

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.



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.

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.

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.

THE MACRO VIEW

WHY CROYDON BOROUGH NEEDS US MORE THAN EVER

To provide the most support, make the most difference and be a force for good in our area, it is crucial that we understand the complexity of societal issues at work.

THE SCALE OF THE PROBLEM ACROSS THE UK...

Nationally - there are more than **2 million people** in the UK living with sight loss.

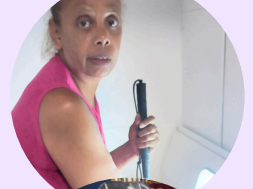
Every day 250 people start to lose their sight.

340,000 people are registered blind or partially sighted in the UK

There are now more than **26,000 visually impaired children** in the UK, and around half of them have additional special educational needs or disabilities.

Nearly 80% of the people registered with sight loss in the UK are **65 or older**, and around 60% are 75+, isolation is on the rise.

Well over half of people currently living with sight loss are **women**.



THE SCALE OF THE PROBLEM IN CROYDON...

8% of people in Croydon are **unemployed** (nationally that same number is 4.9%).

71% of Croydon Vision members (who are severely sight impaired) reside in the areas of **highest deprivation** and lowest income in the Borough.

29% of Croydon Vision members have an **additional disability** - either a physical/learning disability and/or a long-term health condition and/or mental health illness.



Statistics like these demand action. We want to see change happen for people with sight loss, levelling the playing field and transforming lives from dependence to independence.

THE MACRO VIEW

ZOOMING IN ON CROYDON

The Croydon borough has certainly seen its fair share of upheaval in recent years. It is the second-largest London Borough, with more than 51% of the population identifying as coming from a BAME background.

- Black African and Caribbean people are four to eight times more at risk of developing certain forms of **glaucoma** and **cataracts**
- The risk of **diabetic eye disease** is around three times greater in South Asian people due to **diabetic retinopathy**.
- Evidence shows people from ethnic minority backgrounds experience barriers to accessing eye health care. This in turn increases their risk of avoidable sight loss.

As we write this, Croydon Council are £1.6 billion in debt, which has impacted the Voluntary Sector with a massive cutback of £2.6m. This reduction in funds has had a significant impact on residents in need of accessing local services. Parallel to the cutbacks, service demand continues to increase, including people with sight loss:

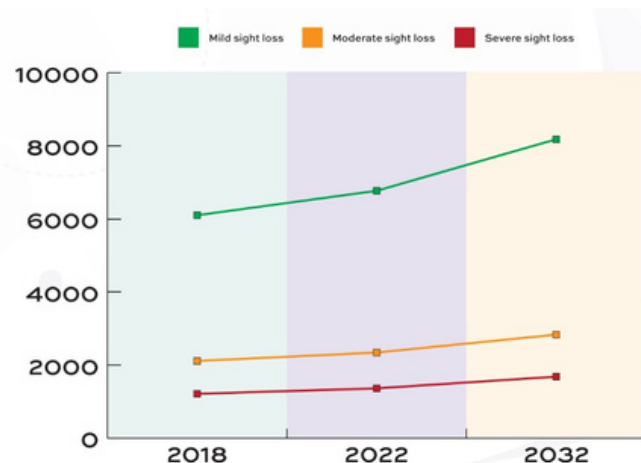
- **10,500** people are estimated to be living with sight loss in Croydon today.
- **1,825** people are registered with severe sight loss - blind or partially sighted.
- By 2032 it is projected that **12,700** Croydon people will be living with sight loss.

Here's how the current numbers break down by age within our community:

0-17 yrs	18-64 yrs	65-74 yrs	75-84 yrs	85+ yrs
190	2,500	1,930	2,640	3,240

Here's the situation at a glance in terms of severity of sight loss over time:

	2018	2022	2032
Mild sight loss	6,100	6,770	8,180
Moderate sight loss	2,110	2,340	2,830
Severe sight loss	1,210	1,360	1,680
TOTAL	9,420	10,500	12,700



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**

OUR STRONG PAST

A TIMELINE OF CROYDON VISION

1923

The start of something special

The association was formed, to work in co-operation with the Statutory Blind Persons Committee of the Town Council, its remit was to carry out the provisions of the Blind Persons Act, 1920.

