

The page features large, abstract shapes in yellow and teal. A large yellow shape is in the top right corner, and a teal shape is in the bottom left corner.

**RSBC**

Royal Society for Blind Children

# Life Without Limits 2021–25 Strategy

**Life  
Without  
Limits**  
For Blind  
Children

## Our Vision

Every blind child and their family will have the skills and confidence to live their life without limits.

## Our Mission

We work with blind children and young people and their families to develop the skills and qualifications they need to overcome the barriers to realising their hopes, dreams and ambitions.

## Our Values

At RSBC we will live by our **TEAM** values:

- **Trust:** accountable and responsible. Have respect for each other
- **Energy:** straight talking. Constantly learning and innovating
- **Ambition:** confronting reality. Delivering results and working to the highest standards
- **Motivation:** blind and partially sighted children and young people are our No 1 priority. Focus on solutions, not problems

## Our Promises

1. We help families access practical and emotional support, from the moment of diagnosis	2. We bring blind children and young people together to build friendships and develop skills for life	3. We deliver education and help blind young people get qualifications and jobs	4. We champion the use of new and existing technology	5. We fundraise passionately to support our work	6. We work with local partners to make sure that blind young people and their families can access services wherever they live
--	---	---	---	--	---

## Our strategic objectives

By 2025 we will have:

1. **Reach:** supported 25,000 blind and partially sighted children across England and Wales since 2015
2. **Income:** achieved a turnover of £6M with unrestricted income having increased 10% pa year on year and with the cost of raising those funds representing no more than 20% of funds raised
3. **Education:** an annual cohort of at least 20 students at Dorton College; a permanent building for Dorton College; and have diversified our education offer into the digital space
4. **Quality:** an average Net Promoter Score in excess of 85% across all services and to have achieved an Ofsted rating of “Outstanding” for Dorton College
5. **Impact:** engaged with a network of existing service providers, referral agencies and community groups across England and Wales to ensure that there is equality of access to mainstream provision for VI YP and their families
6. **Our People:** a staff turnover 10% less than sector average and at least 75% of staff and volunteers recommend RSBC as a great place to work
7. **Infrastructure:** established the RSBC’s Life without Limits centre as a hub for delivery of our services and a lighthouse for world class innovation; and ensure that our infrastructure supports our overall efficiency and effectiveness
8. **Governance:** a Trustee Board that provides first class leadership to the Society and represents the community we serve

## **We will achieve these by:**

**By 2025 we will have:**

### **1. Reach**

- Continuing to innovate in the service offer: blending face to face and on-line delivery of support in line with the needs of those with whom we work and offering more support to parents to help them to support their child's growth and development
- Building partnerships with others both within and outside the vision impairment sector to maximise the opportunities available to blind and partially sighted children and young people
- Being bold about our USP: communicating across all channels to engage with the children and young people, their families and others via whom they may be referred to RSBC

### **2. Income**

- Securing sufficient funds to support delivery of RSBC community services: ensuring 50% of funds are secured by the end of each financial year for the next year
- Ensuring that fundraising activities across all streams are integrated to maximise opportunities
- Ensuring that we target resources effectively and flexibly according to performance
- Innovating in our fundraising activities: exploiting digital channels as well as traditional fundraising approaches
- Growing our unrestricted income 10% pa year on year
- Ensuring that our donor care is first class
- Developing and implementing a legacy marketing strategy to build for the future
- Reigniting trading company and identifying new activities

### 3. Education

- Ensuring that the positive experience and success of Dorton College students is promoted effectively in all our marketing
- Making best use of data to identify areas for improvement and build those into the Quality Improvement (QI) cycle
- Ensuring that we have the appropriate infrastructure, including operational space and assistive technology, to support learning and transition of our students
- Making available £1M from designated reserves from 2024 to secure and fit out a permanent building for the College
- Reviewing the fee structure of the College annually to ensure that it continues to reflect the cost of the provision
- Working in partnership develop a portfolio of digital education products

### 4. Quality

- Ensuring that safeguarding remains a key priority across all areas of the Society
- Ensuring that children, young people and their families continue to be involved in the development of our services
- Using the feedback to continuously improve our services
- Carrying out an annual satisfaction survey and using the data to reinforce good practice and address shortcomings
- In education, ensuring that we are working to the standards required by Ofsted's Education Inspection Framework and working to achieve an Outstanding grading at inspection

## 5. Impact

- Building on our existing networks and partnerships to build their capacity in working with vision impaired children and young people and their families
- Providing workshops and on-going support to those agencies
- Partnering with those agencies in the delivery of services

## 6. Our People

- Ensuring that we have the appropriate staff resource to deliver the strategy
- Attracting and retaining staff with the skills to deliver our services, generate the income we need and ensure that the operations of the Society are efficient and effective
- Investing in staff learning and development to provide for personal development, progression and to support succession planning for the Society
- Ensuring that our staff and volunteers, including Trustees, Vice presidents and ambassadors, reflect the diversity of those we serve and that they are committed to delivering the activities central to the success of the strategy
- Regularly carrying out health checks with staff and responding appropriately to meet health and well-being needs
- Carrying out an annual survey of staff and volunteers and using the feedback to make improvement

## 7. Infrastructure

- Completing the fundraising to fit out the Life without Limits Centre
- Reviewing our processes and physical infrastructure and implementing such changes as are required to support our overall efficiency and effectiveness

## 8. Governance

- Ensuring that Trustees and Governance meet the Charity Commission's guidance for "The Essential Trustee"
- Carrying out skills and diversity audits of trustees to ensure that the Society's board has the skills it requires and represents the community it serves

## OUR SERVICE OFFER

Who (audience)	Families	Vision Impaired Children and Young People (VICYP)			
What (delivery)	Families	Social Skills	Hard Skills - ILS	Education	Channel for the voice of VICYP
Why (outcomes)	Supporting families to help themselves, their child and others in a similar situation on their journey. Being their voice when needed	<p>Equipping young people with the skills to succeed in life: education; practical skills; skills for employment; friendships.</p> <p>Ensuring that the voice of VICYP is heard</p>			
Our services	<p>Families First Programme</p> <p>Practical Training to support VICYP skills development, eg mobility; independent living skills; and home learning</p>	<p>Live Life Go Further Programme</p>	<p>Employability</p> <p>Independent Living Skills Programme</p>	<p>Dorton College</p> <p>On-line education support and resources</p>	<p>Youth Forum</p>

We will engage with digital solutions to improve reach and impact giving our customers the flexibility to engage with us and allowing us continuously to tailor our services to meet their needs