



## **'2020 Vision'**

# **OAB's Strategy: A 'ten point' plan**

**March 2013**

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## **The strategy plan**

In May 2012, following a successful fundraising campaign, and a substantial legacy from Mrs Joy Campoli, OAB opened its new rehabilitation resource centre, The Campoli Centre, adjoining its existing administrative headquarters at Bradbury Lodge in Oxford. With this significant development for the increase in services to visually impaired people in the county, it was considered opportune to take a close look at the charity's strategy leading up to 2020. These notes are derived from OAB's 'strategy review day' held in October 2012 and subsequent discussions. The ten service areas were identified as the principal priorities for OAB for the next eight years, ending with the year 2020 by which it can be viewed a local contribution towards the international strategy objective 'Vision 2020'. Each objective in this strategy is prefaced with a reason for its adoption. The relative priorities for each objective, together with the proposed start and completion times, are indicated in the attached Gant-chart.

This document identifies a number of objectives with clear outcomes. They can be viewed as aspiring objectives for which the operational capabilities will be assessed by the Director.

## **Mission Statement**

The aim of the Oxfordshire Association for the Blind is to help those people with sight loss obtain knowledge, skills and opportunities to achieve a greater autonomy in life's choices.

### **1. Response to demographic change**

#### **1.1. Increasing longevity**

National UK statistics on age demographics show a progressively increasing longevity of the general population. For Oxfordshire, the projected percentage increase in the population over the age of 65 years from 2008 to 2018 is almost 24% and for the period up to 2033 this will increase by more than 68%. Much of this increase in the population is due to increased longevity. Current estimates are that 1 in 4 adults will eventually need residential care, with an average residency of 2 years at the end of life. Furthermore, since 2 in 3 of all those registered with a visual impairment are aged 75 years or older, this trend in longevity means that OAB clients are more likely to be either house-bound, living alone, or in residential care homes.

**Objective:** *Investigate ways in which OAB can best support the needs of older clients in The Campoli Centre, in the community, and in residential care homes.*

#### **1.2. Increasing prevalence of visual impairment**

With increasing longevity there will inevitably be an increase in the number of people suffering from age-related visual disease. Whilst there are treatments to manage the major causes of age-related visual impairment, which are macular degeneration and glaucoma, at present, there is no cure. Current therapeutic regimes for these conditions are effective in halting or slowing down the progression of the condition and many more people are able to live with 'useful' residual vision, than was previously the case. Ongoing developments in technology that allow for earlier detection and treatment intervention for such diseases are likely to result in a delayed onset of visual impairment. Two

consequences of this will be later onset of significant sight loss and a reduced likelihood of progression to total sight loss. It is, therefore, inevitable that, over the next ten years, there will be an increased prevalence of moderate visual impairment with severe visual impairment being deferred to the uppermost end of the age group. The growth in the older population will continue to rise as a consequence of the well-established demographic trends.

**Objective:** *Identify what is needed to accommodate the increasing rehabilitative demands of late onset visual impairment in an ageing population.*

### **1.3. Increasing additional disabilities**

Current advances in medical science mean that new treatments in ophthalmology are likely to result in a later onset of visual impairment. But, with increasing longevity there is also an increase in co-morbidity. This does not just relate to ocular co-morbidity, but also to other sensory, physical and cognitive disabilities. Principal amongst the additional disabilities associated with longevity are hearing loss, physical frailty with its associated mobility problems, and dementia. Older visually impaired people are, therefore, also likely to need greater levels of care support than is now the case. Furthermore, a recently published study of all live births in Oxfordshire and neighbouring counties has shown that, of those children with visual impairment at birth, 1 in 2 have other impairments and, of those with severe visual impairment at birth, 3 in 4 have other impairments or disabilities. Children with visual impairment and additional disabilities have life-long special needs.

