

# STRATEGIC OBJECTIVES

## 1. Educate the public about stammering

**Accomplished:** We've begun with the launch of 'Stamma'; literally getting the subject in front of people on over 200 digital advertising sites across the UK over the last 5 weeks, with a viewing public of over 5 million, with messaging created by members, "I haven't forgotten my name", "Don't hang up on me". This has been created and delivered pro bono. The campaign has been supported by a new website, [stamma.org](http://stamma.org), warmly welcomed by our supporters, which showcases stories from people who stammer as well as an easy to use menu providing signposting and information.

We've recruited a new Patron, Scroobius Pip, and with the support of our new Communications Director, we're pushing out hard on our existing social media channels and new Instagram account.

**Next steps:** We will expand the campaign using the faces of those who stammer, of every age and from across the UK. We've new materials underway for professionals working with those who stammer, for those working in education, the law (many in prison have communication difficulties such as a stammer), for employers, those working in the benefit system.

**Measures of success:** we'll re-run our YouGov polling each November to assess levels of comfort with jokes about people who stammer/stammering; awareness of the BSA; understanding of the causes of stammering.

## 2. Reach Out to New Members & Supporters

**Accomplished:** The response from existing members - and from organisations across the world - to the Stamma campaign has been fantastic. New members and supporters are signing up at around 100 a month, and demand for our new information materials and marketing materials has been unprecedented.

**Next steps:** International Stammering Awareness Day (22<sup>nd</sup> Oct) is a core feature of our calendar, so we'll want to push out hard in the days leading up to the day, and try and keep the Stamma campaign alive and changing, and will seek to secure both digital advertising in more varied locations and keep the pressure on social with both advertising and messaging designed to engage viewers.

Connecting with other people who stammer is one of the most effective tools we have, which we know helps reduce people's sense of isolation and loneliness, build ambition and resilience, and with their empowerment and ability to talk about stammering, this helps the wider public better understand, identify with, and respond to those who stammer.

**Measure of success:** With an imminent clean up of the database we expect numbers to fall, but we hope to have 4K on our database by August 2020; 6K by 2021 and hit our target of 7500 by 2022. Qualitatively we aim for an engaged membership, providing stories on the website, raising funds for the BSA, getting involved in local and national networks and/or volunteering for the BSA.

STAMMA

### 3. Expand the Support We Provide

Originally this objective and the next were one, but we've split this into two to more easily identify the tasks we need to accomplish. But they are interlinked; a more engaged community will help us deliver more services.

Accomplished so far: We've recruited a Service Director to oversee the support and information we provide. We've begun with switching over the helpline to a platform with Call Handling, which allows us to train up members to volunteer on the helpline, and we've over 20 people offering to work on the helpline and waiting for training. We've changed the opening hours to reflect the times supporters said they want to call, and have seen nearly a trebling of calls per month.

Next Steps: We need funding to expand into webchat and we need help on working with local groups and volunteers to match them and support them on our service delivery. This is a symbiotic relationship. Our helpline is staffed by volunteers, members of the BSA, who stammer or have a deep knowledge of the issue (speech and language therapists). Any expansion of the support we provide, regardless of our channels, will depend upon individual members or local groups supporting that service.

These are services and activities which we want to introduce working with our groups and networks:-

- **Webchat**  
Frankly, a 'phonenumber' for those who stammer isn't hugely helpful, so we want to add webchat – and offer a helpline and webchat every afternoon. Our helpline platform will facilitate this addition, and we've got a grant of £6,500 towards trialling out this service.
- **Launch a nation-wide mentoring programme**  
We've lots of members in work who are well equipped to support young people at the start of their journey in education and work – a critical and particularly difficult time for people who stammer. But setting up the infrastructure and safeguards needs to be coordinated from the office.
- **Help Parents of Children who stammer, and children who stammer, meet up**  
We want to work with Action for Stammering Children and Local Groups to host local meetings for Parents & Children. This is something that our local groups are well placed to co-ordinate, but they need support from the office.
- **Enable people to schedule mock interviews**  
We have the people willing to volunteer their time and conduct online interviews, and the technology – but ensuring a sustainable, monitored and effective programme depends upon coordination from HQ.
- **Workshops & Training**  
There's a huge appetite from members and supporters – and from employers, from HR professionals and those working in the field of diversity – for workshops around getting into work, progressing at work and accessing support. We want to partner up with organisations like EY, the Civil Service, the Stammering Defence Network as well as small local employers and agencies to deliver on these needs.

Measure of success: the ability to run and maintain services (above) usage of those services and feedback on those services. Attaining Helpline Partnership Accreditation for helpline and webchat.