1931

A permanent home

Funds were raised to buy land on which the Bedford Hall trust was built; this was named Bedford Park.

1979

Bigger and better

Bedford Hall was sold to developers, while new, larger premises were bought at 72-74 Wellesley Road, to provide a bigger and better service. The houses were built in 1885 and were known as Linlithgow Villas.

1982

A royal visitor

Queen Elizabeth paid a special visit to Croydon Voluntary Association for the Blind and was greeted by staff, volunteers and members.

2015

Stronger together

Members voted on a proposal, to merge Croydon Voluntary Association for the Blind (CVAB) and Bedford Hall Trust into one entity, with a view to strengthening the charity practically and financially. The new organisation was named Croydon Vision, to promote inclusion.

2018

An evolutionary step-change

A renewed focus began in earnest, focussed on organisational development and evolving Croydon Vision. This meant maximising the value of our resources, including employees, volunteers, finances, technology and physical assets.

2021

Joining the dots on care

A partnership with Moorfields Eye Hospital was initiated, promoting a community-led, holistic approach to members' care.

2023 and beyond...

We're now developing and executing robust plans for a new multi-functioning hub that will embody the heart of a charity, mindset of a business ethos. In doing so, we'll be making the best use of the land we have available and expanding the possibilities for diversifying our income streams. These new buildings will replace existing structures, which in a few years will be deemed unfit for purpose for a sight loss community.



HOW DID WE GET HERE?

Our 2022-23 strategic plan was created to tackle issues within our community. We crafted it after an extensive, 12-month consultation process with our members, volunteers, staff, and external stakeholders. Since that time, we've worked to cement our values and steer organisational change towards maximum impact. Here's a summary of how community needs and desires resulted in action;

CO - PRODUCTION : Making members integral to products and services

Our community wanted...

1. To be led by a vibrant, engaging committee group (All Ages)
2. To be engaged on social media; reaching more people to improve awareness.
3. To invest in team development (Volunteers, Trustees & Staff)

So this is what we did...

- We focussed on listening, creating an active dialogue with members, staff and volunteers.
- We put members at the heart of project development.
- We captured and shared our members' voices through social media and communications.
- We've been intentional about the personal development of our people focused on compliance and soft skills such as: Self-awareness, Self-regulation, Time Prioritisation and Empathy.

COMMUNITY : improving our reach and engagement across Croydon

Our community wanted...

1. To be more included in social / community life.
2. An improved transport provision with new vehicles and more drivers.
3. To cover more of the borough, by taking the number of Outreach Officers from 2 to 4.

So this is what we did...

- Member numbers have increased by 57% over the past 3 years, thanks to investment in community engagement (our Lost 500 project has been pivotal to this).
- We've upgraded our fleet of vehicles and increased the number of drivers at CV, to serve our community and also support other local organisations.
- We've made outreach an integral part of all front-line officer roles.

HOW DID WE GET HERE?

ACCESSIBILITY: Transforming premises and improving tech usage

Our community wanted...

1. Improved accessibility of our building, installing a lift.
2. A mobile technology hub; to reach the community and boost awareness.
3. An active tech committee, incorporating mentor opportunities.

So this is what we did...

- We've made our building more accessible thanks to the lift installation, an improved Resource Centre, Talking Toilet, IT suite and training for everyone.
- The mobile tech hub is a work in progress!
- We run Visual Awareness workshops throughout the year.
- We're pulling together a tech committee, which is a focus for 2023 and beyond.

HOLISTIC HEALTH: Members at the centre of their care pathways

Our community wanted...

1. More awareness and a reduction of avoidable sight loss.
2. Support for people with sight loss, taking them from despair to independent living.
3. Improved inclusion and empowerment, building confidence to self-advocate.

So this is what we did...

- We now host a weekly Moorfields Eye Clinic.
- Induction now includes Living with Sight Loss workshops for members, friends and family.
- We've activated a culture shift; empowering members to ask, not only what Croydon Vision can do for them but what can they do for CV.
- We've established independent living pathways to employment and entrepreneurship.
- We've helped more than 18 people into work.

