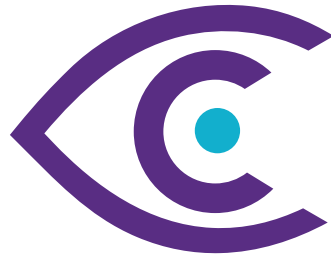


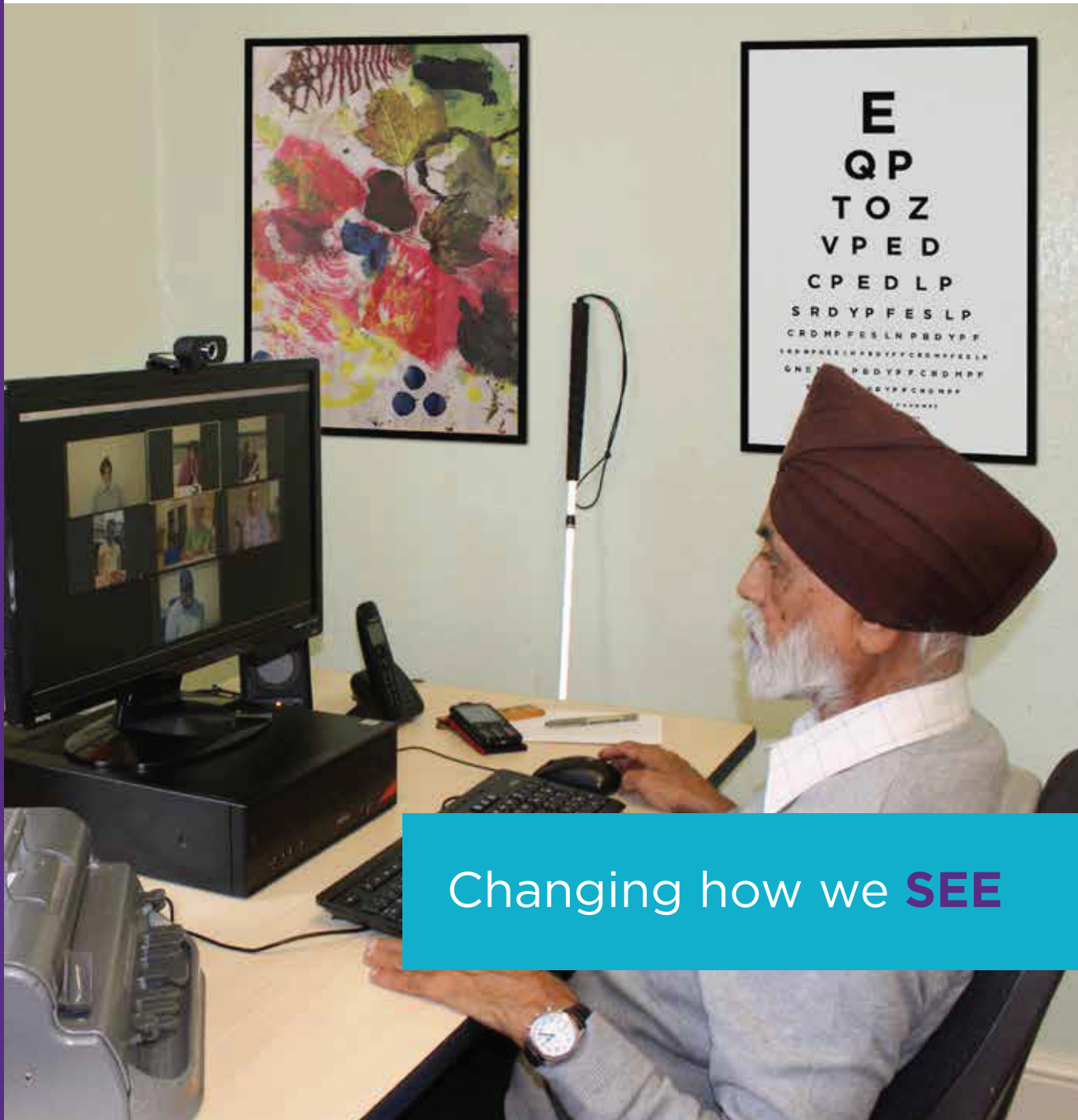
EMBRACING TRANSFORMATION



Croydon  
**Vision**

Changing how we **SEE**

# Annual Review 2020



Changing how we **SEE**



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"A big thank you to all Staff and Volunteers befriending us, delivering cooked meals, and assisting isolated people to get some essential shopping. I feel truly loved and not forgotten!" - **Brenda G (Lockdown, 2020)**





Frances Cullen

This time last year we were anticipating the Kilimanjaro trek by our trio; to raise money for a new Multi-Purpose Vehicle (MPV) which was a triumph; we surpassed target.

