



Rebuilding  
lives after  
sight loss



# Victory over Blindness 21

Corporate Strategy

# Vision

Our ultimate goal is to achieve victory over blindness.

# Mission

To provide high quality national support to blind veterans, as and where they need it, in order to help them achieve independence and fulfillment, transforming their lives.

# Values

Our values underpin the way we work and interact with each other, and how we deliver services to blind veterans. Built around the central statement "We work together as One Team."

- Caring is at the heart of everything we do
- We enable and trust each other
- We foster a pioneering spirit
- We celebrate success.



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# Building on success

We have achieved much since the launch of our last strategy in 2018, including building our community service into the force for good it is today, developing our brand and with it our understanding of our supporters, and growing our research arm.

These developments put us into a strong and secure position to manage the unexpected challenges of the Covid-19 pandemic, providing essential and relevant support to blind veterans that in many cases was lifesaving.

In our new strategy, Victory over Blindness 21, we are keen to learn from this experience and to adapt what we do and how we do it. We are determined to provide the best possible support to blind veterans today and for decades to come. And as we develop, we will also be that force for good, having positive impact beyond blind veterans.

The starting point has been to design a new 10-year financial plan that will move the charity to a balanced budget providing a solid and sustainable foundation for the future. Part of this plan has been the decision to move from our much loved but ageing Brighton Centre to a facility that better meets the needs of today. We have also begun reshaping our corporate centre, the engine room of the charity, so that we are more efficient and best equipped to support our charity going forward.





Over this period, we will evolve into a digital charity and be smarter at using and integrating our digital information across the organisation. This will improve our knowledge and insight. It will make us more relevant, more responsive and allow us to provide an enhanced experience for the whole Blind Veterans UK family.

Building on our learning and experience through the pandemic, and with the knowledge gained through our review of services, we will adjust our support further towards the community, to train and support beneficiaries in their homes and communities. Our Centres will focus more on those areas that are best provided in one place and over a residential stay. We will offer a blended service to our Members which gives greater choice and opportunities in how they access and engage with us. We will also introduce more targeted programmes of support that can be fundraised for specifically.

Recognising that we are part of a wider community of organisations that can help our beneficiaries, we will develop strong partnerships, in both the sight loss and the military worlds. We do not work in isolation. Working with others we will be greater than the sum of our parts.

With the launch of BRAVO VICTOR within the Blind Veterans UK family, we have the unique ability to advance knowledge to the long-term benefit of blind veterans and beyond.

These six strategic priorities 'Victory over Blindness 21' will be delivered by our remarkable people. Our Culture Statement, the Blind Veterans UK Way, will guide us to be more understanding, more supportive and more effective both as teams and individuals. Together, we will meet the challenges and opportunities that we see. And together we will take Blind Veterans UK into the next decade, transforming the lives of those who have served their country and lost their sight.

A handwritten signature in black ink that reads "Nick Caplin". The signature is fluid and cursive, with a long horizontal stroke at the end.

Major General (Rtd)  
Nick Caplin CB  
**Chief Executive**



We will ensure the charity is always here for blind veterans when they need us. By guaranteeing our long-term prosperity, we give blind veterans the peace of mind that no matter what, we'll be here for them.

- We will balance our budget.
- We will move from our current Brighton centre to a more suitable and economical building.
- We will focus on investments that provide the best long term returns for our blind veterans.
- We will reform our service delivery to meet our goals of balancing our budget whilst maintaining the highest level of support.
- We will reduce the number of systems and applications we use to make things both simpler and more cost effective.



We will provide the very best service for blind veterans. By understanding exactly what they need from us, we will be able to deliver the highest quality care & support for them.

- We will support more blind veterans across the whole country.
- We will ensure that every blind veteran who wants a volunteer has one.
- We will work as an effective virtual team across the UK.
- We will constantly monitor the quality of care we are providing.
- We will make sure our beneficiaries have access to services that meet their specific needs.
- We will develop our newly established Member Engagement Panels to ensure that the views of blind veterans shape our future services.





We will adapt the charity for the digital age. By recognising the importance of data and digitalisation, we are building the foundations that will allow us to serve blind veterans in the decades to come.

- We will learn from the lessons and adaptations of the pandemic.
- We will use data to improve the evidence-based work of the charity.
- We will align and optimise our internal and external reporting.
- We will recognise the importance and value of data and treat it with respect.



We will manage our funds effectively, ensuring all money is raised ethically and spent wisely. By doing so we ensure every penny is put to good use supporting blind veterans.

- We will adapt our procurement policy to establish relationships with our suppliers that are beneficial to our vision and mission.
- We will focus on income streams that provide funds for the long term.
- We will always recognise that money we spend is a gift from supporters, not our money.





We will champion research that improves the lives of blind veterans. By setting up our sister research charity, BRAVO VICTOR, we will get to the heart of issues that matter most to blind veterans.

- We will encourage staff, volunteers, and beneficiaries to participate in research.
- We will inform staff, volunteers, and beneficiaries when research can improve their quality of life.
- We will amplify BRAVO VICTOR's messages through our communication channels and partner networks.



We will expand our partnership network. By engaging with other organisations that provide support to blind veterans, we will be best placed to ensure blind veterans can receive specialist support when they need it.

- We will offer more support to blind veterans by developing a comprehensive partnership network.
- We will play a leading role with partnerships in both the vision impairment and veterans' sectors.
- We will offer support that goes beyond the sight loss and military sectors in order to provide a holistic approach.
- We will develop specific partnerships that blind veterans request.

“They taught me all the things I needed to know in order to be independent. Things like mobility training so I could get around unaided, and IT training so I could type and use a computer. I honestly don’t know what I would have done without them”.

**Jamie - Blind veteran**



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**[blindveterans.org.uk](http://blindveterans.org.uk)**

Blind Veterans UK, 12-14 Harcourt  
Street, London W1H 4HD

**Tel:** 0300 111 2233

**Email:** [supporter.services@blindveterans.org.uk](mailto:supporter.services@blindveterans.org.uk)

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