



Three year strategy from 2025



Sight
Scotland



Sight Scotland
Veterans

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Vision

An inclusive Scotland where people of all visual abilities have the opportunity to thrive.

Our vision is our expression of the world we want to see and demonstrates the bold ambition we have to make a personal difference to individuals, but also to make a positive, lasting improvement to Scottish society as a whole.

Mission

**Support, campaign
and research for people
affected by visual
impairment.**

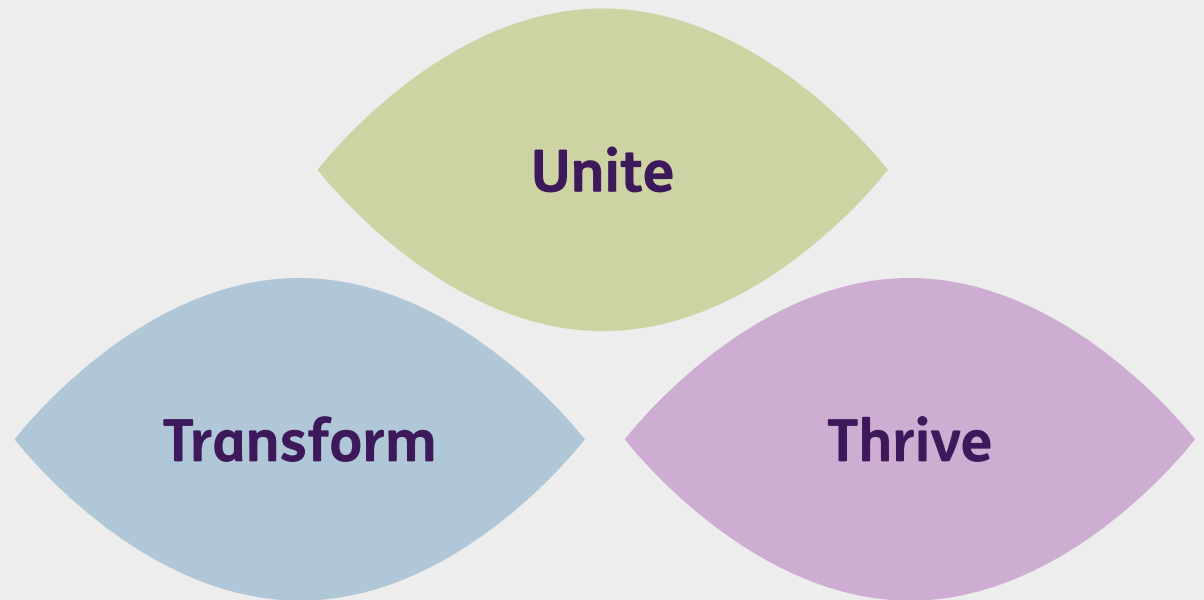
Our mission focusses our attention on the part that our organisation plays in achieving the vision we have articulated. The three components of support, campaigning and research are all inter-related, and by focussing on all three, we will make the lasting impact Scotland deserves.

Values

Our joint Sight Scotland and Sight Scotland Veterans values are our moral compass- they truly reflect who we are from the inside out; what we stand for.

By living and breathing our values every single day we are able to successfully deliver our strategies and our ambitions of reaching many more people and communities who need our support.

Our three values; Transform, Unite and Thrive, are closely entwined with our identity because they reflect what we do, how we do it and why we do it.



Where we are going

We have a rich history of being there for people impacted by vision impairment for more than 230 years. During that time, we have continuously evolved to meet the needs of those we work alongside, and to positively change Scotland to be more inclusive. However, there is still much to be done! Our vision is bold. We want to be at the leading edge of positive societal change, and our strategy is designed to do just that.

We have set our five strategic priorities, which are the areas of our focus for the next three years. **They are:**

Strategic Priority 1

Investing our funds in the support that makes the biggest difference

Strategic Priority 2

Putting our community at the heart of what we do

Strategic Priority 3

Campaigning for positive political and social change

Strategic Priority 4

Accelerating prevention and treatment of eye conditions through research

Strategic Priority 5

Fostering a collaborative culture of innovation and learning

Strategic Priority 1

Investing our funds in the support that makes the biggest difference

With more than 180,000 vision impaired people in Scotland, we have a significant opportunity to make a real difference in the lives of those impacted by sight loss. Our guiding principles are our charitable objectives, which outline our specific role in making a difference in Scotland. With over 230 years of history, we owe future generations the support that they may need. In order to do this effectively, we need to ensure that all of the work we do aligns with our charitable purpose, while also ensuring that what we do has the desired impact. Additionally, we need to ensure our financial viability so that we can exist as long as there is a need for us to be here.