During this "year of two halves", the first 6 months were employed with the development of our Strategic Plan. Despite the lockdown, our finalised plan was launched virtually in April. The five pillars of our Strategic Plan 2020-23 are below:

- **Co-production** – our members to actively shape service development.
- **Community** – improving our reach and engagement in Croydon.
- **Accessibility** – transforming our premises and improving technology usage.
- **Holistic Health** – putting our members at the centre of their care pathways.
- **Sustainable Reach** – improving our brand, communications and income stream.

### Effective Risk Management

A particular focus this year has been on risk management, simplifying our conversations, and adopting a more integrated and agile approach. We are becoming more proactive with risk management to protect and grow our organisation and test our thinking.

Croydon Vision's Board has undertaken an assessment of the principal risks in relation to achieving our goals and our future performance, including reserves and cash flow.

### Succession Planning

The restructuring of our Board has proven a success over the past year. There is now a formal, rigorous and transparent process for the appointment and succession of new Board members and appropriate development and training is provided to enable each Trustee to fulfil their accountabilities as a member of the Board. The conversation on succession planning has begun and we are now planning a recruitment process from 2021, to seek new trustees and the next Chair of Croydon Vision.

### Acknowledgements

I have been profoundly impressed by the resilience our people have shown as we have adapted to new ways of working while retaining an unrelenting focus on members. During lock down, Croydon Vision operated a specialised, innovative service with excellent leadership from top down. I am immensely proud to be the Chair of such an amazingly focused organisation. A special thanks to the team (Staff & Volunteers) as well as my fellow Trustees for their continued support and commitment. Warm wishes and thanks to our funders and partners; past, present and future.

## Chief Executive's Report



Susanette Mansour

### **The world is rapidly changing and so are we - at the helm; we ensure our purpose guides our decision making.**

There are many dimensions to the Covid-19 pandemic and the humanitarian implications have been enormous.

The impact on our people and communities was immediate and while lockdown was only a part of the year, its effect and the economic disruption that accompanied it are still being felt.

I am indebted to my Team (Volunteers, Staff & Trustees). Their love and drive inspires me; thank you!

During lockdown, our commitment to serve brought courage – providing clarity in chaos.

We communicated with our members on service adaption, delivering community outreach like never before.

The rest of my report gives a quick rewind of the year, present and bold declarations for the future.

### **Purpose**

Our focus is all about transforming lives from despair to independence.

This year we launched our ambitious plan for 2020-23 (summarised on page 3).

Additionally, we tapped into our creative minds and the result, a new logo and strapline. From 2020 onwards; digital technology is transforming our services, becoming both a face to face (bricks) and virtual (clicks) organisation, thereby connecting members to exchange and share resources efficiently.

### **Our People**

As a leader, my number one priority is people, empowering others to achieve things they didn't think possible. I believe in serving, taking care of those in my charge. We are developing a 'Trust Leadership' culture, shared values and communicating strategic intent throughout the organisation. When you speak in our organisation you will be heard, what you say carries power. Speak honestly, speak frequently and use the power of conversation to make a difference.

### **Performance**

We believe in achieving great results and the diagram on page 5 takes you on a journey, setting context and declaring a daring destination, so, come join our call to action.



