



Croydon
Vision

Changing how we **SEE**



STRATEGY 2023 - 2026



An audio version of this Strategy is available at croydonvision.org.uk/downloads

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A STRONG PAST. A FOCUSED PRESENT. AND AN AMBITIOUS FUTURE.

THE NOW AND THE FUTURE

Whilst celebrating our 100 years, we created space to think and ask, what's next? We've done much reflection and exploration (digging for gold). **We are now laser focused to leave a legacy for the next 100 years, centred on the model; heart of a Charity, mindset of a business with three key objectives:** expanding reach and impact, deliver practical support and drive a culture of giving back to the community.

Sight loss changes everything, BUT, there's hope!

Imagine you wake up one day with no sight, just shut your eyes and try to make tea. You can't drive anymore or get out to the shops. Imagine being at home in isolation not seeing anyone even family or friends, you can't see the television or read a book, just ask yourself how would you cope?

At Croydon Vision, we take people on a journey of transformation; from dependence to independence. Sight loss is increasing fast and rapidly, especially from mild to severe. In Croydon **1 in 37 people** are living with some form of visual impairment and by 2032, it is projected to increase by 21%, which equates to 12,700 people. We want to create space and welcome many more people to our vibrant community.

To achieve this, we need £7.5m for a new bespoke building that is forward-thinking, inclusive and multi-functional (bricks and clicks). A building that is self-sustainable for the next 100 years, driven by our model; Heart of a Charity, Mindset of a Business.

THREE QUICK FACTS FOR AWARENESS ...

DIABETES - 21,810 people are estimated to be living with diabetes in Croydon, putting them at risk of developing diabetic eye disease.

IDENTIFYING SOMEONE WITH SIGHTLOSS - Did you know that 75% of people don't use a cane or would prefer you don't just grab their arm, assuming they need help.

AN AGING POPULATION - The number of people aged over 85 in Croydon is estimated to increase by 66% by 2029 – we need to act, to change more lives.

EMBRACING DISCOMFORT

There is a necessary element of discomfort with our strategy for 2023-26, simply because we know we do not have all the answers. There is strength in that. We'll need that strength to challenge the status quo. We're breaking free from perfection in this strategy, which we're not seeing as a plan so much as a set of choices that collectively position our organisation. With that in mind, our strategy will focus on creating a sustainable advantage through cost management and team capabilities, to deliver superior returns, both financially, and socially for our people.

HUMBLE BEGINNINGS

In July 1923, a few visionaries decided to branch out of The Croydon Guild Social Services because it offered limited social activities for people with sight loss. The name of their new organisation was Croydon Voluntary Association for the Blind. Its aim was to promote the welfare of the blind people in Croydon.

GROWING WITH PURPOSE

Fast-forward over the past five years, there's been a huge step-change in what is now called Croydon Vision. A dynamic new team (volunteers and staff), a freshly defined culture and a new organisational outlook that embraces the ethos of 'Heart of a Charity and Mindset of a Business' are visible here each and every day. Each change has been a step in our long-term plan for transformation, adding extra strength to the solid foundations we have here, which allow us to fail forward and grow with purpose.

SPREADING OUR FOCUS

From 2018 to 2022, sight loss has grown by 11.5% in Croydon, inclusive of mild, moderate, and severe sight loss. To date, our membership has traditionally been made up of those with severe sight loss.

Now Croydon Vision is ready to move forward, to engage more of our community. Our knowledge of visual impairment, acquired over 100 years, will uniquely enable us to work towards preventing avoidable sight loss within our borough and beyond. The next step in our evolution is to embrace the entire sight loss community, ranging from those with mild diagnoses, to those registered as blind.

A POWERFUL NETWORK

Building strong relationships with people inside and outside our organisation is key to delivering our vision, values, culture, and long-term organisational success. We're growing together (team and members), so while it is essential we listen and respond to people's concerns, we also need to challenge perspectives and have tough conversations when required.



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We want to champion people with sight loss in Croydon, as a powerful force for good. We want to develop and work with people who take responsibility for themselves and their community, caring for each other with purposeful intent.

GIVING BACK - THRIVING PARTNERSHIPS



**Rajan Amin, CII (Chartered Insurance Institute)
Coversure Croydon**

“Our partnership with Croydon Vision began with an invitation to a Gala evening in 2019, courtesy of Ketan Jadeja. It was during this event that we first connected with Susanette (CEO), and our mutual respect has flourished ever since. Our commitment to Croydon Vision has remained steadfast, from participating in the Boxhill walk, to actively supporting their events. **Giving back is not just a concept for us – it is deeply ingrained in our culture and identity as a Croydon business.**”

**Sian Lunt
Faculty Director at UCL**

“To promote inclusivity in the work place, we collaborated with Croydon Vision to deliver a Visual Awareness workshop to our faculty team. We wanted to be ready, to welcome new staff with visual impairments. The session was impactful, fun and informative. **We learnt the importance of empowering people with sight loss by asking instead of assuming.** Plus how accessible technology is a game changer. We’re now more descriptive and intentional in meetings and the workplace as a whole. Thank you Croydon Vision!”



**Hussain Khambati
Lead Optometrist, Moorfields South Division**

“Following an Integrated Ophthalmology review in Croydon 2018-19, Moorfields Eye Hospital partnered with Croydon Vision, to provide a community-based Low Vision clinic at Croydon Vision on a weekly basis. **This partnership promotes a win ALL approach.** It significantly reduces waiting time for patients needing eye care, whilst tapping into the social support within Croydon Vision, to rebuild lives. The partnership continues to grow from strength to strength.”