**Objective:** *Initiate a training programme for increasing the skills of staff to meet, greet and ensure the safety of clients with additional/multiple disabilities.*

**Objective:** *Initiate basic training opportunities for carers who support visually impaired people with additional/multiple disabilities.*

**Objective:** *Develop services available for visually impaired children and their parents.*

## **2. Provide a countywide outreach of services**

### **2.1. Staged roll-out to districts with greatest need**

OAB is a charity for all the county of Oxfordshire but resource limitations have meant that its services are somewhat concentrated on the city of Oxford. It has long been the intention of OAB to provide a more effective countywide service, particularly from the point of view of providing volunteer home support. Projections of population trends show that there is expected to be a 16% increase in population in the county between 2008 and 2033 (i.e. from 635,500 to an estimated 736,500). This is accounted for largely by the projections of increased longevity rather than migration into the county. However, these statistical projections point to significant differences across the county. The two districts expected to have the greatest population increase are Cherwell and West Oxfordshire; for the period from 2008 to 2033 these projected increases are 18% and 23% respectively, compared with about 14% for the rest of the county.

**Objective:** *Increase services to people with visual impairment who live beyond the city. Since Cherwell District and West Oxfordshire District are the two areas with the greatest growth, these are a priority for service development.*

## **2.2. Emphasis on remote rural areas**

Since less than half the population of the county live in the city of Oxford there is a large unmet demand for OAB's services in the peripheral rural areas of the county. In the more remote rural areas, by comparison with the city, there are more older-people with visual impairment living alone without the opportunity of close access to carers. These people are particularly vulnerable to the risks of falls and the psychological problems of isolation.

**Objective:** *Collaborate with Social Services to identify those people at greatest risk so that a support service can be introduced to help them maintain some autonomy in their life choices. One such service would be to increase the targeted telephone 'befriending' service run by trained volunteers with a later introduction of a volunteer home-visiting support service; an alternative is to identify other agencies that provide volunteering services in specific localities and offering training to them in visual impairment awareness.*

## **2.3. Need for transport availability to visit The Campoli Centre**

It is often difficult for people with visual impairment, who live outside the city of Oxford, to visit OAB's resource centre. Public transport is particularly difficult for older people with visual impairment, especially where this involves changes in vehicles. There is projected to be a significant increase over the next ten years in the number of elderly people in rural areas reliant on public transport. The possibilities for improving the opportunities for visually impaired older people to visit The Campoli Centre include organising volunteer drivers, or investing in the hire of a mini bus. Some assistance already exists via the local support groups. An alternative longer-term solution may be to consider the use of a specially equipped and adapted vehicle that would give the opportunity of taking particular demonstration equipment out into the rural communities.

**Objective:** *Explore alternative ways to improve the availability of transport for people with sight loss living beyond the city. In the first instance this could be achieved by recruiting a team of volunteer drivers who would be willing to collect clients in their own area, bring them to The Campoli Centre and then take them home again.*

## **2.4. Local clubs and support groups**

There is a long history of OAB providing support to local clubs for visually impaired people and in maintaining local support groups across the county. These groups are an important social life-line for many clients and depend on local volunteers for their continuance. In recent years, many of the support groups have changed in their membership composition, particularly with respect to age.

**Objective:** *Monitor the changes within each of the support groups and clubs and identify ways in which changes in their function and composition can best be met.*

## **3. Increasing use of IT**

### **3.1. Need to expand service for home adaptations to personal computers**

A recently started volunteer scheme to provide clients with simple home adaptation to personal computers has been well received. This involves identifying the most beneficial and appropriate default settings for type size, type style and screen format for the individual. With greater availability of IT 'home equipment' and the move to greater

adoption by people, the demands for this service will inevitably increase. In ten years' time the 'older people with visual impairment' are much more likely to be established computer users, mobile 'phone owners, and generally 'technically-aware' and they will be seeking technical solutions to aid their visual difficulties.