SUSTAINABLE REACH: Improving our brand, comms and income stream.

Our community wanted...

1. A working communication strategy, with a staff lead.
2. More networking events with businesses, schools, health professionals, family and friends of Croydon Vision.
3. An increased knowledge of tech.

So this is what we did...

- We've laid the foundations of a strong brand and fundraising strategy.
- We've developed and embedded the ethos of Heart of a Charity, Mindset of a Business.
- We've undertaken intentional networking with schools, health services, families and businesses, through open days and events.

OUR FOCUSED PRESENT

WHAT DRIVES US?

OUR PURPOSE

Transforming lives from dependence to independence.

OUR VISION

Creating a community that protects sight and reducing mild to severe sight loss for the next 100 years.

OUR MISSION

We're here to encourage independence, confidence, and personal development for our people. Encouraging individuals with sight loss to re-evaluate what's possible – because there is life after sight loss.

OUR VALUES



TEAMWORK

We build more together



COMPASSION

We put people first.



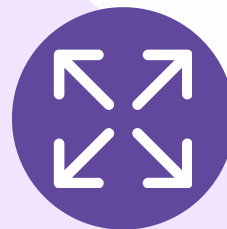
INTEGRITY

We keep our promises.



DIVERSITY

We stand shoulder
to shoulder



AWARENESS

We invest in a
growth mindset.

OUR FOCUSED PRESENT EMPOWERING OUR COMMUNITY

Empowering Croydon Vision means, empowering the sight loss community. We have 100 years of experience to leverage at Croydon Vision, but that comes hand in hand with an innate understanding that the needs and experiences of those we seek to empower are constantly changing. As a result, we are focused on:



- Shifting the **societal narrative** for people with sight loss, from help to empowerment.
- Enabling and emboldening the sight loss community to **improve their own lives**.
- Utilising our **land and buildings** to the best effect for the whole of our diverse and vibrant community.
- Working successfully with **other organisations** in Croydon and the sight loss space.
- Recruiting motivated **staff and volunteers**, who want to serve and make a difference.

A TAILORED APPROACH:

YOUNG PEOPLE (3-18 years old): We're building confidence and laying the foundations for a rich, full life, by offering activities that focus on developing future leaders, peer support as well as skill up in cookery workshops, tech training.



WORKING AGE (19+ years): We're facilitating routes into employment and entrepreneurship; encouraging innovation, tech training and introducing members to new assistive technology.



OVER 65s: We're embedding a 'live well, age well' attitude, by offering wellbeing classes, dance and creative activities and excursions.



ALL AGES: We're connecting generations to enjoy activities together, volunteering, sharing knowledge, experiences and perspectives.



OUR FOCUSED PRESENT 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.”



IDENTIFYING NEW OPPORTUNITIES

In spite of the current challenges within our borough, there are opportunities to learn and connect for everyone here, including those within the health sector, statutory, businesses, and community organisations. We continue to focus on building meaningful relationships that align with our values and culture:

MOORFIELDS EYE HOSPITAL - We're driving change through community-led services.

CONNECTING CROYDON - We're working with businesses to launch a monthly networking event that promotes giving back to the community and shared learnings.

AGE UK - We're partnering with Age UK, utilising our building to provide enriching services to members.

We are also laser-focused on embedding a build-to-sustain model, through our 'Heart of a Charity, Mindset of a Business' ethos. Five core ways we're making this happen:

1 - PARTNERING WITH BUSINESSES



In today's world, doing good is good for business. At Croydon Vision, we are particularly keen on promoting cross-sector collaboration and organisational development. We want to showcase companies that work with us, ensuring each relationship is mutually beneficial. The goal is to generate more yield from potential consumers, whose values and ethics align with the principles of giving back, this is especially true of young adults.

Corporate Philanthropy is at the heart of our fundraising and partnerships programme. We want to develop a movement, to celebrate our centenary by having 100 Friends of Croydon Vision. With that in mind, we are calling businesses to partner with us to generate unrestricted funding; thereby transforming more lives. But beyond funding, long-term support from and collaboration with businesses allows us to tap into resources and expertise for projects such as:

- Charity of the year
- Employee fundraising
- Payroll giving
- Fundraising events
- CSR campaigns
- Corporate partnerships
- Cause awareness marketing

2 - BRAND EXTENSION



We aim to up our game in terms of our brand image and accessibility. We're driven to be best in class for accessible communication in Croydon. Once this has been established, we can leverage our credentials to extend into horizontal lines of business and product diversification, while keeping brand dilution in check of course.