OUR STRATEGY FOR 2023-2026



Embracing Aspirations

We envision reaching as many people as possible experiencing mild to severe sight loss in Croydon, developing stronger networking links, educating people about eye health, transforming lives and giving back to the community.



Igniting a Culture Shift

Our model will focus on preventing sight loss, smashing taboos and retaining a laser-focus on transformational work; to deliver hope that there is life after sight loss.



Unlocking the Circle of Giving

Practical support will lead to transforming the lives of people living with sight loss, who will in turn be empowered to embrace giving back to their community, utilising their skills and experiences, promoting a more intergenerational model.



Building Resilience

Our target of £7.5 million by March 2025 represents a bold declaration of intent for the next 100 years. We want to deliver financial sustainability by building a multi-functional centre of excellence that leverages the power of Bricks (physical) & Clicks (virtual) to serve our community.



Driven by our Purpose

We put people first. We empower our people, on their journey to independence. We take great pride in our Vibrant Community. These crystal-clear statements underpin everything we hope to achieve.

FRESH OPPORTUNITIES CLEAR GOALS

We are primed to seize on opportunities within our borough. We want to learn from and connect with organisations within the health sector, statutory, businesses, and the community. Five ways we're going to zero in on these opportunities:

1 - PARTNERING WITH BUSINESSES



Corporate Philanthropy is at the heart of our fundraising and partnerships programme. We want to ensure each relationship is mutually beneficial (win all).

2 - BRAND EXTENSION



We're driven to be best in class for accessible communication in Croydon. At that point we can leverage our credentials to extend into horizontal lines of business.

3 - ONE CROYDON ALLIANCE



The Alliance is all about delivering more tailored care and support. We plan to be at the vanguard of this project, to further a collective focus on prevention over cure.

4 - VOLUNTARY SECTOR COLLABORATION



This is a tried and tested way to multiply impact; minimising duplication, creating coherent care pathways, increasing reach and sharing knowledge.

5 - TECHNOLOGICAL ADVANCEMENT



Accessible technology is a game-changer for people with sight loss, there's a huge opportunity here to explore this area through strategic partnerships.

THREE CLEAR GOALS FOR 2023-2026

**PREVENTION
OF SIGHT
LOSS IN
OUR
COMMUNITY**

**PROVIDING
PRACTICAL
SUPPORT
USING OUR 5
STEP MODEL**

**BUILDING TO
SUSTAIN THE
NEXT 100
YEARS:
PHASE 3**

FINANCIAL STATEMENT

THE COST OF TRANSFORMATION

As we reflect on the past and build for the future, we realise that transformational work is worthwhile yet costly. It takes longer because each person is unique. The total cost of one severely sighted individual accessing all 5 steps equates to £8,400 this excludes the social value of volunteering time:

- STEP 1 > Rebuilding Lives, £4,375
- STEP 2 > Re-direction, £1,155
- STEP 3 > Upskilling, £1,238
- STEP 4 > Applying skills, £894
- STEP 5 > From Surviving to Thriving, £738

FINANCIAL GROWTH OVER FIVE YEARS

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Trading Income	23,761	54,488	72,316	43,789	67,811	95,203
Investment	10	20	30	15	22	692
Charitable Activities	122,536	207,728	246,021	422,173	374,589	570,896
Fundraising, Donation & Legacy	89,978	321,042	224,041	66,081	69,987	58,204
Other Income	-	-	15,287	-	-	8,651
Total Income	£ 236,285	£ 583,278	£ 557,695	£532,058	£512,409	£733,646
Membership	508	725	762	611	709	857

Income > 210% Membership > 69%

FUTURE FORECAST, OUR BOLD DECLARATION

	2023-24	2024-25	2025-26
Trading income	£104,585	£130,731	£169,950
Investment	£100	£500	£1000
Build to Sustain	£120,000	£7,500,000	£150,000
Charitable Activities	£751,925	£977,502	£1,319,628
Donation and Legacy	£23,448	£31,654	£47,481
Total Income	£1,000,057	£8,640,387	£1,688,060
Membership	1575	3150	5250

FINALLY A CALL TO ACTION

WE ARE SMALL YET MIGHTY AND OUR VISION IS TO ACCOMPLISH MUCH MORE.

CHANGING LIVES: We have passion for what we do and a belief that our plans for a multi-purpose centre can be realised. We want to see more lives transformed and are prepared to aim high, creating a building to suit the needs of all, to do just that.

CHANGING ATTITUDES: Public attitudes towards sight loss are rooted in stereotypes and a lack of knowledge about blindness and partial sight. The majority of the UK's general population agrees that blind and partially sighted people are not treated the same as everyone else. We're not prepared to accept that. By working together, we can create the right framework to change perspectives.



JOIN OUR MOVEMENT - DO FOR ONE WHAT YOU WISH YOU COULD DO FOR MANY!

- ▶ You can become a **Friend of Croydon Vision**, be part of the future.
- ▶ Give back by **volunteering** in ways that suit: coaching, mentoring, befriending etc.
- ▶ Join our **Let's Talk and Improve Committee** – shaping future services together.
- ▶ You can help us **build for the next 100 years** by fundraising for us, or leaving a legacy gift.
- ▶ You can help us to ensure no-one from the sight loss community is left behind - **advocate!**

THANK YOU

A strong past. A focused present. And an ambitious future.



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