## Our Journey

### 2018 Something New

- January: New CEO Appointed
- Income £236,285
- 7 Staff, 64 Volunteers
- Reliant on a small pool of grants
- No Strategic Focus
- New Projects:  
BIG Lottery & Working Age
- Our membership: **725**

### 2019

#### Transformational Change

- Culture Shift - Teamwork
- Performance Management & Innovation
- Brand Development (All Ages)
- Board Diversification
- Development of a Strategic Plan
- Steps to Diversify Income
- New Projects:  
Outreach & Progression
- Our membership: **813**

### 2020 Organic Growth

- Income £557,695
- Team: 16 Staff, 53 Volunteers
- Growth & Value Driven
- Launch of Strategy 2020-2023
- Adaptable (Bricks & Clicks)
- New Projects:  
Tech for Success
- Our membership: **894 & growing...**

### 2021-2025 A Daring Destination

- £1.5 m income
- 30% commercial trading
- Strategy Plan beyond 2023
- Centenary 1923-2023
- **£5m** to build for the next 100 years re-developing and increasing sustainability
- Our potential membership will be **1,200+**



### Growth Through Transformation

Our diverse community of talented members continue to drive growth as their lives are transformed.

Our **Children & Young People** continue to inspire us with their leadership potential:

"I am in awe of the difference I've seen with my daughter since she joined Croydon Vision. Her confidence is growing, something we struggled with in the past. Thank you!" - Rachel \*

"My son has learnt to map read. This new skill is helping him so much. Thank you for listening to us! Diana \*

Our **Working Age** group are a true example of determination and resilience: One of our members entered our world by attending a 'Living with Sight Loss' course. This talented young man had been working as an Engineer on the London Underground until his sight-loss caused him to lose his employment. Our Outreach Team, local MP and the Sensory Impairment Team have worked in close collaboration for the past two years to ensure he is granted the legitimate right to financial support, a stepping-stone to future re-entry into the job market. He says: "I am transitioning from isolation and despair to independence and hope".

Carole Cherrington, another member and volunteer says: "I want to be independent like Odette Battarel" (our Personal Development Officer and Working Age Lead). Inspired by Odette's relentless zest for life and appetite for learning, Carole has pursued a grant from RNIB to purchase an iPhone as she wishes to be "well equipped to move forward in life and continue to grow".

Our **Over 65s** cohort are stimulated by activity and embracing challenges: Meet Pat Knight, one our Community Champions and very engaged in social activities. Pat struggled during lockdown as meetings and social events were conducted remotely. We organised a needs-assessment which led to tailored IT tutorials. Pat has shared: "I am so happy that I can attend virtual meetings, as well as staying connected with friends and family".

### We enjoy daily stories of success across all ages and backgrounds:

Mark Cullen, a very active member, has expressed his gratitude for the educational sessions and guidance provided by Croydon Vision. Mark has expressed: "In the past 18 months I have moved from feeling down and low to being an active and sociable member. I am now considering employment opportunities".

## Working Together

At Croydon Vision, we believe in co-production by encouraging active participation. We inspire our members to have direct involvement, and to embrace resilience and agility as our world continues to change. Our **Service Enablers Group** was created for this purpose. This group focuses on securing and maintaining effective change; having a say in the 'How' not the 'What.' Together, they recommend various courses of action for management and act as a sounding board.

We are committed to working in partnership with Staff, Volunteers & Members sharing ideas and developing a collective big thinking approach.

Our **Service Enablers** say:



"We thrive on knowledge sharing. It's great to voice ideas and communicate members' feedback. I feel like we are being listened and things are followed up" (**Maria Stirling**).

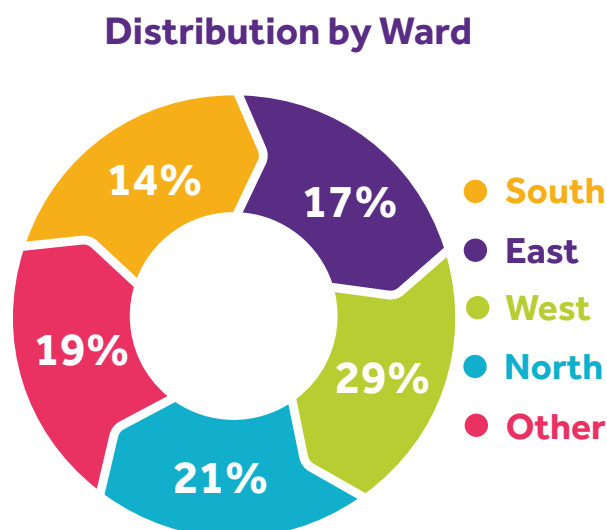
"I have been privileged to be a part of our 2020 Strategic Planning Meeting contributing ideas for the new logo/strapline and input on how Croydon Vision can positively impact our community" (**Glen Brazier**).