**Objective:** *Recruit more volunteers with computer-usage experience who are willing to provide home-based computer adaptations, not only in the city of Oxford, but also to people with visual impairment across the county.*

### **3.2. Provide training opportunities in IT usage**

The majority of people who are now experiencing the onset of age-related visual impairment are computer users and will have a desire to maintain their computer usage. Once the benefits of simple home-based adaptations to the screen format have been exceeded for an individual, some personalized tuition in how to take advantage of other specialised software-based systems will clearly be of benefit. For this personal training it is intended to use The Campoli Centre.

For many visually impaired people, access to the internet and the use of e-mail communication is possible with use of the right technology. This may be either by means of a personal computer or a smart-phone. Personalized tuition in how to take advantage of this opportunity will require that the appropriate technology is available and there is an adequate knowledge base in their applications provided by trained personnel.

**Objective:** *Ensure sufficient personnel to deliver this expanding service, either by skilled volunteers or in-house staff, who will keep abreast of new software and hardware developments.*

**Objective:** *Ensure that the specialist IT equipment in The Campoli Centre is up to date.*

**Objective:** *Maintain up to date equipment to provide this service.*

**Objective:** *Provide relevant staff training.*

### **3.3. Sight loss and employment**

The major cause of sight loss in the working population is diabetes and, although this is an avoidable and treatable disease, it is showing trends of increasing annually. While, at present, the number of people of working age in Oxfordshire losing their sight is not very large, it is predicted that this will increase during the next ten years. Currently, OAB is the host to services provided by RNIB for helping people with recent onset of sight loss gain access to work.

**Objective:** *Monitor the changing demands on services to people of working age with recent onset of sight loss and initiate programmes to accommodate those changes.*

## **4. Develop linked services**

### **4.1. Low Vision Services and OAB daily living assessments**

One of the aims in building The Campoli Centre was to make available a room that would enable the provision of low vision assessments and counselling in a non-clinical and relaxed setting. A particular objective was to provide these services (especially the low vision assessments provided by optometrists from the John Radcliffe Hospital) with the opportunity for the linked assessment of basic daily living skills at the same appointment.

**Objective:** Write a proposal for the Optometry Department at the John Radcliffe Hospital to hold a regular low vision clinic at OAB for those patients who would benefit from a linked assessment of basic daily living skills.

**Objective:** Increase the delivery of Eccentric Viewing Training at The Campoli Centre.

#### **4.2. Build links with other local charities**

With the increasing prevalence of co-morbidity amongst older people, there are considerable benefits to be made by OAB building links with other local charities such as Oxford Deaf Association, Age UK, Oxford Alzheimer's Support Group, Look etc. This can be both at a direct level for providing support to people with multiple disabilities and their carers, and also at a more general level of making other organisations aware of what we are able to offer. For example, it may be beneficial to develop a shared training of volunteer home visitors in how best to help a client who has disabilities additional to sight loss. Likewise, we could provide reciprocal training to other local charities supporting people with multiple disabilities. Links with Age UK have already been established with promising results.

**Objective:** Approach selected local charities to explore the opportunities for shared awareness training to volunteers and staff.

#### **4.3. Identify 'signposting' of additional services not provided by OAB**

With increasing public expectations for maintaining an acceptable quality of life in the presence of disabilities, the risk of unrealistic expectations of what local charities can provide also increases. Not infrequently, these expectations extend into the area of people seeking advocacy on how best to achieve access to all that is available to them in the way of benefits in order to minimise any disadvantages that may be associated with having a disability.

**Objective:** Identify what can and cannot be provided in the way of advocacy and make clients aware of where they can obtain the relevant help that we are unable to provide. This will involve producing and maintaining an up-to-date data-base of local services that are available to all for help with personal matters such as finance, benefits, transport, health etc.

### **5. Caring support services**

#### **5.1. Early intervention scheme: home visiting programme**

OAB's early intervention scheme has grown and proved very beneficial to clients with a recent onset of sight loss. The programme aims are to visit selected newly registered clients referred by Social & Health Care Services within 48 hours of referral and make a risk assessment of their home circumstances. While the contract with Social Services to continue this service has recently been extended, the time is imminent when this contract may no longer be available. Many clients have been helped considerably by this scheme and it would be a great loss if this service were to cease.

