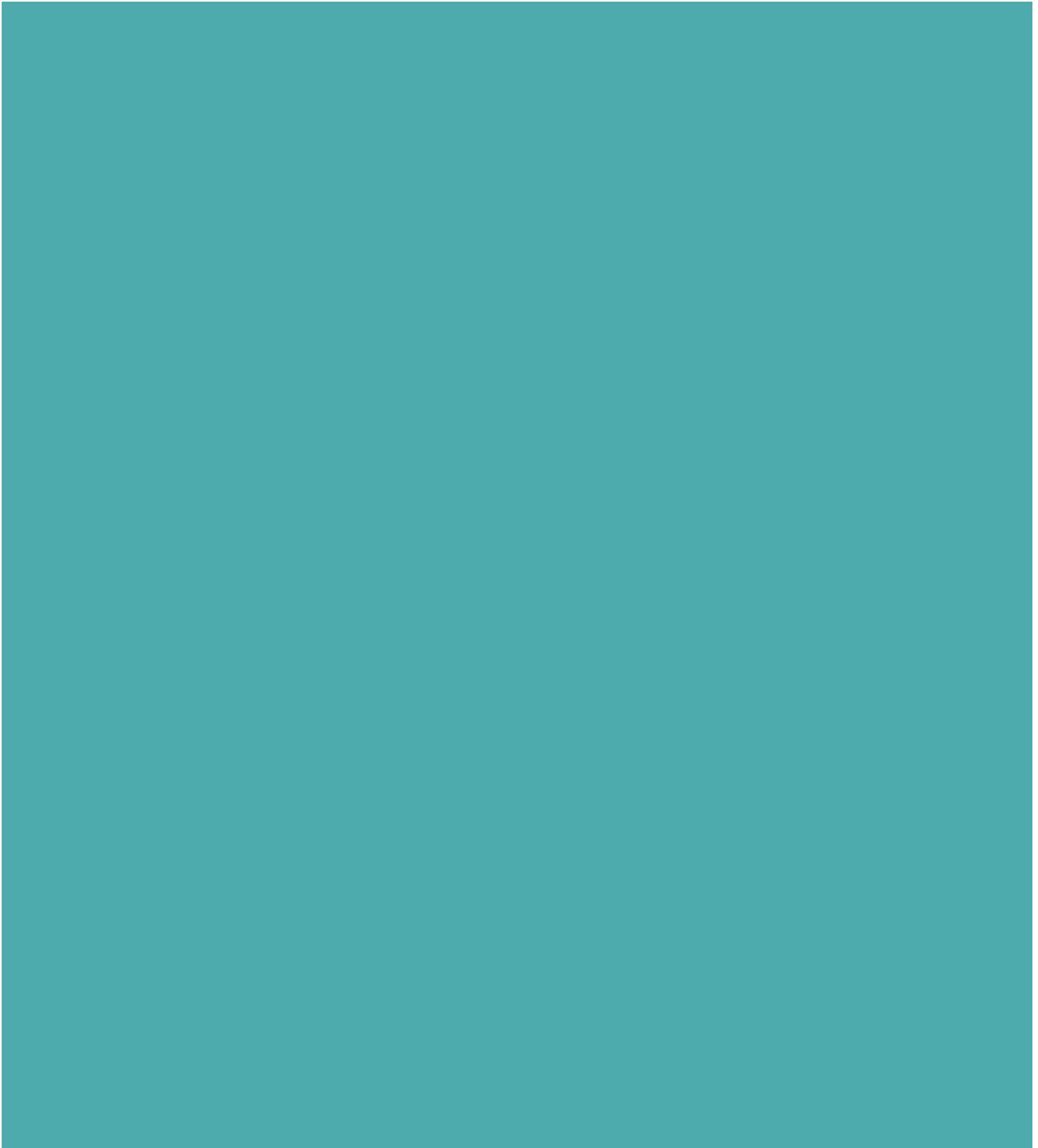


THE BRITISH POLIO FELLOWSHIP

3-YEAR STRATEGY 2022 - 2025



Foreword

Message from Chair, Vice Chair & Chief Executive

Following the election of a number of new Trustees in late 2020, the Board decided that it was the right time to develop a new Strategy for the Fellowship.

There were a number of reasons for this. The Fellowship recently had seen a considerable amount of change largely driven by the need to make significant financial savings, but there was a will to look at the role and relevance of the organisation moving into a very different future environment from the one that the Fellowship had been set up in 80 years ago.

Organisational and environmental changes were identified which created significant challenges, but also great opportunities.

