

BELMAS STRATEGIC PLAN 2023-2026 – KPI DASHBOARD

Executive Officer, October 2023

INTRODUCTION

Welcome to BELMAS' first full Strategic Plan. A variety of activities, discussions and reflections across the organisation from the Board of Trustees to employees and members over the previous 12 months have contributed towards the direction of the organisation for the next three years.

The organisation is now in a position to focus on three key areas for development. They are:

1. **Increase both UK and International membership.**
2. **Ensure the organisation is financially sustainable.**
3. **Assure BELMAS' good governance as a charity and membership organisation.**

The 2023-2026 strategic plan aims to capture and focus annual KPI's against these objectives which shall inform the operational plan and budget of the organisation.

KEY:

	No Longer Applicable
	Not Started / Data Unavailable
	Complete / Meeting Target
	In Progress / Close to Target / Likely to Complete by YE
	Incomplete / Behind Schedule / Unlikely to Complete

This KPI Dashboard shows that the Strategic Plan is an ambitious one, however, it provides focus with a target of 95% completion of targets for the year.

Total Completed (Nov2023): 65%

STRATEGIC OBJECTIVE 1: INCREASE BOTH UK AND INTERNATIONAL MEMBERSHIP

(61.54% complete – 8/13)

Activity	Year 1 (2023) KPI Measure	RAG Rating of Progress	Commentary/Progress Description
1.1. Offer a referral scheme with 25% off membership for one year when you recommend a new full member.	1.1.1. Discover the process and limitations for implementing a % discount offer for those who recommend a new member with the new website provider.	Green	Discount now available through sign up on new website. Members can click that they have been recommended to BELMAS by X individual. We will then provide a unique code to the person who recommended the new member, providing they are a completely new member.
1.2. Develop “Practitioner Mixers” where BELMAS offers commercialised visits to MAT and Schools across the four jurisdictions within the UK.	1.2.1. Plan what a “Practitioner Mixer” looks like, and what the membership would expect from an opportunity using the organisation’s annual feedback survey.	Red	Planned for 2024 in the objectives of the Membership Engagement Manager to deliver a practitioner-focused event.
1.3. Introduce a two-tiered membership with the launch of a BELMAS Fellowship.	1.3.1. BELMAS Fellowship Working Group defined ready for 2024.	Green	A different approach has taken place where the Distinguished Service Award winners have been constitutionally recognised as a sub-committee of the Board of Trustees as a “DSA Advisory Board” which has replaced the “fellowship”.
1.4. Development of an online global mentoring programme for leaders in education.	1.4.1. Mentoring Programme Working Group defined ready for 2024.	Red	Incomplete.
1.5. Review RIG Processes to ensure that they are welcoming, open, utilised and sustainable.	1.5.1. RIG Review conducted in partnership with current RIG Convenors and through a membership survey.	Green	First RIG Meeting took place. Feedback into the membership survey in Autumn 2023 and Handbook written ready for approval.

	1.5.2. First RIG Convenor meeting to take place facilitated by the BELMAS Office.		Convenor meeting conducted. Outcomes to be reported to the Board in July's meeting by the Membership Engagement Manager.
	1.5.3. RIG Handbook written and circulated to include new RIG procedures and processes.		RIG Review took place and the Handbook written for approval with feedback from convenors and two Board members.
1.6. Conduct a Membership Satisfaction Survey	1.6.1. First annual membership survey with a 10% membership participation and use data to improve services and inform the movement of the Strategic Plan for 2024 and 2025.		Survey taken place with over 17% response rate. Data circulated to the Board in preparation for the Strategic Away Day activities.
1.7. Improve the communication between BELMAS and its members.	1.7.1. Launch of new website in Spring 2023.		Website now live and active with additional funding committed for further developments.
	1.7.2 Review current statistics of followers on social media (LinkedIn and Twitter), email open rates and website views by end of 2023.		Comparison year on year Report produced for January looking back at the previous year. Continuing to do monthly reports.
1.8. Set up an "Institutional Partnership Programme" with University Education departments or other organisations that deliver Level 7 standard qualifications in Education Leadership to pay an annual subscription which in return provides 1 YEAR membership to Masters Students on Education programmes.	1.8.1. Identify and determine which institutions in the UK and Internationally would be interested in the Institutional Partnership Programme.		On reflection, formal institutional membership may cause issues with the performance of the sales of Journals and affect the wider income streams. We have, however, created group memberships where we offer a small discount on large memberships. This has already been trialled with one organisation.
	1.8.2. Draft agreement template for the Institutional Partnership programme seeking advice where necessary.		N/A as above.
1.9. Review of the value of International Partnerships and establish meaningful links that provides physical member benefits.	1.9.1. Review all current international and UK partnerships, reviewing and signing new MOUs where relevant.		Awaiting International Strategic conversations at the 2023 Strategic Away Day in December before moving forward with this work. Plan to deliver in 2024 in Executive Officer objectives.