**Objective:** Identify ways by which continuation of this service can be achieved with alternative funding.

## **5.2. Counselling services**

The psychological impact to anyone being told that their sight loss is untreatable and/or progressive is often traumatic. The counselling services that OAB offer at the John Radcliffe Hospital are well appreciated by clients and there are now increased opportunities for this to be provided in a more relaxed setting at The Campoli Centre.

**Objective:** *Examine ways of increasing our counselling service to clients and their carers.*

## **5.3. Eye Hospital 'sight advisory desk'**

In 1993 OAB started a 'sight advisory desk' with a paid member of staff in the outpatient department of Oxford Eye Hospital at the Radcliffe Infirmary. In January 2007 this service transferred to the John Radcliffe Hospital when all ophthalmology services were transferred to this site. Over the years it has become possible by recruiting and training volunteers to extend this service to maintain a presence at all the Eye Hospital outpatient clinics. The staff and volunteers providing this service give support and help to all patients with a sight loss but especially to the most vulnerable who have just received the 'news' that their sight loss can no longer be improved. This is a service which both OAB and the hospital consider of high importance.

**Objective:** *Maintain the 'sight advisory desk' at Oxford Eye Hospital.*

**Objective:** *Monitor the changing demands on the 'sight advisory desk' services and introduce ways of meeting those changes.*

## **5.4. Carers' support**

In all aspects of health care, greater emphasis is being placed on the role of carers. The support required by carers includes their having an adequate knowledge of the limited capabilities of the person for whom they are caring, as well as the opportunity for access to personal counselling support.

**Objective:** *Review the existing carer's support programme and consider ways in which it can be extended. For example, carers' groups may offer the opportunity for support through group training and for the sharing of experiences.*

**Objective:** *Investigate ways in which support to parents of visually impaired children may be developed.*

# **6. Professional development for staff**

## **6.1. Staff skills development opportunities**

Marked changes are taking place to health and social care services that have significant impact on all people with disabilities. Increasing costs to the public purse in the provision of these statutory services has recently led central government to place more emphasis on the role of the charitable sector. This will have an inevitable impact on all charities involved in the delivery of care services, and OAB needs to continue to be a proactive part of this evolving trend. To ensure that OAB keeps abreast of the consequent changing demands and expectations of clients, it will need to invest in the professional development of the team. This can be achieved by providing structured opportunities for all staff to update their knowledge about developments in our services. Additionally, there are rapid changes taking place in the technology available to help people with sight loss and, although

challenging, it is also important to support staff so that they remain abreast of up-to-date developments. These opportunities may come, in the first instance, by the sharing of knowledge and experience from experts within the team. It would be desirable to create a structured personal development plan for each team member.

**Objective:** *Make opportunities available to team members for 'professional' development and assist them with a tailored development plan.*

## **6.2. Define specific areas for specialist responsibilities**

OAB is a small team providing a wide range of specialist services to its clients. This means that a number of activities that involve particular expertise may be heavily dependent on a single individual being available. The services to clients would be made more robust if, for each specialist area, another person were to shadow the 'expert' for that specialism. Often, the most effective means for disseminating knowledge and expertise within a team is to identify key individuals and their associated role(s) and provide directed 'professional' development. For example, this may be achieved through attendance at an external course, with a sharing of knowledge gained with the rest of the team.

**Objective:** *Review the key roles of specialist interest and/or activity and the individuals associated with these roles. It will then be possible to identify another member of the team to work alongside that person. The increased role definition within the team, and a more robust network of expertise across a greater number of team members, will enhance the quality of services provided to clients and strengthen the position of the charity.*

## **6.3. Develop a programme of skills training**

The personal development priorities for each member of staff, once identified, will help to clarify the training needs and priorities for the individual and the organisation as a whole. To achieve flexibility of service delivery, a wider mix of skills and expertise within the team would be highly desirable. Services of high priority or high volume would require the greatest numbers of staff involvement; highly specialist areas may only require two people to be involved.

