# BELMAS STRATEGIC PLAN 2023-2026 – KPI DASHBOARD

EXECUTIVE OFFICER, SEPTEMBER 2024

## INTRODUCTION

Welcome to the BELMAS KPI Dashboard; a document that tracks the progress against the 2023-2026 Strategic Plan, providing direction and guidance and holding members to account.

This KPI Dashboard demonstrates the ambition of the organisation and provides focus with a target of 90% completion of targets for the year.

Following a review at the Strategic Away Day 2023, the three key areas for development were combined into two. They are:

1. **Increase both UK and international membership by 25% against 2022 numbers.**
2. **Assure BELMAS long-term sustainability & 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:**

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| Black | No Longer Applicable |
| Grey | Not Started / Data Unavailable |
| Green | Complete / Meeting Target |
| Amber | In Progress / Close to Target / Likely to Complete by YE |
| Red | Incomplete / Behind Schedule / Unlikely to Complete |

# STRATEGIC OBJECTIVE 1: INCREASE BOTH UK AND INTERNATIONAL MEMBERSHIP BY 25% AGAINST 2022 NUMBERS

**(17.65% complete – 3/17)**

| Activity | Year 2 (2024) KPI Measure | RAG Rating of Progress | Commentary/Progress Description |
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| **Offer a referral scheme with 25% off membership for one year when you recommend a new full member.** | 1.1 7.5% of members based on 2023 membership figures (roughly 30) recommend new members. | | We will judge this by the number of discount codes distributed throughout the year. More comms to go out on this.<br><br>Currently 42 members recommended by other members as at P9 2024. On Target. |
| **Increase engagement of BELMAS "practitioner" members.** | 2.1 Survey the practitioner membership to find out what benefits and/or events would increase their engagement with BELMAS with at least 15 % of members engaged in the survey (roughly 60). | | Survey currently being put together by the Membership Engagement Administrator and on track against operational plan. |
| | 2.2 Research and propose practitioner-based engagement opportunities such as MAT Visits or "Practitioner Networks/Mixers" and present findings to the Board of trustees for consideration. | | |
| | 2.3 Hold at least one (1) practitioner focused event that attracts at least 10 members with a satisfaction rating of 4/5. | | |
| **Development of an online global mentoring programme for leaders in education.** | 3.1 Research and explore the feasibility for a BELMAS mentoring scheme by producing a report for the Board of Trustees outlining the benefits and challenges of implementation. | | |
| **Review RIG Processes to ensure that they are welcoming, open, utilised and sustainable.** | 4.1 Two RIG Convenor Meetings held with the BELMAS Office with all Convenors attending at least 1 of the meetings. | | First RIG meeting held in April 2024. Second meeting to be held 24th October 2024. Follow-ups will occur for those RIGs who haven't yet made contact with the Office, attended a meeting or organised an event. |
| | 4.2 Review of new RIG procedures at second RIG Convenor Meetings with an overall satisfaction score of at least 4/5. | | Second meeting to be held 24th October 2024. |