"The meetings are very informative and positive. It feels fantastic being part of a group that will transform the future of Croydon Vision. We are going through exciting and testing challenges, and have some great ideas that we can all help to build on and action" (**Jan Broughton**).

Furthermore the **Service Enablers** have worked in close collaboration with other Volunteers, Members and Staff to drive accessibility and diversity as illustrated here:

## Diversity Report 2019 - 2020

Gender	Age	2019	2020
Male 	Under 21	2%	13%
	21 - 30	10%	9%
Female 	31 - 40	9%	12%
	41 - 50	8%	3%
	51 - 60	19%	15%
	61 - 70	22%	19%
	71 - 80	22%	21%
	Over 81	8%	8%



## Culture of Learning & Growth

“Talent wins games, but teamwork and intelligence win championships.”  
(Michael Jordan)

Teamwork and co-production are at the core of who we are. Whatever we do at Croydon Vision, you will always hear “We are a team. We support each other and get things done”.

Our team is evolving. As we become more digital and dynamic, group collaboration remains at the core of our success whilst we face new challenges and play a key role in shaping an evolving landscape. A prime example of team work was the creation of our new logo and strapline which derived from team brainstorming during our Strategy Day earlier this year. Staff, Service Enablers and Masha, our Art Tutor, came up with an evolved logo that embodied our renewed sharper, bolder and ambitious goals. We also discussed potential straplines and finally agreed on ‘Changing How We SEE’, an action-oriented compelling message.

This summer Staff held a Bright Ideas Day. The goals of this session were to understand ourselves individually and the team, inspire growth, and translate our insights into action through carefully considered personalised plans.

We enjoyed a stimulating session on Emotional Intelligence (EQ) and reflected about our personal values in the context of Croydon Vision’s values. This discussion linked to our personal action plans and provided us with a solid platform to drive forward individual and team growth.

This year we have embarked in thoughtful reflective practice sessions (Peer Support



### Reflections from the Management Team

Group), alongside professional coaching for those who are keen to accelerate growth. We are developing a Leadership Library underpinned by the wealth of resources and expertise within the team.

**Katherine**, Resource Manager, says: “Over the past year I have focused on my purpose, explored its true meaning and discovered its magnitude. This helps me to give more as I understand the impact of what I can do. Flexibility also drives me to do more for our Croydon Vision family”.

**Natasha**, Service Manager, reveals: “Self-development has been an important aspect of my growth over the last 18 months. Knowing more about myself has helped me support and add value to the lives of others. New opportunities to share knowledge and experiences with others keep opening up which has helped me work more collaboratively”.

**Ines**, our Business Manager who is new to the team, has reflected about the importance of innovation driven by bold ideas. She is delighted that Croydon Vision embraces diversity of thought and loves the co-existence of the commercially driven culture of a professional team who is committed to a higher social purpose. Also: “By focusing on my ‘why’, I am gradually increasing my impact and embracing Croydon Vision with even more joy and energy”.





### Staff share their personal thoughts about Croydon Vision (CV)

A common theme across Staff is that we feel very proud to tell people where we work and what we do. It feels great to make everyone aware of Croydon Vision's story, and to share our mission to transform and empower through the amazing services we provide.

#### What are the most memorable things that have happened to you at CV?

Anna and Isha jointly remember a highly emotional call they received: "This member shared her deepest gratitude for our support during the toughest times".

Fay loved the moment when we secured the Investing in Volunteers accreditation, a sign of our high quality services and commitment to embracing volunteering at the core of our growth journey.

#### If we suddenly gave you £10,000 to spend on something for members this week, what you do?

Ola and Nataliya would invest in technology/IT for members to feel empowered, and to help them connect and engage remotely.

#### What makes you excited about where CV is heading?

Mickella says: "I believe we are innovative, passionate, encouraging and professional. Making a real difference, promoting diversity and raising sight loss awareness are exciting and rewarding!"

Gee-Gee and David are happy if members are happy! "We are super excited about members being back at Bedford Hall and can't wait to use our new MPV as this will give us extra flexibility to travel around Croydon."