**Objective:** *Develop the training and development programmes for all staff, supported by internal and/or external courses.*

# **7. Volunteer service development**

## **7.1. Recruitment**

The recruitment of volunteers for home visiting in the city and for administrative help at Bradbury Lodge has been very successful. A recent start for recruiting volunteers in Cherwell District is also showing promising results. The two principal districts projected to have the largest increase in an aging population are Cherwell District and West Oxfordshire District (see 2.1). With limited resources, these districts would be the areas in which the greatest benefit to the greatest number would be achieved. The role of volunteers has been expanding in recent years to include help with administration at Bradbury Lodge as well as for supporting clients in specific ways, such as making changes to screen settings of home-based computers. There are opportunities for

volunteers to extend their support in many other ways to clients. OAB's survey of client's interests a few years ago revealed that a significant number of clients would welcome help in maintaining being active in a number of recreational pursuits, such as gardening, theatre and museum visits etc.

**Objective:** *Introduce a programme for the recruitment of volunteers to extend the home visiting scheme in areas of the county providing the greatest benefit to the greatest number of clients.*

**Objective:** *Explore ways of extending the range of recreational pursuits that volunteers could provide to support clients. This may involve volunteers who can only provide short-term periods of commitment, rather than the longer-term commitment required for the home visiting scheme.*

## **7.2. Training**

Training for volunteers is a key to the success of OAB's home visiting scheme. Since the current training programme is very well received, it is an ideal model upon which to build future training of new volunteers. Feedback from existing volunteers provides good reports for the benefits of opportunities to share experiences in an informal social setting.

**Objective:** *Expand the training programme and social opportunities for all volunteers.*

## **7.3. Co-ordination of volunteer services**

Caring, supportive and efficient organisation is essential to maintaining an effective volunteer programme. This is important not only for volunteers in the home visiting scheme, but also for those volunteers helping with administrative tasks at Bradbury Lodge and with fund raising. As the number of volunteers is increased, there will be associated increased co-ordination and support demands, including health and safety risk assessments for all clients receiving this service. If the current austerity continues, it may become necessary to cover more of the travel costs of volunteers. It is likely that, as the number of volunteers increases, and their placement around the county becomes wider, more Volunteer Co-ordinator time will be required.

**Objective:** *Re-evaluate the requirements for delivering an enlarged volunteer programme.*

## **8. Development of non-optical aids to daily living**

### **8.1. Identify items to stock, items for demonstration, stock control**

The use of non-optical aids to daily living is often a significant element in the solution to meeting a client's needs. The resource room in The Campoli Centre is for the functional assessment and demonstration of alternative solutions to meet the client's needs. This resource centre is not a shop, in the conventional sense of customers selecting a preferred item, because most visually impaired people have limited ability to seek out items of interest or relevance. It is unlikely, therefore, that the full range of non-optical aids for daily living will be on display. (The small range of optical magnifiers is only made available to clients who have been advised to have a detailed eye examination to exclude potentially treatable eye disease.)

**Objective:** *Continue to identify useful items for display and demonstration and maintain effective stock control.*

## **8.2. Development of equipment loan scheme**

OAB's scheme for loaning high-cost items (e.g. CCTV magnifiers) for clients to use at home has a long history and had been gratefully welcomed by many users. The bank of items made available for loan includes not only equipment superseded by later designs, but also many items that are donated when they are no longer needed. All such items are electronically tested for safety before being issued on loan and the responsibility for insurance or repair, while on loan, is that of the user.

**Objective:** *Maintain a register of all equipment on loan with an automatic system reminder to send out an annual letter enquiring if the equipment is still being used and, if not, to arrange for its re-call.*

## **8.3. Staff training for demonstration**

Clients with recent onset of sight loss often require training to regain their ability to perform basic daily tasks. OAB has provided this training for many years with considerable success. The new demonstration kitchen in The Campoli Centre has greatly improved opportunities for training both clients and carers. It may be beneficial for a few staff to be trained in providing this service.