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| | 4.3 All RIGS considered active with an appointed convenor and holding at least two RIG activities per year. | | FIVE of the 13 RIGs have held 11 events/activities collectively spreading across: 10 x Zoom Events, 1 x In-Person Event, 1 x Podcast and 1 x Blog Post. At P9 we would expect more coming out of RIGs and will need to be addressed as soon as possible following RIG Report. Attendance to Register % is at 54% with 84.5% of attendees being BELMAS members. |
| | 4.4 All RIGs complete an "End of Year Report" that outlines the impact of the group. | | New template design underway. Distribute to ALL RIGs for completion in January for previous year. |
| **Conduct a Membership Satisfaction Survey.** | 5.1 Review questions for the Annual Membership Survey that is targeted and approved by the Board of Trustees before circulation. | | Add to Agenda for Strategy Away Day – Does their need to be an annual survey if items from previous survey are not yet completed? |
| | 5.2 Annual membership survey with a 25% membership turnout, and an average of over 4/5 satisfaction rating. | | As above. |
| **Improve the communication between BELMAS and its members.** | 6.1 Review of current communication methods including the newsletter and social media. | | Phase 1 of Communications Strategy completed.<br>Phase 2 in progress over the next year as planned. |
| | 6.2 Use the Annual Membership Survey to review the organisation's communication rating against 2023 figures and to inform any improvements. | | See 5.1 and 5.2 notes. |
| | 6.3 Create a communications strategy that sits alongside the strategic plan of the organisation. | | Completed with Leader, the website developers. |
| **Review of the value of International and UK Partnerships and establish meaningful links that provide clear member benefits.** | 7.1 Review all current international and UK partnerships, reviewing and signing new MOUs where relevant. This may include: ACEL, AERA, ASCL, BERA, CCEAM, CSSE, ECER, IEAL-J, ISLDN, NZEALS, SERA and UCEA. | | Exhibition Stalls at ECER (CCEAM), BERA and UCEA in line with International priority discussions at the Strategic Away Day. A confidential draft MOU has been produced for review by the Executive Director at UCEA and will come back to the Board for discussion hopefully in July. RB held meetings with UCEA and the team at BERA to discuss partnerships. Also held additional meeting with the CEO of ACEL with DO, Australia. BELMAS has provided 4 x 50% off discount codes to UCEA and CCEAM which covers the cost of attendees to ensure that we are enabling potential partners to attend Clydebank in July. As part of potential 3-year budget cycle, we want to commit funds for IEAL-J which will be held in 2025, and possibly ACEL also in 2025. |
| **Launch the DSA Advisory Board with DSA-led** | 8.1 Launch the first DSA Research Project Grant as a scoping project to assess the state of the field. | | DSA Grant approved in principle by the DSA Advisory Board and now with the ABG. To be then sent to RIG Convenors for their view /feedback for an Autumn launch.<br><br>Postponed to 2025. |

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| **initiatives that engage the wider BELMAS community.** | 8.2 Ensure processes for selection of DSA recipients are conducted in line with ABG policy. | | DSA process completed and signed off with no issues. |

# STRATEGIC OBJECTIVE 2: ASSURE BELMAS' LONG-TERM SUSTAINABILITY & GOOD GOVERNANCE AS A CHARITY & MEMBERSHIP ORGANISATION

**(20.83% complete – 5/24)**

| Activity | Year 2 (2024) KPI Measure | RAG Rating of Progress | Commentary/Progress Description |
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| **Clearly understand the organisation's risks, mitigate any high-risk areas, and prepare the Board for potentially harmful activities.** | 9.1 Commission an external risk audit of the organisation. | | Following the March F&RC Committee meeting, it was recommended that this piece of work would be better suited to start in 2025 in the final year of the BELMAS strategic plan. There were also considerations for timescale based on two other larger projects taking place (EDI and Communications) in addition to the forecast £10k deficit on year. |
| | 9.2 The Finance & Risk Committee to review the current Risk Register against the findings of the risk audit. | | As above. |
| | 9.3 Ensure all Trustees have completed the Conflicts of Interest Register that are reviewed annually. | | Behind Schedule with outstanding forms still not completed.<br><br>**ACTION:** ALL Trustees to complete conflict of Interest Register before the end of summer (September). |
| **Establish clear succession plans for key roles within the organisation.** | 10.1 The Finance & Risk Committee begin to hold discussions on a Society-wide succession planning approach across both elected and appointed trustee and paid employee roles. | | Not yet started. |

