary**

"Members like me may be blind but our minds are active and so the services you offer are like a magnet."
Evelyn

"As a new member of Croydon Vision, I was apprehensive on my first day, I've been home for many years and my confidence shattered. I was unsure how to engage with people and expected the worst. However, they made me feel so welcomed, I am happy." - **Mark**

STARTING WITH WHY

Our five pillars, **Co-production, Community, Accessibility, Holistic Health and Sustainable Reach**, are key to our 2020-2023 Strategic Plan and guide everything we do.

Below you'll see how these pillars have focussed our activity this year and how we're building on those achievements in our targets for next year:

CO-PRODUCTION: Our members shape our development.

- ✓ **92 new members** joined (pre-Covid target was 100) → **Collaborate** with 8 external organisations
- ✓ **19 Service Enablers** engaged in operational development meetings → **Further embed our model**; Heart of a Charity, Mindset of a Business
- ✓ Surpassed engagement for **peer support** by 20% → Introduce quarterly evening and weekend sessions to further **engage Working Age members**

COMMUNITY: Improving our reach and engagement in Croydon.

- ✓ **Engaged with 3 new schools** to raise awareness → Focus on **local areas** of deprivation and reach 200 newly-diagnosed visually impaired (VI) people
- ✓ Ever-increasing number of members reached **through Bricks & Clicks** → Develop **5 new partnerships** in the community e.g. faith groups
- ✓ Our new mobility vehicle has **enhanced outreach** → **Activate** 'The Lost 500' project, reaching people who've fallen between the gaps in the referral system

STARTING WITH WHY CONT.

ACCESSIBILITY: Transforming premises and improving tech usage

- ✓ **Lift and building work** to commence in 2022 → **Mobile tech hub** allowing us to work smarter and increase reach
- ✓ Built a **tech studio** to improve virtual services → Become a **specialised contractor** for IT certified training
- ✓ Produced our own **podcasts** and 'Did you know?' **videos** → Build **tech trailblazer** credentials and pilot accessible tech

HOLISTIC HEALTH: Putting our members at the centre of their care pathways

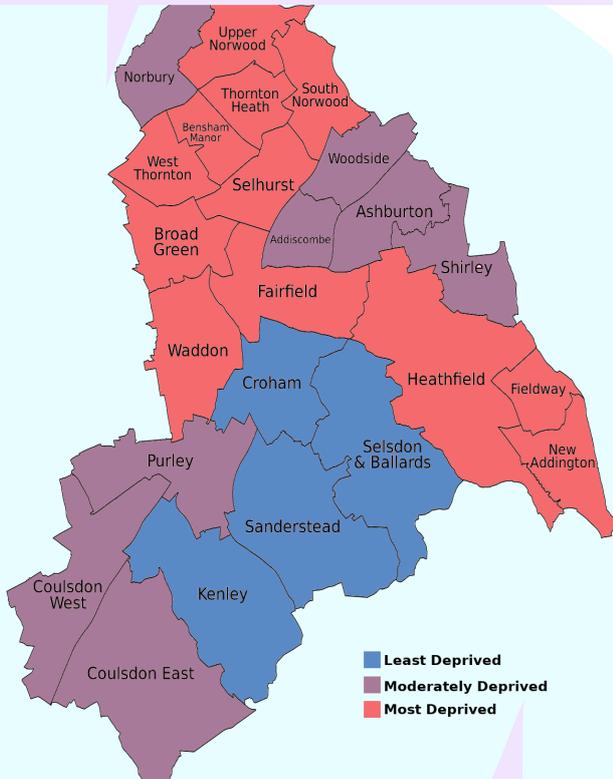
- ✓ Developed **Living with Sight Loss workshops**, 6 sessions undertaken so far → **Commercially align** with 7 new businesses (CSR), on eye health awareness
- ✓ **Moorfields Low Vision Clinic** now operates at Croydon Vision; a one-hub approach → Improve the **referral pathway** between statutory, medical and support services

SUSTAINABLE REACH: Improving our communications, brand and income stream

- ✓ **Defined our culture** to improve branding and impact → The use of **PESTLE analysis** for in/outward assessment
- ✓ Facilitated 7 **Visual Awareness Workshops** (revenue generation) → Develop a **communication strategy** and an Impact Officer
- ✓ **Recruited** a Trusts & Foundation Fundraiser → **Connect** with 2 sight loss charities, building transatlantic connections