**Objective:** *Identify a group of staff who will be responsible for providing this service.*

# **9. Maintain sustainable sources of income**

## **9.1. Evaluate viability of charitable trust applications**

The climate for charitable giving is changing in the present economic downturn, yet there are increasing expectations by central government for charities to pick-up the shortfall in funding public health and social care services. This can only be achieved if OAB has a sustainable source of income for running costs. Since most charitable trusts are more interested in funding specific projects with identifiable outcomes, it has been necessary to ensure that an appropriate proportion of our overhead costs are included in each trust application. Applications for trust funds to support the work of the charity have proved to be successful using this approach.

**Objective:** *Maintain the impetus outlined in OAB's Fundraising Strategy document (2012).*

**Objective:** *Continue to be innovative in trust funding applications.*

## **9.2. Vision awareness courses**

Public awareness of the practical consequences of visual impairment is often very limited, or incorrect. The programme of vision awareness courses that OAB is providing has been well received by all who have requested to participate. This includes the commercial and business sectors as well as the public sector and some charities; in all instances these courses provide a source of income. There are opportunities for extending such courses to include the educational sector at primary, secondary and tertiary levels, and there is also an opportunity of developing a supporting information pack on DVD that can be sold to those who attend such courses.

**Objective:** *Explore additional ways in which vision awareness courses can be marketed.*

### **9.3. Stewardship campaign**

Experience has shown the importance of stewardship to the receipt of donations and legacies. In recent years OAB has reaped the benefit from the investment of an active stewardship campaign over the past decade. An effective stewardship campaign provides major funding opportunities by encouraging potential donors to become interested and involved in the work of the charity. All that is required is for someone to show care and interest in a client who shares the zeal and passion for the cause of the charity. Almost all clients would benefit from a 'befriending' service, but a stewardship campaign has additional aims and that is to benefit the income to the charity. In addition to providing stewardship to selected clients, there are also potential financial benefits to be gained by encouraging local successful business people to share a commitment to OAB's function.

**Objective:** *Encourage the trustees to continue their commitment to their stewardship by seeing selected potential donors on a regular basis and keeping them informed of OAB's work.*

### **9.4. Consider a business case for a commercial outlet**

Many charities find it financially beneficial to run shops. For example, The British Heart Foundation second-hand book and music shop in Cheltenham makes a minimum net profit of £15,000 a year. With ten such shops across the county of Gloucestershire, this generates them a net annual income of £150,000. Each shop employs a full-time salaried manager, and part-time assistant supported by a team of volunteers who sort and clean the books. The Forest Sensory Services (a charity for sight loss and hearing loss) in the Forest-of-Dean ([www.forestsensoryservices.org](http://www.forestsensoryservices.org)) has a continuous e-Bay auction that was set-up as a 6<sup>th</sup> form work experience and is run by a volunteer. Items that are sold include anything acceptable that is donated to the charity.

**Objective:** *Continue to investigate e-Bay auction of donated items.*

**Objective:** *Investigate alternative business case options for generating income. It may be beneficial to consider shop outlets in major towns outside the city where competition is less.*

## **10. Public profile and awareness**

### **10.1. Representation on public bodies**

The director represents the interests of OAB at various public and professional bodies in the county and is currently chairman of 'The Oxfordshire Low Vision Services Committee'. There may be benefits to the charity if aspects of this representative role could be extended to other suitable people, so that the commitments are shared.

**Objective:** *Explore ways in which nominated staff, volunteers or trustees could support this role.*

### **10.2. Newsletter developments (content / format / print / CD / MP3)**

OAB's Newsletter has been highly praised by the national association of vision impairment societies. It is an important means of communication and has the potential of being

effective in raising the charity's public profile with the prospect of generating income. Its image is important, but so also is the perception of its cost of production. It is important that the cost implications of the trial of a colour Newsletter are given careful consideration because donors to the charity need to be reassured that their contributions provide 'value for money'.