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| | 10.2 Journal Succession Group established to oversee the succession planning of the BELMAS Journals including the contract renegotiation in 2025/2026. | | Planned for the end of 2024 but remains on the radar and agenda of the F&RC. An action now in place to have the first meeting arranged and organised. |
| | 10.3 Succession Planning Report submitted to the Board of Trustees written by the Finance & Risk Committee. | | Not yet started. |
| **Ensure that the organisation is focused on its charitable objectives, mission, vision and values and that Trustees are supported and equipped to effectively carry out their role.** | 11.1 Using the output report from the 2023 Strategic Away Day, create and execute a set of actions to improve Board culture and effectiveness that is measured by Trustee appraisals/reviews. | | Report submitted to the Board of Trustees for the January meeting following the Strategic Away Day in December 2023. Further discussions will take place across the Board relating to culture and effectiveness.<br><br>To look at Trustee appraisals and how they work in other organisations. |
| | 11.2 Explore the idea of a Trustee appraisal/review with a draft process submitted to the Board for approval. | | Not yet started. To look at Trustee appraisals and how they work in other organisations. |
| | 11.3 Identify any training and development needs for individual trustees as part of the appraisal/review process and include in any proposal. | | Not yet started. |
| | 11.4 All Trustees to undertake training on financial controls, financial crime and abuse. | | NCVO Financial training identified and to be booked in before the end of the calendar year. |
| | 11.5 EDI Committee established and operational with a clear timeline for delivery of an EDI strategy that aligns to the BELMAS values of “social justice” and “inclusion”. | | Committee established with the EDI questionnaire now live on the BELMAS website to be reviewed after the summer. NO further timelines set until there is a high completion % of the EDI questionnaire. |
| | 11.6 Circulate an EDI Questionnaire for members with at least 25% participation for BELMAS to have a broad understanding of who its members are. | | EDI Questionnaire now live on the BELMAS website. |
| **Diversify income streams through a variety of new projects and initiatives.** | 12.1 Write a business plan for Job Boards for consideration at the Trustee Board to include cost and process. | | Not yet started. |
| | 12.2 Contact other Learned Societies and Charitable Organisations for support in obtaining commercial sponsorship. | | Not yet started. |
| | 12.3 Identify a pipeline of potential suppliers/partners for specific events in the BELMAS calendar. | | Not yet started. |

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| | 12.4 Re-establish the Third Journal Working Group and write a firm proposal and timeline for implementation. | | Not yet started. |
| **Ensure BELMAS is operating within the good guidance as set out by CC8: Internal Financial Controls for Charities** | 13.1 Upon beginning 2024 as a CIO, begin a market analysis of banking provision and present an options appraisal to the FRC for review, with consideration of:<br>• Customer service and accessibility<br>• The process of transferring<br>• Interest rates/benefits<br>• General day-to-day operation<br>• Continuity, insurance, risk processes<br>• Spread of cash holdings (risk) | | Not yet started while still dealing with outstanding issues from current banking provider. |
| | 13.2 Action any outstanding tasks in line with the review of BELMAS position against the CC8 checklist. | | Final banking tasks updated in F&RC with an action to review the CC8 checklist annually. |
| | 13.3 Finance & Risk Committee to develop a two-year budget with the view of moving to a three-year budget against a new Strategic Plan from 2026. | | Completed in draft form presented at the May F&RC. |
| **Invest in the Society's employees and consider any relevant accreditations.** | 14.1 Review the use and value for money on the employee benefits established in 2023. | | Not yet started. |
| | 14.2 Explore an employee learning and development strategy that is embed into the BELMAS "Be At Your Best" Plans. | | Not yet started. |
| | 14.3 Ensure that all employees are achieving a minimum of GOOD in their annual appraisal meeting at least 80% of their annual KPIs. | | |
| **Ensure that conference is planned well and established as a breakeven membership benefit.** | 15.1 Deliver conference to agreed annual conference budget ensuring there is no deficit. | | Overall surplus of £3.5k. |
| | 15.2 Increase in Conference attendance by 10% in comparison to 2023 attendees. | | 2023: 125 Paying Attendees and 157 Total Attendees.<br>2024 will require 138 Paying Attendees and 173 Total Attendees.<br><br>Currently 160 Paying Attendees exceeding target by 22, and 184 Total Attendees exceeding target by 11. This doesn't include the additional 22 for the Gala Dinner.<br><br>28% increase on Paying Attendees & 17.2% increase on Total Attendees. |

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| | 15.3 2025 and 2026 conference venues, dates and themes confirmed by the 2024 annual Conference. | | Venues for 2025 and potentially 2026 now confirmed by the Conference & Events Committee |