To achieve this:

- We will continuously evaluate and prioritise initiatives that deliver the greatest charitable impact
- We will ensure the organisation remains financially viable to deliver our charitable purpose

Meeting these objectives will lead to the following outcomes:

- Financially sustainable, impactful services that are aligned to our charitable purpose
- Services which all have lived experience input
- We have a mechanism for reviewing all of our activities, and we can demonstrate the impact of everything that we do
- Increased income from multiple sources
- We spend prudently
- We have a right-sized and right-skilled organisation



Strategic Priority 2

Putting our community at the heart of what we do

We firmly believe that if we want to create a more equitable Scotland, then we need to start by ensuring that we are an equitable organisation. This is not only focussing on the broader themes of equity, diversity and inclusivity, but also in turning people's lived experience of a vision impairment into lived expertise. We are here to support those impacted by vision impairment, and we can't do this important work without listening to, understanding, and empowering those who have lived experience of vision impairment.

To achieve this:

- We will work alongside our community to help shape a more equitable Scotland
- We will integrate lived expertise, diversity, equity and inclusion into all our practices

Meeting these objectives will lead to the following outcomes:

- Our organisation is more diverse
- A number of people with vision impairment are equipped with the skills that they need to gain meaningful employment
- Our organisation embeds the learning into practice
- We have an expanded, more representative lived experience network
- Our research, policy and services are shaped by these voices
- People are empowered to self-advocate



Strategic Priority 3

Campaigning for positive political and social change

In order to create a more equitable Scotland, we need to ensure that the issues preventing this from happening are understood, as well as the opportunities to make this change. We are uniquely positioned to raise political awareness, and push for change, however, we also want to empower communities to raise awareness at a local level and we will support efforts to drive these changes.

To achieve this:

- We will provide decision makers with the evidence and arguments to make informed decisions
- We will empower people to raise awareness and make positive change

Meeting these objectives will lead to the following outcomes:

- We have a stronger influence over decision making
- We have addressed more and varied issues that matter to people with vision impairment
- The profile of our cause and our brand is raised across Scotland
- We have an extended campaigns network across demographics and geographical boundaries
- Increased successful campaign outcomes



Strategic Priority 4

Accelerating prevention and treatment of eye conditions

Eye health research is chronically underfunded across Scotland and the whole of the UK. We feel it is vital that we increase the profile and the need of research into eye health conditions so that we can prevent avoidable sight loss, slow down the progression of disease, and understand broader population issues. There are relatively few sight loss charities that directly support research, and we believe it is important that we derive the most benefit from the charity sector, working in a joined-up way, to be a force for good. We see this as an important moment in time to focus our efforts as an organisation in stepping up to reverse the imbalance in focus on eye-health.

To achieve this:

- We will be a driving force in defining the role of the charity sector in supporting eye-health research
- We will become a leading, strategic partner in shaping the future of research

Meeting these objectives will lead to the following outcomes:

- A joined-up charity sector approach to research
- We meaningfully contribute to research efforts in eye health



Strategic Priority 5

Fostering a collaborative culture of innovation and learning

In order to realise our vision, it is important to focus on how we operate as an organisation. The great work that we do is underpinned by a workforce of dedicated professionals. They embody our values of Transform, Unite and Thrive, and contribute to the rich culture of Sight Scotland and Sight Scotland Veterans. A strong, enabling culture is vital in us realising our vision.

To achieve this:

- We will create an environment of effective leadership, open communication and knowledge sharing
- We will develop strong environmental and governance practices
- We will be enabled by technology, data and insights

Meeting these objectives will lead to the following outcomes:

- Increased capability and leadership across all levels of the organisation
- Improved employee engagement
- Our workforce has the required skills, knowledge and professional expertise required to deliver our strategy
- We are a more environmentally sustainable organisation
- Our constitutional structure is optimal
- Improved decision making, controls and management of risk
- Our organisation is more efficient due to how we use our technology
- Increased use of meaningful information to drive decisions