**Objective:** *Evaluate the cost and benefit implications of any significant changes to the Newsletter. The cost of such changes will be covered, in part, by charging for selected advertising.*

**Objective:** *Look at the feasibility of providing the Newsletter in different media such as a CD or MP3 file, both of which would be cheaper to produce than magnetic tape.*

### **10.3. Web-site developments**

The latest design of OAB's web-site is to be commended and has received many positive comments from users. The ability to change the type size, background contrast, and the option for synthesised speech are considerable beneficial developments over the previous design.

**Objective:** *Carry-out a user appraisal of the new web-site and upgrade/revise any design features and content changes accordingly.*

### **10.4 Public campaign activities**

For many years OAB has given its support as a campaigner for improving opportunities for visually impaired people within the county. This has included providing public pressure to improve access to public buildings and parks, maintaining pedestrian walk-ways free from hazardous poster-boards and street furniture, and increasing clinical staff awareness of the special needs of hospital patients with sight loss. These campaigns have been made effective through the effective use of local media (i.e. local press and local BBC radio and television), as well as providing a programme of public 'Information Days' at Bradbury Lodge.

**Objective:** *Maintain vigilance of local access problems and develop a strategy for prioritising those on which it is possible to take some action.*

**Objective:** *Maintain effective use of the local press for increasing public awareness.*

**Objective:** *Maintain a public profile on local radio and local television broadcasts.*

**Objective:** *Continue and develop the programme of public 'Information Days'.*

See the accompanying Gant-chart for an indication of the priorities for initiating each objective and the time to completion of each of the above major service areas.

**'2020 Vision'**

**OAB Strategy Plan** *List of principal objectives with associated start and completion times*

Each time-bar represents the planned duration, in years, for completing the objective

ARH 030313

*The priorities of each set of objectives are likely to change as each target is reached*

Objectives	*	2013	2014	2015	2016	2017	2018	2019	2020
Response to demographic change	1.1						Make provisions for increasing client longevity		
	1.2					Meet demands of increased sight-loss prevalence			
	1.3				Meet demands of clients with additional disabilities				
Countywide outreach of services	2.1		Roll-out of home visiting services across the county (initially in Cherwell District & West Oxfordshire District)						
	2.2			Improve client access in remote rural areas of the county					
	2.3			Introduce volunteer transport scheme to The Campoli Centre					
	2.4					Review support to local support groups and clubs			
Increasing use of IT	3.1	Extend home computer support county-wide							
	3.2	Extend client training in computer usage							
	3.3		Client training: e-mail & internet access						
Develop linked services	4.1		Set-up linked low vision services with Oxford Eye Hosp						
	4.2			Build links with other local charities					
	4.3		Set-up 'sign-posting' services						
Caring support services	5.1	Early intervention scheme: secure funding							
	5.2		Extend counselling services						
	5.3	Eye Hospital sight advisory desk							
	5.4		Set-up carer's support programme						
Professional development for staff	6.1		Introduce staff development opportunities						
	6.2		Define specialist responsibilities						
	6.3		Develop staff skills training						
Volunteer service development	7.1	Extend volunteer recruitment across the county							
	7.2		Extend volunteer training programme						
	7.3	Increase volunteer co-ordination time							
Development of non-optical aids resources	8.1	Daily living aids development							
	8.2	Develop equipment loan scheme							
	8.3		Staff training in daily living demonstrations						
Sustainable income sources	9.1	Implement Fundraising Strategy							
	9.2		Extend vision awareness courses (income)						
	9.3	Extend and maintain Trustee's stewardship campaign							
	9.4						Explore commercial opportunities for income		
Public profile and awareness	10.1			Identify Public body representation					
	10.2	Appraise Newsletter changes							
	10.3		Appraise Web-site developments						
	10.4		Revitalise public campaign activities						

\* See accompanying document for details of these sub-divisions