

Strategic Vision 2017-22



SEE ABILITY

Extraordinary every day

Introduction

With a heritage dating back to 1799, SeeAbility has strong foundations, experience, and connections that put us in good stead to face an exciting future. The next five years will see us celebrate our 220th anniversary, complete the world's largest recent study on the eye care needs of children with learning disabilities, and continue to carry out sight tests in special schools.

Our sector and world are changing and so must SeeAbility. The period taking us through to 2022 poses a great deal of uncertainty with Britain's exit from The European Union, continued social care funding pressures, and greater workforce challenges than seen previously. However, the opportunities open to us are exciting, with a greater focus on choice and control, an ability to support more people who need a specialist provider, an expansion of our influential work in the social care and eye care sectors, and finding more ways to enable both the people we support and our colleagues to have greater involvement in organisational decision making.

We employ a specialist group of experts with a unique skill set comprising optometry, behaviour support, speech and language therapy, and rehabilitation. Our challenge is to use these skills to truly benefit people with learning disabilities, autism, and sight loss who really need a specialist provider to help them achieve their ambitions in the communities in which they choose to live.

Our future, much like the last two hundred years of SeeAbility, is bright. The prospects to further the organisation's ability to influence others and enhance our critical work on raising the profile of the prevalence of sight loss amongst people with learning disabilities and autism provides an incredible opportunity to achieve our organisational vision, enabling everyone to contribute to society as equal citizens.



Lisa Hopkins

Chief Executive Officer

Strategic Process

Using a process of co-production, we took eight months to carefully work alongside people supported by SeeAbility, their families, our colleagues, commissioners, donors, and volunteers to fully understand the organisational picture and the priorities for each of our stakeholders.

The organisational strategy of 2017-22 has been formulated with the voice of these people. We aim to deliver our shared goals and appreciate their commitment to this process which has been done in partnership and a joint recognition that SeeAbility is a great organisation with an even more promising future.

Vision

Our vision is for inclusive communities where people with sight loss, autism, and learning disabilities participate as **equal citizens**.

Mission

We champion and deliver **ambitious support and preventative services** alongside people with learning disabilities, autism, and sight loss, enabling them to realise their goals each and every day.

The key values that drive our work:

We are Brave

We believe in being different: we seek new ways of working, thinking and ideas. We want to be extraordinary.

We are Passionate

We want to make a difference. We work as a team to improve for the greater good, not only for the people we support, but for our team and SeeAbility as a whole. We are completely committed to each others' successes.

We are Creative

We are enablers. We create solutions by thinking and acting differently. We break down barriers. We don't see rules as boxing us in, but as norms that evolve with us on our way to being the best.

We do what is right

We lead by doing the right thing. We are dependable and believe in delivering on commitments, using sound judgement and common sense to determine what is right.

Influencing

We ensure that everyone with a learning disability and autism, and those that support and work with them are aware of their rights, the prevalence of sight problems, associated concerns, and are able to access practical support.

Our Children in Focus campaign has allowed us to break new ground with sight testing in special schools. After considerable campaigning by the charity over a number of years we are hoping for policy change by NHS England to ensure sight testing is available in community and special school settings for children and adults with learning disabilities.

Our ability to influence others has been enhanced through our digital communication, training of staff in special schools about recognising sight loss and our peer educator network. This is supported by our presence at various sector events where we will continue showcasing our work to change public perceptions about the eye care needs of people with learning disabilities and autism.

Over the next five years we will help catalyse change and build partnerships by:

- Developing our public health work to reach as many people as possible with our messages and showing what needs to change in other stages of the eye care journey.
- Influencing the optical education agenda and ensuring appropriate frameworks for quality assurance are in place around sight testing in special schools and in the community for people with learning disability and autism.
- Continuing our involvement in specialist setting sight testing, and working with others to develop high-quality tools and technologies to assess vision for this group of people.
- Continuing to support parents and carers in their understanding of the impact of poor vision and how best to support people with complex needs.
- Developing a research strategy that helps us to evidence the benefits that people with learning disabilities and autism derive from our specialist support and our eye care and vision interventions.

Quality

We support people to achieve their goals by ensuring we use our specialist skills and resources effectively. People we support are involved in organisational decision making.

Quality is of fundamental importance to SeeAbility. We are committed to delivering an outstanding personalised service to the people we support and evidencing our value to stakeholders. We want to get it right first time, every time. We strive to provide our stakeholders with a consistent service that meets and exceeds their expectations.

We believe our solid foundation of CQC Good and Outstanding service delivery can be built on to support people with sight loss, learning disabilities and autism to have as much choice and control over their lives as possible. However, we also recognise that compliance to our regulators does not always lead to what people determine as a quality service.

