BELMAS STRATEGIC PLAN 2023-2026 – KPI DASHBOARD

EXECUTIVE OFFICER, FEBRUARY 2025

INTRODUCTION

Welcome to the BELMAS KPI Dashboard, a document that tracks progress against the 2023-2026 Strategic Plan, providing direction, guidance, and accountability for members. This KPI Dashboard showcases the organisation's ambition and focuses on achieving a 90% completion rate of targets for the year.

Following a review at the 2023 Strategic Away Day, the three key areas for development were consolidated into two:

1. **Increase both UK and international membership by 25% compared to 2022 numbers.**
2. **Ensure BELMAS's long-term sustainability and good governance as a charity and membership organisation.**

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

KEY:

(black)	No Longer Applicable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% COMPARED TO 2022 NUMBERS

(46.67% complete – 7/15)

Activity	Year 3 (2025) KPI Measure	RAG Rating of Progress	Commentary/Progress Description
Offer a referral scheme with 25% off membership for one year when you recommend a new full member.	1.1 15% of members based on 2023 membership figures (roughly 60) recommend new members – a total of 90 within two years.		We will judge this by the number of discount codes distributed throughout the year. More comms to go out on this. 55 members were recommended by other members in 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 complete by the Membership Engagement Administrator and on track against operational plan. Not yet delivered to the membership as conversations continue. Board needs to agree to deliver to the whole membership.
	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.		Follows from step 2.1.

	2.3 Hold at least one (1) practitioner focused event that attracts at least 10 members with a satisfaction rating of 4/5.		Follows from step 2.2.
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.		Discussed at Strategy Away Day – Follow up with Trustees. BK - Would have to start with a Trustee audit – who would want to be involved and perhaps create a profile that could be shared – could be done via the website as a membership incentive.
Review RIG Processes to ensure they are welcoming, open, utilised and sustainable.	4.1 An increase in membership engagement at RIG events by 20% in comparison to 2023/24 figures.		On target to achieve at YE.
	4.2 Two RIG Convenor meetings held with the BELMAS Office with Convenors attending at least 1 of the meetings.		Scheduled to be held in April and October each year. 2024 saw a great increase in engagement from RIG convenors and together with the BELMAS office, we will continue its progress.
	4.3 All RIGS considered active with an appointed convenor and holding at least two RIGS activities per year.		New RIG convenors onboard for existing RIGs. New RIG proposals in progress.
	4.4 All RIGs complete an “End of Year Report” that outlines the impact of the group.		Timetable changed for progress reports to coincide with academy term time (Sep to Aug).
Conduct a Membership Satisfaction Survey.	5.1 Review questions for the Membership Survey that is targeted and approved by the Board of Trustees before circulation, every three years to coincide with the Strategic Plan.		To review at the end of 2025 for new strategic plan beginning 2026.
	~~5.2 Membership survey with a 25% membership turnout, and an average of over 4/5 satisfaction rating.~~		~~Remove as part of the 3-year membership survey.~~

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. Phase 2 in progress over the year as planned.
	~~6.2 Use the Membership Survey to review the organisation's communication rating against 2024 figures and to inform any improvements.~~		~~Remove as part of the 3 year membership survey.~~
	6.2 Increase followers on social media platforms and increase stats for open rates and website views by 20%.		Board approval to come off X, new platforms introduced. Targets not possible due to changes.
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, BERA, CCEAM, CSSE, ECER, IEAL-J, ISLDN, NZEALS, UCEA and WLE.		Discuss where to focus our MOUs in March Board.
	7.2 Budget to support delivery of key MOU objectives and goals.		Once MOUs are established, budgets can be set.
	~~7.3 Hold two joint funded projects or events/projects with MOU partners that attracts at least 10% of the BELMAS membership for each (roughly 40).~~		~~Capacity restraints – will re-visit at the next strategic away day.~~
Launch the DSA Advisory Board with DSA-led initiatives that engage the wider BELMAS community.	8.1 Launch the first DSA Research Project Grant as a scoping project to assess the state of the field - DSA Research project presented to the DSA Advisory Board and the Board of Trustees with recommendations on how BELMAS will use the outputs to achieve its charitable aims.		Postponed to 2025. From Y2 to Y3.