Ade smiled when he said "I'm also looking forward to driving the MPV in addition to all the development work across the building".

Odette trusts that thanks to our reflective practice, appetite for learning and a growth mind-set we will become thoughts leaders in the sight loss sector. "By continuing to improve our current best practice model, we will inspire other charities to be bold, ambitious and to believe in their unlimited opportunities".

## Adapting Through Change

Sight loss can affect people's well-being, independence and financial security. **During lockdown, we ramped up our adaptability, agility and courage to deliver the following services:**

### Advice & Advocacy

One-to-one personalised journeys

 194

### Active Body & Mind

Social & befriending support sessions

 1,470

### Communicate to Engage

News items to connect, inspire and reduce isolation

 2,763

### Facebook Live Events

Attendances & engagement via these interactive remote sessions

 4,124

### Healthy Eating

Items including lunch, delivery of door-to-door home-made nutritious food and grocery shopping

 2,163

### Technology Training

Face-to-face tailored IT training (in addition to sporadic Tech queries resolved in real time)

 151

"I wanted to pass on a compliment to the team at Croydon Vision from a call I received. It was from the carer of one of your members who, whilst being a member for a long time, had not attended Bedford Hall for several months. They were expressing **how great Croydon Vision have been in both offering practical support** (such as a hot meal) as well as **phoning the member regularly** whilst he is isolating. It has made a huge difference to him, and the **support from Croydon Vision has been invaluable**. They were very impressed with the help you have been giving. **Your work is genuinely valued**.

During our welfare checks with individuals, it has been clear that the support you are offering has made a big difference to many people. I wanted to take this opportunity to pass on this compliment and also that **we appreciate all the hard work you are doing during the COVID-19 outbreak**". (Croydon Council)

# With Problems Comes Opportunity



2.2 billion people around the globe have sight loss or blindness. At least one billion cases could have been prevented or have yet to be treated.



By 2050, 3.5 million people will live with sight loss (up from the current 2.5 million) with more than a million people living with avoidable sight loss. The cost to the UK economy will be £33.5 billion by 2050 (up from £25.2 billion at present).



A rising number of 1,210 residents live with severe sight loss and a further 9,420 experience some degree of sight loss. Very low quality of life (QoL) scores are in line with the national average.

Through consultation with our members, we have identified key learnings from lockdown as we transition into the New Now. **There is a gap in service provision – an additional 527 residents with sight loss were identified by the local Sight Loss Register – we need to act!**

## Insights (What we learnt)

1. Over 90% of our visually impaired (VI) members need to **improve their physical and mental health**.
2. For 70% of our members, extra **community engagement and outreach** are essential to improve **QoL**.
3. 45% of members have identified **technology as a key life-enhancer** that helps them connect, engage and open doors to new opportunities.
4. More than 50% of our VI community have admitted difficulties with **eye health** compliance, including challenges to attend **check-ups**.
5. 80% of VI people experience **unemployment** (up from 65% in 2019 and highly disproportionate vs the projected 15% for the general population).



## Opportunities (Next steps)

1. Influence decision making to promote integrated working approach: **No VI person left behind**.
2. **Sustain our outreach programme** to eradicate the limitations experienced by 70% of VI people.
3. Create our own **Mobile Tech Hub** to skill-up members at home, and increase awareness of VI in schools and the wider community.
4. Build a **Croydon Vision Academy** to co-produce educational programmes driving eye health awareness through engagement.
5. Develop a **long-term strategy** to up-skill members, **tackle unemployment, fight discrimination and reduce injustice**.

We must urgently **come together and create a New Now**. We need a collective approach, from local authorities, health sector, academia, businesses, charities and community groups – **together we can change more lives!**

# Financial Update

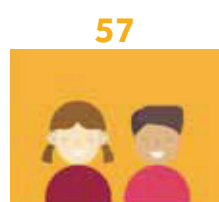
## Income & Expenditure

	2018	2019	2020
Income 	236,258	583,278	557,695
Expenditure 	340,897	435,119	515,154