Over the next five years we will continue to support people to achieve and go beyond their dreams and aspirations by:

- Identifying aims through a revised support model that centres on the individual and their dreams and wishes, with people we support and their families being part of decision making.
- Developing opportunities for people to contribute as equal citizens with opportunities such as paid employment.
- Ensuring the people we support and their families are able to influence the organisation, allowing us to tap into a renewable energy source of ideas and approaches. This will enable us to rebalance the quality management systems that support us to truly understand how we are performing in terms of quality.
- Ensuring we have the necessary resources and pathways to external professionals who can support people to live full and healthy lives.
- Using our unique knowledge of supporting people with juvenile Batten disease to reach more people with our specialist support and resources.

Sustainability

We invest in our organisation to ensure we are current and relevant by effectively meeting the needs of more people who would most benefit from our work.

The funding for social care continues to be constrained. We must adopt strategies to deal with the impact that changes in procurement methods and commissioning intentions of local authorities will have on our financial model. Additionally, there are considerable cost pressures through inflation and increases to the National Living Wage and pensions. To deal with these challenges we will have to both grow revenues and contain costs.

We will focus our support on people who would best benefit from our specialisms, including people with higher support needs. Our future growth will not be focused on those who have general support needs, as they do not require the specialist support that we offer.

As an organisation, we are committed to ensuring our fundraising programmes can continually develop, improve and flourish. We will create a balanced portfolio which will reduce risk and support returns.

Over the next five years we will become more sustainable and grow, so we are:

- Supporting more people with higher support needs who would benefit from our specialist services team, bespoke properties and staff training programmes.
- Reaching 100 more people and diversifying our portfolio of services.
- Using test budgets to encourage innovation and ensure that fundraising programmes can continuously develop, improve and flourish.
- Develop an IT strategy to enable us to take advantage of new developments in technology.



We recognise the contribution of our colleagues and achieve more using each other's skills, values and commitment.

We know the primary reason people join an organisation in the care sector is reputation. This is vital to attract, engage, develop and retain talent. We want a workforce that is positive, resilient and aligned with the shared values that underpin everything we do. The workforce should act as a positive advocate for the role and achievements of the organisation, but should also challenge and innovate to ensure we provide market-leading services to the people we support.

We will invest in developing the specialist skills of our employees to enable them to deliver to the highest standards. Similarly, we will give our employees choice and control in how they develop their careers so their potential can be maximised. We commit to investing in our leaders and managers to ensure that the changes brought in by the new strategy are managed well. We need everyone to feel they have a real commitment to, and stake in the charity, where they feel valued and supported.

Over the next five years we will address current workforce challenges by:

- Attracting, recruiting and retaining extraordinary people from the widest pool of talent across all sectors, ensuring potential candidates are assessed on values, attitudes, aptitude and emotional resilience for caring.
- Challenging misconceptions, raising the profile of a career within social care, promoting social care as a career of choice and developing career pathways from various entry points.
- Investing in specialist skills around positive behaviour support, supporting people with profound and multiple learning disabilities and personalising support to enable employees to deliver to the highest standard.
- Investing in our leaders and managers to enable them to respond flexibly to the changing needs of the organisation, setting a consistent tone of collaboration and empowerment while coaching high performance in their team.
- Increasing employee engagement and aligning ourselves with the Times Top 100 not-for profit employers.

Partnerships

We strengthen the impact of organisations and individuals who help us achieve our objectives.

SeeAbility's voluntary income has increased by 35% over the last five years, but in recent years the fundraising sector has changed considerably. The new five-year strategy will focus on some significant change programmes that are needed in order for us to grow our income and supporter base.

We have relatively low brand awareness which impacts upon revenue, recruitment, donors and volunteers. In 2017 we refreshed our brand with the aim of increasing awareness and contributions to the organisation.

Over the next five years we will grow income and remove barriers that are currently limiting our potential by:

- Ensuring that fundraising contributes to a minimum of 47% of net income to the organisation.
- Developing an organisation-wide fundraising culture that will enable people to feel passionate, inspired, empowered and equipped to fundraise efficiently, effectively and responsibly.
- Increasing awareness of SeeAbility's work in areas local to our services to increase fundraised income.
- Building long-term sustainable relationships with individual supporters who contribute funding, time or their stories to support our campaigning activities.
- Increasing brand awareness to further influence others, expand our networks of supporters, and build proactive partnerships with like-minded organisations and individuals.



Extraordinary every day

We don't underestimate people.

SeeAbility encourages people with disabilities to challenge what they expect from life, from themselves and from wider society.

The people we support overcome huge barriers to achieve exciting new things every day: some big, some small, all extraordinary.

They challenge us all to rethink disability.

SeeAbility provides extraordinary support and champions better eye care for people with learning disabilities and autism, many of whom have sight loss.

Registered as The Royal School for the Blind, SeeAbility is one of the oldest disability charities in the UK and has pioneered specialist support for over 200 years.

Help us rethink disability. Get involved at SeeAbility.org.
www.seeability.org/what-we-do