## 4. Improve Community Support

Accomplished so far: We've been gathering feedback. We've 28 local groups across the UK. Some, like Doncaster and Durham, have been going for decades, most are struggling. At our consultation meetings with the groups at the Northern Stammer House in June, we heard the message loud and clear, they want more support from the centre – they want to lead our campaigns, get help finding local funding, find new ways of operating, and they want help reaching out to new members. The new website makes it easier to find local groups, and start up your own, but it's not enough.

Next steps: Our first priority is to support our existing groups, and we want to employ a Network Coordinator to do this. Not just the for local groups, but also our Facebook groups and employee networks. If we can empower and strengthen these networks and individuals, this can empower them to be part of both our service delivery, creating local training, workshops and events, and they can bring their voices and engagement in the larger campaigns.

Most people who stammer work or want to work – they may physically stammer but other than that these are people like any other. The Employers Stammering Network, which included the Civil Service and EY as members, was an innovative start to talking about stammering at work. We're now in discussion with local groups and from ESN members looking at how we can develop an ESN in a box package, but also as a wider campaign to explode notions around 'good communication skills'; and get more employers involved in these networks to learn about and understand stammering and its impact on current/potential employees.

Measure of success: Attendance at local groups, engagement in employee networks, numbers of new local groups, participating and collaboration with local groups in joint activities and service provision.

## 5. Manage the BSA Effectively & Efficiently

Accomplished so far: the office refurb is complete thanks to a grant from Clothworkers Foundation. This has allowed us to create a comfortable, safe and enjoyable working environment and recruit and house more staff and volunteers. We've a functioning Risk Register, and seen some of the key risks reduced and turn the red lights green. We're coming to grips with our new CRM system. We've moved across from Google to the cloud – so our data is now encrypted. GDPR. The move to the new website was accompanied by a pretty intense period of support from the legal company, Sidleys LLP, who worked with us around GDPR as it applies to HR, data storage and our website. We're working through some of the documentation and processes, and hugely grateful for this pro bono support. We've a monthly dashboard tracking KPIs. Staff have updated contracts, are plugged into a pension scheme, regular reviews take place with key objectives; we've updated all our policies and staff are having training to ensure they are up to date with key legislation and practices.

Yet to do: We've a data cleaning process to complete; we need to streamline and automate our thanking and banking process. We want to work with Trustees on a new Induction Package

Measure of success: Low staff turnover and sickness; instant, accessible and up to date information, ie on donations, membership and orders; staff, trustees, volunteers and wider membership clear on our direction of travel.

## OUR TEAM

Thanks to a very generous legacy donation received in late 2018, we've been able to accelerate our plans to deliver our transformational strategy. We've hired new talent to drive the development of our services and campaigning and invested in our back office staff and resources, growing our team this year to eight: four full-time and four part-time posts including:

- Jane Powell, CEO. Jane has worked in the voluntary sector for 40 years, and founded and led the charity CALM, campaign against living miserably, from 2007-2016.
- Communications Director Kate Dickson (p/t), brings 15+ years' experience in communication and media relations, most recently from Nickelodeon. Her task is to ensure our members have a voice and are embedded in our campaigns, are listened to and have a voice.
- Lee Millam (p/t) Helpline Manager, has solid experience of running helplines and will work closely with the Service Director on the delivery of the helpline and webchat service.
- Web-Editor, Steven Halliday (f/t) will be showcasing the stories and experiences of people who stammer through our new 'Stamma.org' website and other online/social channels
- Manish Vora, Finance Officer. Manisha joined the team on a part-time basis in February 2019. With several years' experience in accounts and finance, she has worked with other charities and small partnership concerns, and is excited to be a part of the BSA.
- Ahmad Al-Hasani, Salesforce Administrator. Ahmad is a database administrator and joined the team in late 2018. He said, 'having had stammering in my family, I feel passionately about supporting people who stammer by providing operational support to the team. In my free time I enjoy playing the saxophone out of tune, to the pleasure of my neighbours!'
- Jacqueline Fitzsimmons, Office Manager: Jacqueline first started working with the BSA back in 2000. Following a career break she returned in 2016 as Office Manager, using her wealth of knowledge to ensure that the day-to-day operational aspects of the charity run smoothly and efficiently

Our 11 Trustees, comprise elected members, voted into office by members (the two 'runners up' in last year's election were then appointed to fill the two positions of resignations in 2017 and 2018, and members of the BSA appointed to the Board. Their backgrounds include finance, fundraising, business, academia, research and speech and language therapy. Of 11 Trustees, 10 have a stammer.

A team of regular volunteers who all have a stammer, support our staff in a variety of roles. They're motivated to help for a number of reasons: they're looking for work, they want to help others in similar situations to themselves and because they appreciate the work we do. Their contributions make a huge difference.

# STAMMA