These included:

- reductions in traditional sources of revenue, due to issues such as an ageing and diminishing membership, lack of profile of polio as a relevant issue for charitable contributions. There were, however, new funding opportunities to be explored;
- the need to become more reactive to demographic changes including catering for potential new and often younger members resident in the UK, who needed support due to the onset of Post-Polio Syndrome (PPS), or contracting polio in recent years either abroad or less frequently, in the UK;
- the need to modernise the service that we supplied and the way that we delivered it. This had been accelerated by the onset of Covid. Lockdown limited the activities of everyone, and the Fellowship needed to act quickly to maximise the use of electronic communication in all its forms. It was soon realised that this created a tremendous opportunity to re-engage in different ways with many new, existing and former members who for many reasons had been unable to physically attend Fellowship activities;
- ongoing changes to the way health and benefit services were structured, resourced and delivered in the UK, which often led to additional demands for specialist help and advice from Fellowship staff; and
- reviewing the Fellowship's role and position internationally as the drive to eradicate polio worldwide continued but faced significant challenges including, political instability in a number of countries and a growing resistance to vaccination on the back of Covid.

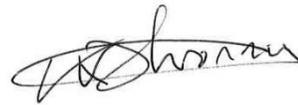
An extensive amount of work and consultation took place and led to the production of this Strategy. We are conscious that there is much work still to do, particularly in identifying the long-term future role of the Fellowship. Having said that, there is a very clear need to deal urgently with current issues and this Strategy is unashamedly focused on the immediate and urgent, whilst putting plans in place to ensure the Fellowship evolves into a modern and valued go-to organisation for everyone with polio or PPS-related needs.



Chair
Gordon Richardson



Vice Chair
Jerry Hutchinson



Chief Executive
Kripen Dhrona

Introduction

The British Polio Fellowship is a charity set up over 80 years ago, primarily to provide fellowship and support to polio survivors in the UK.

The Fellowship's Charitable Objectives represent its long-standing vision, still relevant today i.e. the relief of persons who have or may yet have polio and Post-Polio Syndrome or associated ailments, in particular but not exclusively by:

- representing the needs of people who have had or may yet have polio and Post-Polio Syndrome or associated ailments;
- assisting them to take their full integrated part in the life of the community;
- offering help, advice, information, accommodation and support (financial or otherwise) to such people resident in the UK; and
- liaising with similar groups worldwide to receive and disseminate information and expertise.

In recent years, the Fellowship has aimed to do this by seeking to support all people in the UK living with the effects of polio and Post-Polio Syndrome by providing information, welfare and support to enable them to live full, independent and integrated lives; by supporting a Regional/Branch/Group structure that enables mutual support amongst members to be carried out in a caring and inclusive environment; and by developing worldwide alliances with other polio and Post-Polio groups and aiming to be an excellent resource on polio and Post-Polio Syndrome.

The Fellowship's Board has been determining what action it needs to take to ensure that the Charity is and remains fit to fulfil its role in a modern, multi-cultural environment. Having reviewed that environment in the context of the Objectives of the Charity and having consulted with key stakeholders and taken stock of financial and human resources, the Board has adopted this new Strategy for 2022-2025.

The body of the document comprises a Strategic Goal stating what the Fellowship wants to achieve by 2025 together with five key strategic themes, all of which have been developed both to implement the Strategic Goal and also to support the Fellowship's charitable objectives. Whilst the Strategic Goal and themes are medium/long-term, the actions which are set out in tabular form include, short-term objectives with specific deadlines and updates on progress. The Strategy will be kept up to date and reported on regularly and will be reviewed and updated on an annual basis or more frequently, if necessary, as objectives are met, and where appropriate, new ones developed.

Strategic Goal for 2025

By 2025 the British Polio Fellowship will be a modern proactive charity that is in touch with and understands the needs of the entire diverse UK Polio Community and has the resources and expertise to provide tailored specialist advice and support to that Community. In particular it will have worked tirelessly to have raised the awareness and understanding of polio and Post- Polio Syndrome across the UK and especially within the health and social care system.

Key Strategic Themes and Timescales

Theme 1: Improving Communications

‘To communicate with and provide high quality, relevant and meaningful help and advice to all UK Polio Survivors.’

Key Objectives for 2022-2023	Progress to date	Responsible Person/Body
To retain and engage the existing membership and increase the number of new members (see also Financial Resources below).	A campaign to encourage members to renew membership resulted in 2022 membership numbers of 1757. Campaigns to target and attract new members will begin from September 2022.	Board/CEO
To review and improve the Bulletin (the quarterly magazine for members) to ensure that it delivers relevant and interesting information in the best and most cost-effective format.	A new Bulletin contract was agreed in November 2021. The format was reviewed, and changes made to editions since January 2022.	CEO
To update and further develop the Fellowship’s website to provide accurate and useful information for polio survivors, healthcare professionals and other stakeholders.	Webpage content has been reviewed and updated. Work on new functionality and design is ongoing.	CEO
To increase awareness of the Fellowship and the long-term effects of polio and Post- Polio Syndrome through the circulation of e-newsletters and press releases.	Work is ongoing. Numerous pitches have been made to the press with recent success. The Members’ Update e-newsletter has been circulated monthly to members since January 2022.	CEO

To build stronger relations with existing supporters and attract new audiences by posting more content on social media.	Work is ongoing. Facebook, LinkedIn and Twitter have seen an increase since January.	CEO
To evaluate the purpose, process and procedure for existing member meetings and national events and identify gaps and new opportunities.	No progress to date.	Board/CEO

Theme 2: People

‘To identify and support all individuals and groups associated with the Fellowship including staff, volunteers, members, trustees, branch officers, patrons and other stakeholders and partners, with a view to maximising the effectiveness of the Fellowship delivering its objectives.’