OUR AMBITIOUS FUTURE

IDENTIFYING NEW OPPORTUNITIES

3 - ONE CROYDON ALLIANCE



The One Croydon Alliance has a focus and ambition that very much aligns with our own; to deliver better care and support tailored to local needs, within the neighbourhoods in which people live. The plan is to bring together the borough's NHS care for physical and mental health, along with GPs, social care and the voluntary sector, joining up services to provide more holistic care (Integrated Care System – ICS).

We're very keen to be at the vanguard of this project, to further explore what good looks like alongside other dynamic delivery partners. There's a collective focus within the alliance, on prevention over cure, promoting the idea that people can start well, live well and age well in Croydon. This new initiative, joining up health and care with local communities, is already starting to bear some fruit in terms of:

- Proactive and preventative care
- Adult mental health and well-being
- A comprehensive approach to care
- Joined-up working in local communities.

4 - VOLUNTARY SECTOR COLLABORATION



It has never been more important for charities to collaborate, it's a tried and tested way to multiply the impact we all have across the sector. We'll aim to further explore the opportunities for collaboration with charities whose work complements our own. We will focus on quick wins, medium and long-term planning, such as signposting, strategic alliances, partnerships and networks formed around a common cause.

- Minimise duplication, leading to more efficient deployment of resources
- Create more coherent pathways for the beneficiaries of multiple services
- Increase reach and fundraising potential
- Promote shared knowledge and best practises

5 - TECHNOLOGICAL ADVANCEMENT



Accessible technology is a game-changer for people with sight loss, improving skills, confidence and financial stability through employment and entrepreneurship. We want to further explore this area through strategic partnerships with specific companies. At Croydon Vision we want to leverage the use of technology to develop our own mobile app that promotes ease of use, loyalty and increased accessibility for our services and communications. We're looking to blaze a trail in this area as we know it will only drive more traction and connection with members as technology advances.

OUR AMBITIOUS FUTURE

PRIORITISING OUR GOALS

At Croydon Vision our focus remains on transforming lives, promoting independence, and giving back. We aim to remain consistent on these points through three clear planning priorities:

PREVENTION OF SIGHT LOSS

We will work in the community with thought leaders, businesses, educational establishments, healthcare, and other care providers, to ensure important messaging about eye health is understood by all. When so many eye conditions are preventable but not treatable, doing anything less would simply not align with our values.

PRACTICAL SUPPORT USING OUR 5 STEP MODEL



FROM SURVIVING TO THRIVING

We empower members as agents of change; mentors and ambassadors for sight loss. Generating income and changing attitudes across Croydon and beyond. - COST £4,375



APPLYING KNOWLEDGE

We encourage those with the skills, to volunteer at Croydon Vision and other community organisations. Working with businesses to promote inclusion, running mock interviews and arranging apprenticeships. COST - £1,155



UPSKILLING

We're here to improve social mobility through tech and living aid training, higher education, coaching and mentorship. COST - £1,238



REDIRECTING

We encourage soul-searching using the tried and tested Golden Circle approach Why > How > What. We then walk alongside each person on their journey to work out current and future aspirations. COST- £894



REBUILDING

We provide advice and advocacy, talking therapy, peer buddying, and active well-being sessions. Becoming part of our vibrant community is part of each personalised action plan. COST - £738

PHASE 3 - BUILDING TO SUSTAIN THE NEXT 100 YEARS

We're determined to incorporate sustainability into all areas of our operation. Key to this is driving forward with our vision to create a new, purpose-led building that will:

- Facilitate greater engagement with the community.
- Deliver long-term financial sustainability for the organisation and our beneficiaries.
- Open up more opportunities for more of the borough's sight loss community.