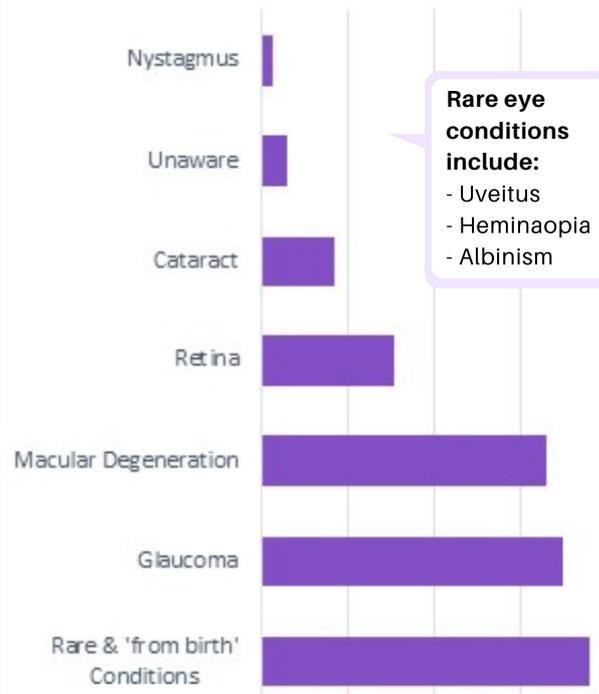
CROYDON VISION IN ACTION

'Pre-covid' stat: **9,420** Croydon residents live with some form of sight loss. For **1,210** their sight loss is severe. We need action.



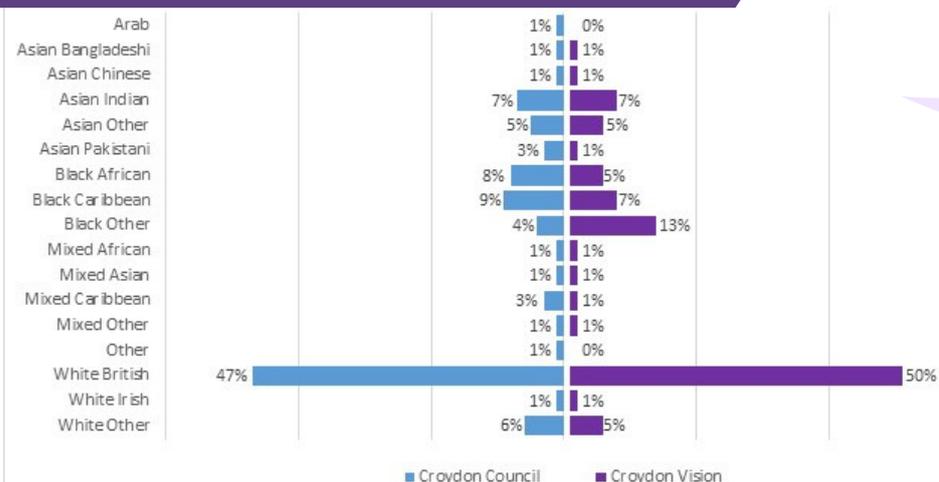
This map shows the areas of social and economic deprivation within Croydon. **57%** of our members live in the most deprived areas.

Members Eye Conditions



50% of our VI community have admitted they have **difficulties with eye health compliance**. **Glaucoma** is the primary condition amongst our members.

Ethnicity Profile in Croydon



We've invested much time and energy into **outreach and engagement**.

This graph is a demonstration of our commitment to inclusion, equity, and diversity - representing one of our values.

BRICKS AND CLICKS

SERVICE ENABLERS



Charles
Schokman



Susan
Lawrence



Jim
Smith

Our Service Enablers Group is made up of staff, members and volunteers who are passionate about our work here and influence our decision-making accordingly. Our quarterly meetings always result in impactful action points:

- Introduced Phase 2, discussed and agreed mutual expectations, as well as creation of flexi-volunteering (classic, skill up & route to work).
- Further developed our Communication Pathway for Members & Team.
- Formed a Task & Finish group to support the Lift installation and Refurbishment.
- Steps to improve referral pathways and the need for systematic change to leave no VI person behind.

We learnt a lot from lockdown, which essentially supercharged everyone's online presence. Thanks to virtual meetups, live online events and social media engagement, our community is now a lot more tech savvy.

SOCIAL MEDIA

	2020	2021	
Twitter	792	1,005	followers
Facebook	319	530	followers
Instagram	205	440	followers
LinkedIn	32	110	followers

TECH ENGAGEMENT

- 443** One-to-one sessions
- 46** Facebook Live sessions
- 3** Group tech workshops

As Bedford Hall has reopened, we've committed to connecting members to life-changing technology and creating online content that reflects our work here.

BRICKS AND CLICKS CONT.

BRICKS

75

Face to Face
Children & Young People attendances



3,359

Freshly cooked lunches
delivered to our members

277

Tech Trainings –
home visits and workshops



220

Advice and
Advocacy one-
to-one sessions

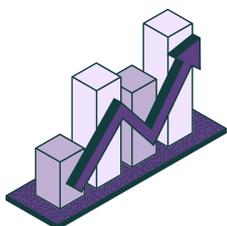
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Grocery,
prescriptions and
doorstep buddying

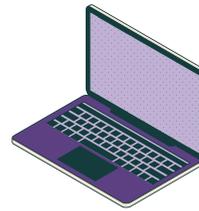


32

Of our members
transitioned into
volunteering or
employment



CLICKS



120

Virtual Children & Young
People attendances

11,476

Views on Facebook
Live events



69

Tech Trainings –
online and over the phone



95

Online / phone
advocacy and advice



1,251

Social group
attendances

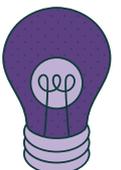
1,740

Befriending calls



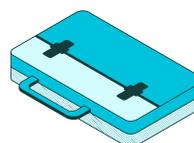
142

Talking
Therapies



147

Working Age sessions
+ workshops



HEART OF A CHARITY MINDSET OF A BUSINESS

There's a culture shift taking place at Croydon Vision, we are no longer just a 'tea and sympathy' organisation, instead we're embracing 'Heart of a Charity, Mindset of a Business', to empower everyone in our vibrant community.