Key Objectives for 2022-2023	Progress to date	Responsible Person/Body
To review the status of the BPF Regions, Branches and Groups, to identify those with unfilled posts and to understand the difficulties faced at local level.	Meetings held with Branch Officers, including Welfare Officers, and challenges clarified. The aim is to propose a solution for the 2023 AGM.	Board/CEO
Ensure that the staffing structure is fit for purpose, including Key Officers.	The services and activities of the BPF staff team were reviewed and key areas needing enhancing were identified. These were communications (publicity, advocacy, website, information) and welfare support. Action so far: Communications and Information Officer recruited and Chief Executive appointed. Work is still going on to find an affordable way to enhance welfare support activities - target December 2022.	Board
To review the interaction with Patrons and Ambassadors with an aim to improving how we enable them to represent polio survivors and to increase their number.	To report on progress in attracting new Patrons by December 2022.	Board

To support polio survivors in self-management and in assessing healthcare by providing accurate and relevant information on polio/PPS.	BPF factsheets have been reviewed and several new factsheets produced along with articles in the Bulletin and special Zoom café topics. Ongoing.	Board/CEO
--	--	-----------

Theme 3: Financial Resources

‘To keep the Fellowship’s financial position under review, specifically, creating new financial resources and making effective use of existing ones.’

Key Objectives for 2022-2023	Progress to date	Responsible Person/Body
To maximise opportunities for securing larger sources of income	‘Large Funder’ Grant for £50k secured. Seeking opportunities for legacies and corporate partnerships. Ongoing	National Treasurer/Central Office Team
To establish a 5-10 year budget	Format developed by National Treasurer. Updated every 6 months	National Treasurer
To identify ways to maximise flexibility in using resources to meet Charitable objectives including: a) negotiating with Branches regarding using their funds for wider benefit; and b) reviewing use of restricted funds	Ongoing dialogue with Branches. Some are now willing to contribute to national projects. Scope for use of Roosevelt Fund already widened with approval of Charity Commission.	National Treasurer/Central Office Team
To identify projects to be funded from new and existing resources	Project plan for PPS pathway in development. Further projects to be identified. Ongoing	Frances Quinn Central Office/Board
To keep the membership policy under review.	Review scheduled for July 2022 and every two years thereafter.	National Treasurer
To maximise membership in terms of retention and attracting new and former members.	Work has commenced to reach out to former members within legal requirements. Plans are being formulated for recruiting new members. Ongoing (see also Improving Communications above).	Central Office Team

Theme 4: Outreach

‘To make the Fellowship’s approach, offer and focus more all-embracing to all existing and potential stakeholders, including determining our approach to diversity.’

Key Objectives for 2022-2023	Progress to date	Responsible Person/Body
To agree an action plan to ensure that the Fellowship is in a position to ensure that all of its services are focused on, offered and delivered to the whole of the diverse UK polio community.	Initial discussion by Board to be arranged, summer 2022.	Board

Theme 5: Health and Wellbeing

‘To review the Fellowship’s approach to taking action to assist its stakeholders with health and wellbeing including: providing health and wellbeing advice; looking at the future of the National Indoor Games; and at ways of introducing health and wellbeing into other new and existing events.’

Key Objectives for 2022-2023	Progress to date	Responsible Person/Body
To agree a plan for providing Health and Wellbeing advice to relevant stakeholders including the future direction for the National Indoor Games.	Initial discussion by Board to be arranged summer 2022.	Board/CEO
To increase awareness and understanding of polio and Post-Polio Syndrome within the healthcare system.	A project is getting underway to develop a Healthcare Pathway for polio/PPS with the aim of promoting the needs and rights of survivors within the healthcare system. Completion target early 2023.	Board

Beyond 2025

As most of the people currently living in the UK with the long-term consequences of contracting Polio did so during the epidemic years between 1946 and 1962, these numbers are going to significantly reduce in the next decades. This will be a key challenge for the next strategic plan post-2025, with some preparation work required before 2025.

There will still be many people living with Polio/PPS both in the UK and world-wide for a long time to come and the need for information, fellowship and support will still be essential. In the meantime, the healthcare system and technology will, of course, continue to evolve.



The British Polio Fellowship
CP House
Otterspool Way
Watford
WD25 8HR

www.britishpolio.org.uk
September 2022