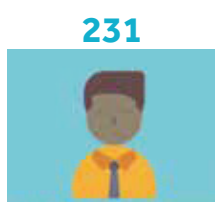
## Income Diversification

	2018	2019	2020
Fundraising, Donations, Legacies	93,660	324,199	242,884
Grants	97,197	173,736	213,708
Service Delivery	25,339	33,992	37,511
Trading	20,089	51,351	63,593

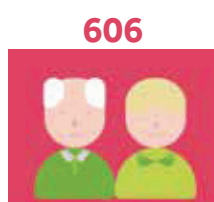
## We Served



Children & Young People



Working Age



Over 65



Community Outreach

Core Services

## We Distributed Grants – % By Project 2020

18%

14%

45%

12%

11%

Croydon Vision, like most charities and businesses, has been affected by the COVID-19 crisis. This has materialised through loss in trading, fundraising and paid services, the full effect of which are yet to be seen in the 2020-21 Accounts.

The Board decided, based on the impact of COVID-19 (fundraising), to part invest in Croydon Vision's building (Refurbishment & Lift) as well as our fleet replacement. This has resulted in a decrease of reserves to cover only six months of operational activities (£208,152). The reserves policy is revisited quarterly. The Board, CEO and Management have a contingency programme to increase reserves to nine months within the next three years, factoring inflation.

For a copy of our annual accounts 2019-20, please visit: [www.croydonvision.org.uk](http://www.croydonvision.org.uk)

 Alexey Persits  
Treasurer

# Thank You!

We would very much like to **thank our Volunteers and Trustees** for their amazing support. They are at the heart of everything we do and their contribution is very much appreciated. This year our **Total Social Value is an impressive £60,117**. Well done to All!



## Funders & Partners

- Children in Need
- Community Fund (Big Lottery)
- Coversure Croydon
- Croydon Charitable Foundation
- Croydon College
- Croydon Council
- Croydon Dancing
- Croydon District Masonic Hall
- Croydon Local Opticians
- Impact Family Centre
- Inner Wheel Club
- Jubilate Choir (Croydon)
- Lloyd Excoffery
- LOC Committee
- Macular Society (Croydon)
- Moorfield/Patient donation
- Parish of St. Luke, Woodside
- Purley Lodge 3136
- Relief Chest Scheme, Masonic House
- Ros Harding Trust
- Rotary Club - Purley
- Royal National Institute of Blind People
- SDA Church
- Selsdon Baptist Church
- Sensory Impairment Team - Croydon
- Thomas Pocklington Trust
- Ulverscroft Foundation
- Vision Foundation
- Visionary
- Woldingham Wives

### Legacies

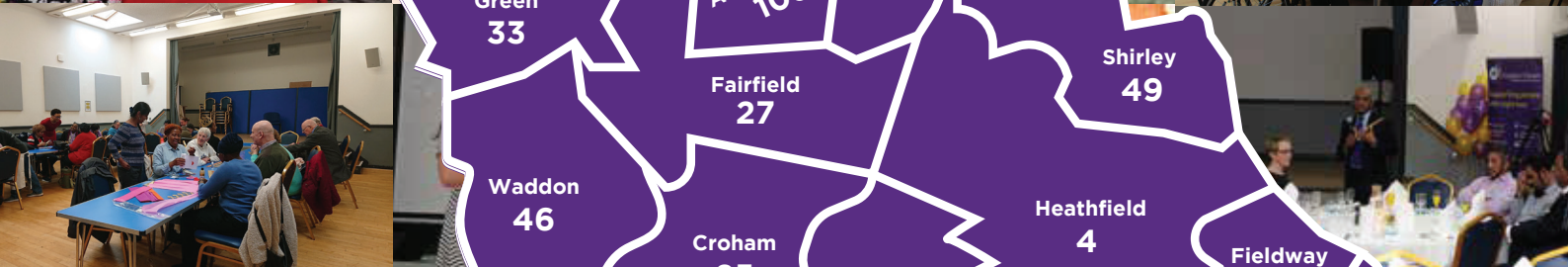
- A Connings
- HH Walton
- VM Sadler

### Donations

- D Plummer
- J E Masson
- A Forward
- J Dowse
- J Heslop
- P Krum
- S Wragg
- T Schenk

**Thank you to all our Members and Volunteers who have donated in kind and in deeds. We are so grateful for your continual support.**

# Members across Croydon Wards



Looking to the future

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