OUR AMBITIOUS FUTURE

MEASURING OUR IMPACT

1/2

Much has been achieved in 100 years, but there is more to be done. As we enter our next 100 years we will focus on:

TACKLING PREVENTABLE SIGHT LOSS.

- **Local businesses** > Targeting campaigns to disseminate information.
- **Local media** > Sharing campaigns through press releases for local residents.
- **Local schools** > Creating downloadable resources for schools, colleges, and universities in our surrounding area.
- **Local organisations** > Increasing engagement so we can share knowledge.

KPIs

- Reach 25 local businesses by YE24, 50 by YE25 and 100 by YE26.
- Launch two media campaigns each year YE24, YE25 and YE26.
- Connect and build relations with five local schools by YE24, 10 by YE25, 15 by YE26.
- Add five new organisations each year, including sports facilities, local charities and other sight loss service providers.
- Collaborate with key stakeholders (internal and external), to develop an app for social networking, further raise awareness of sight loss and reach, launching YE25.

DELIVERING PRACTICAL TRANSFORMATION USING OUR 5-STEP MODEL.

We will both amplify our commitment to those with severe sight loss and reach out to those with milder visual impairment:

1. Providing a 5-step plan from surviving to thriving.
2. Facilitating opportunities for more outreach activities through improved transport.
3. Promoting opportunities for active well-being.
4. Offering mentoring opportunities that can be passed down.
5. Delivering technology solutions that can be passed up.
6. Fostering a caring environment that's conducive to sharing.
7. Continuing our commitment to provide support to the 'Lost 500' by expanding our reach to engage with those who live with all forms of visual impairment and have been left without support.

We will be bold about the services we aim to keep, start and stop. This will strengthen our Bricks and Clicks model, which incorporates:

- Lunch service
- Transport solutions
- Children & Young People
- Volunteering
- Routes to Employment
- Online services (clicks)
- New services and facilities through listening to the entire sight loss community.

OUR AMBITIOUS FUTURE

MEASURING OUR IMPACT

2/2

WE WILL ENGAGE WITH AND LISTEN TO THE ENTIRE SIGHT LOSS COMMUNITY

(CONT.)

Ways we will engage with and listen to the entire sight loss community:

- Member questionnaires conducted twice a year.
- Annual away days to promote group collaboration and discussion.
- Scale up outreach and taking our work into the community to gauge the needs of those with sight loss who are new to Croydon Vision.
- Engaging with sight loss leaders who are new to Croydon Vision.

KPIs

- ▶ Increase membership (all forms of sight loss) from 10% to 50% of the community within the borough by YE26.
- ▶ Collaborate and develop a robust plan YE24, to deliver a new building to suit the needs of sight-loss residents in the borough.
- ▶ Members advocate and improve accessible branding within businesses, 3 YE24, 7 YE25 and 9 YE26

PHASE THREE: BUILDING TO SUSTAIN THE NEXT 100 YEARS.

While we are focused on providing facilities that better meet the needs of all sight-loss members, we have a responsibility to protect the financial interests of Croydon Vision and provide sustainable sources of income. We plan to achieve this by:

- Developing and executing plans for a multi-functioning hub that embodies the heart of a charity, mindset of a business ethos.
- Safeguarding sustainable income delivered through a suite of diverse income streams.
- Making best use of the land we have available with robust and viable plans to invest in new buildings. These will replace existing buildings, which could be deemed unfit for purpose for a sight loss community.

KPIs

- ▶ Increased income targets for YE24, YE25 and YE26 in line with Fundraising Strategy for the period.
- ▶ Robust plans by YE24, for a new building to better serve the needs of the sight loss community and factor in:
 1. Access to funding for the build.
 2. Improved financial sustainability, post-build.

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.



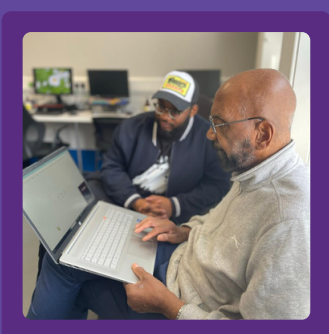
JOIN OUR MOVEMENT - DO FOR ONE WHAT YOU WISH YOU COULD DO FOR MANY!

- ▶ 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.



FOLLOW US

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