STRATEGIC OBJECTIVE 2: ENSURE THE ORGANISATION IS FINANCIALLY SUSTAINABLE

(50% complete – 7/14)

Activity	Year 1 (2023) KPI Measure	RAG Rating of Progress	Commentary/Progress Description
2.1. Meet budget annually.	2.1.1. Plan and execute an annual budget that performs to the planned budget making no further deficit.	Green	The YE forecast is at around £79,000 surplus.
	2.1.2. Ensure each overarching expenditure budget area (department) does not exceed 1% of their allocation during 2023.	Red	Central Costs: 17.73% increase on budget due to 11k additional wages, pension and NICs for overtime on workload and additional employee and payment of holiday, £3k on laptops for events and £6k budget for CIO support and VAT support. Partnership & Global Opportunities: 15.71% over due to additional conferences approved given the financial position of the organisation. Reports written for all conferences and profile raised at: BERA (England), IEAL-J (Jamaica), WLE (Philippines), UCEA (US), SERA (Scotland) and EARDA (Turkey). Training & Development: 70.37% increase on budget due to £4k committed to Steve Allman for Board review, Trustees 121s, facilitation of Strategic Away Day and Report in addition to Strategy Day accommodation and day delegate package.
2.2. Ensure that conference is planned well and established as a breakeven membership benefit.	2.2.1. Reduce the deficit from the 2022 conference to below £5,000, aiming to breakeven.	Green	Conference made a surplus of £5,500.
	2.2.2. 2024 Conference details launched at the 2023 Conference to include the dates, venue, theme and cost.	Green	Conference deadlines adjusted and set for 2024.
2.3. Plug the gap in income from the current subscription-model journals by introducing a third journal in a pay-to-publish model.	2.3.1. Establish a Third Journal Working Group with members acting as the interim Board.	Yellow	DO, DM, TB and PA on the working Group with two meetings taken place. The second meeting included publishing partners Sage Publishing. No further work completed on this as of yet.
	2.3.2. Plan for a 2024 launch of the Third Journal with an editorial board appointed and supported.	Red	Following a conversation with Justine at Sage Publishers, we are unlikely to launch by 2024. The Working Group will need to establish the USP for the Journal where there is a clear gap in the market, appoint an editorial Board who share the vision of the

			group. They will also need at least 6 months of articles prior to launch. Change in priority with the organisation in a much better financial position.
2.4 Accurately assess VAT liabilities after becoming VAT registered.	2.4.1. Receive external support to ensure that BELMAS continues to be compliant and accurate in its VAT returns.		RB and KR (Finance Officer) have already had one meeting with Hawsons Accountants and remain in contact with any questions/issues. KR had further support in Feb23 with the quarterly VAT Return (which includes a large sum from SAGE income). Although not VAT, Hawsons have also supported BELMAS with P11D forms so that we are correctly paying Class 1A NICs.
2.5. Create Job Board postings for additional income generation.	2.5.1. Work with new website provider to discuss how a Job Board would look on the BELMAS website, gaining visuals.		Quoted £800-£1300 for a job shop similar to this one: https://www.gai.org.uk/GAI/GAI/JobShop.aspx?hkey=5c13bf54-a204-42ec-ba04-a7cf25abbea9 Decided this didn't represent VFM and until there are regular posts, we would manually create a page on the website where jobs can be advertised. In the Finance & HR Officer's Objectives for 2024 to look at Job Boards.
	2.5.2. Write a business plan for Job Boards for consideration at the Trustee Board to include cost and process.		As above. Not yet started.
2.6. Invite sponsorship from commercial organisations with transparency of how much is donated published on website.	2.6.1. Contact other Learned Societies and Charitable Organisations for support in obtaining commercial sponsorship.		Not complete
2.7. Review banking arrangements to reduce cashflow risk and operational burden to BELMAS.	2.7.1. Gain access to HSBC legacy account and split BELMAS resource across the two current providers.		HSBC account now closed down as of Oct23. Waiting for CIO Conversion to complete before exploring options for new banks.
2.8. Review the annual timelines of Financial Reporting, AGM and Elections to ensure smooth process for compliance.	2.8.1. Complete the Annual Audit (Report and Accounts) by the Easter break 2023 and upload them to the Charity Commission and Companies House in advance of any deadlines.		Audit conducted by Hawsons for the 13 th March 2023 – 17 th March 2023. Final report approved at Board and at AGM. All files submitted.
	2.8.2. Consider the timing of the AGM to approve the annual report and accounts whilst remaining conscious of the CIO work.		AGM took place approving the Audited Accounts 2022 and conversion to CIO.