This means creating opportunities to **diversify our income stream**, enabling us not just to survive on grants but thrive, powered by our own talents, expertise and energy. Probing what differentiates us from other organisations in our borough, we've zeroed in on three ways we can **build to sustain**:

ROUTE TO WORK

Nationally around 27% of people with sight loss are in employment, that number drops to 15% in Croydon - we need to act fast.

Our model has already helped 15 of our members into work. Leveraging government employment initiatives, we're experts in improving the employability of VI people.

TECH FOR SUCCESS

45% of our members have identified technology as a key life-enhancer to connect, engage and open doors to new opportunities.

Accessible tech is a game-changer for VI people. We'll run courses to upskill members, thereby improving quality of life as well as their employability.

VISUAL AWARENESS WORKSHOPS

9,420 people are living with sight loss in Croydon. Mystery shopper research tells us local businesses and even surgeries are not all VI-friendly.

We're harnessing our expertise to run workshops to make Croydon (and beyond) more VI-friendly. Ultimately training and employing members to deliver the workshops.

FINANCIAL UPDATE

Statement of Financial Activities

The total income for the year was £532,058 (2020: £557,695). The reduction in income is largely attributed to a reduced level of rental income due to the pandemic for most of 2020-21.

Expenditure for the year was £565,407 (2020: £515,154). Due to the demand and nature of our work, all team members worked right through the pandemic, none were furloughed.

Balance Sheet

The above result led to a deficit of £33,349 (2020: surplus £42,541), which has resulted in a combined fund balance of £1,884,994 (2020: £1,918,343) at the year end. For a full copy of our Annual Account 2021 please visit:

croydonvision.org.uk/downloads/

Income and Expenditure

£	2018	2019	2020	2021
Income	236,285	583,278	557,695	532,058
Expenditure	340,897	435,119	515,154	565,407

Adapted Service, the cost of Bricks & Clicks

Bricks:



Health & Safety up 126% compared to 2020



Increased cost, staff & contractors by 24% like for like

Clicks:



Tech Studio costs £26,676

Future State, plans to diversify our income stream

Principal funding sources

	2021	2023
Contract for Service	8%	30%
Grants (Trusts & Foundation)	82%	35%
Operational activities (Heart of a Charity, Mindset of a Business)	10%	35%

Alexey Persists
Treasurer

THANK YOU

Huge thanks to our volunteers and trustees; you are truly the heart of the charity. Here's some of what your incredible generosity has equated to this year:

£184
Transport



£13,719
Social Groups

£5,751
Administration



£60,227
IN TOTAL



£912
Fundraising

£13,486
Befriending &
Outreach



£6,977
Trustees

FUNDERS AND PARTNERS

Advice Service Council
Asda Foundation
AVIVA
BBC CIN
Big Lottery
CA Redfern
CAF Bank
Capital Space (Croydon)
Croydon Charitable Trust
Croydon Council
Croydon Relief in Need
Edward Gostling Foundation
GSK & Kings Fund
Home Office Croydon
Independent Age
Leap Frog Nursery
Local Optical Committee

London Community Fund (LCF)
Lynette Richards Lords
Croydon Mayor 2019-2020
Moorfields Eye Hospital
Primary Club, Fit & Fab
Redemption Faith Worship Centre Ltd.
Ros Harding Trust
Selston Baptist Church
Span Trust
Wolfson Foundation

Legacies:

J T Rose

In memory:

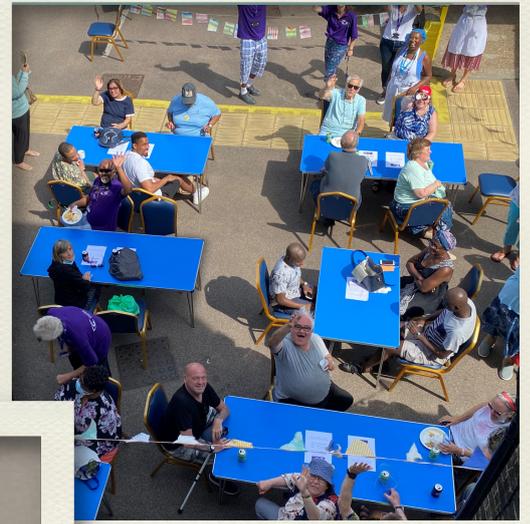
Pat Tebbut

Caroline & Peter Close

Thank you to all our members and volunteers, who have been so generous with their donations. We are so grateful for your continued support.



Compassion



Diversity



Integrity



Awareness



Teamwork



FOLLOW US

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FIND US

72 - 74 WELLESLEY ROAD

CROYDON

CRO 2AR

CHARITY NO.

1165086