STRATEGIC OBJECTIVE 3: ASSURE BELMAS' GOOD GOVERNANCE AS A CHARITY AND MEMBERSHIP ORGANISATION

(84.62% complete – 11/13)

Activity	Year 1 (2023) KPI Measure	RAG Rating of Progress	Commentary/Progress Description
3.1. Re-write the charity constitution to become a Charitable Incorporated Organisation (CIO) and ensuring that all processes and By Laws are fit for purpose.	3.1.1. Feedback from the 2022 Strategic Away Day presented to the Board within a draft of the CIO to be approved.		Conversion to CIO passed at Board and AGM. Now being sent by Solicitors SM to the Charity Commission. Approval received for use of name from Companies House.
	3.1.2. Changes of the Constitution presented to the membership at the 2023 AGM for approval.		Approved.
	3.1.3. New CIO submitted to the Charity Commission for a 2024 launch.		Completed.
3.2. Ensure all policies are up to date and are reviewed every three years.	3.2.1. Review and Renew all Policies creating an inventory of review dates.		All policies up-to-date with none due for review this calendar year.
3.3. Ensure Trustees are supported and equipped to effectively carry out their role.	3.3.1. Complete full NCVO training for Trustees as an annual refresh and following new appointments.		All trustees received NCVO training in December. BELMAS continues to be a member organisation of NCVO. Strategic Away Day beginning to be planned for December 2023.
	3.3.2. New trustees to have internal training the Executive Officer and Chair of the Board prior to attendance at the first Board meeting.		New Trustees had some time with RB prior to being elected and after, but looking to consider how this is delivered in the upcoming election. A lot of focus on change in that meeting as opposed to what we do and why we do it, which was difficult without a Strategic Plan, identity in terms of MVV etc. In the new timelines, the new Trustees will attend the July Board as observers before officially starting their Term of Office in September.

	3.3.3. Provide all Trustees with the “The Essential Trustee (CC3)” and information on the “Charity Governance Code”.		All Trustees have received an annotated version of the CC3 Essential Trustee Document, which will also be sent to all candidates in the election prior to the process as part of their informed decision to stand.
3.4. Ensure that the organisation is focused on its charitable objectives, mission, vision and values.	3.4.1. Establish clear Mission, Vision and Values from the outputs of the 2022 Strategic Away Day.		Mission, Vision and Values now approved and on website.
	3.4.2. Use the NCVO Governance Wheel to identify weaknesses in the organisation in relation to its purpose and overall governance.		NCVO Trustee training in December to focus on the Governance Wheel.
3.5. Establish clear succession plans for key roles within the organisation.	3.5.1. The Appointments and Remuneration Committee begin to hold discussions on a Society-wide succession planning approach across both elected and appointed trustee and paid employee roles.		Not started.
3.6. Invest in the Society’s employees and consider any relevant accreditations.	3.6.1. Review employee development offer and in partnership with employees establish a learning and development strategy within the budgets for 2024.		Employee development currently discussed as part of the “Be At Your Best” Plan. All employees have identified learning needs to fulfil their role/objectives for the year and will be prioritised against the budgets set by the Board.
	3.6.2. Review the use and value for money on the employee benefits established in 2023.		Data being written into EO Reports on the impact of the benefits.
	3.6.3. Ensure all employees have regular one-to-ones as part of the “Be At Your Best” Plans and launch the new appraisal system.		All employees have monthly 121s booked into the calendar for the year and have had at least 3 meetings (missing March due to Paternity Leave). Appraisals to be conducted in November which will be provided to the Appointments & Remuneration Committee. Outcomes of 121s have resulted in L&D requirements and sign ups.