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

(51.52% complete – 17/33)

Activity	Year 3 (2025) KPI Measure	RAG Rating of Progress	Commentary/Progress Description
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, DSA).
	9.2 The Finance & Risk Committee to review the current Risk Register against the findings of the risk audit.		Sits within the F&RC Risk Register.
	9.3 Ensure all Trustees have completed the Conflicts of Interest Register that are reviewed annually.		Annual process. EO to distribute for 2025.
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.~~		~~Sits within the F&RC Risk Register.~~

	~~10.2 Journal Succession Group established to oversee the succession planning of the BELMAS Journals including the contract renegotiation in 2025/2026.~~		~~Sits within the F&RC Risk Register.~~
	~~10.3 Succession Planning updates submitted to the Board of Trustee by the Finance & Risk Committee.~~		~~Sits within the F&RC Risk Register.~~
	~~10.4 Journal Succession Group successfully negotiate the contracts for the BELMAS Journals that offers long-term sustainability for the organisation.~~		~~Sits within the F&RC Risk Register.~~
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.~~		~~Sits within the F&RC Risk Register.~~
	~~11.2 Explore the idea of a Trustee appraisal/review with a draft process submitted to the Board for approval.~~		~~Sits within the F&RC Risk Register.~~
	~~11.3 Identify any training and development needs for individual Trustees as part of the appraisal/review process and include in any proposal.~~		~~Sits within the F&RC Risk Register.~~
	~~11.4 All Trustees to undertake training on financial controls, financial crime and abuse.~~		~~Sits within the F&RC Risk Register.~~

	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. NO further timelines set until there is a high completion % of the EDI questionnaire.
	~~11.6 First Trustee appraisal/reviews taken place with clear measures against:~~ ~~1. Board effectiveness and culture~~ ~~2. Satisfaction in confidence and support effectively fulfil role~~ ~~3. Overall satisfaction of Trustee experience~~		~~Sits within the F&RC Risk Register.~~
	11.7 New Trustees to have internal training with the Executive Officer and Chair of the Board prior to attendance at the first Board meeting.		Complete and ongoing.
	11.8 Continue to ensure that ALL new Trustees complete mandatory basic Trustee duties training before attending a Board of Trustees meeting.		Proposal to be written and produced at May board.
	11.9 Provide all new Trustees with CC3, CC8 and CC9 in addition to information on the "Charity Governance Code".		Complete and ongoing.
	11.10 Draft EDI Strategy created with external guidance and feedback on its effectiveness.		Sits within the EDI Committee.
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.~~		~~Inactive due to current climate.~~

	~~12.2 Contact other Learned Societies and Charitable Organisations for support in obtaining commercial sponsorship.~~		~~Inactive due to current climate.~~
	12.3 Identify a pipeline of potential suppliers/partners for specific events in the BELMAS calendar.		Most events outside conference now online. With specific partners/sponsors in place for conference.
	~~12.4 Re-establish the Third Journal Working Group and write a firm proposal and timeline for implementation.~~		~~Part of journal contract negotiations working group.~~
	~~12.5 Job Board live on the BELMAS website hosting a minimum of 12 jobs per year.~~		~~Inactive due to current climate. Same as 12.1 but Y3.~~
	12.6 Clear sponsorship guidance and policy approved by the Board of Trustees that brings in £2,000 additional income.		Sponsorship policy already in place for conference. Most events outside of conference are online.
	~~12.7 Third Journal on schedule for timeline delivery as set in 2024.~~		~~Part of journal contract negotiations working group.~~
~~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 F&RC for review, with consideration of:~~ • ~~Customer service and accessibility~~ • ~~The process of transferring~~ • ~~Interest rates/benefits~~ • ~~General day-to-day operation~~ • ~~Continuity, insurance, risk processes~~ • ~~Spread of cash holdings (risk)~~		~~Not yet started as current bank account with Santander has been changed to reflect the CIO conversion.~~ ~~Sits within the F&RC Risk Register.~~

	~~13.2 BELMAS is operational with at least two banking providers with all funds split across accounts that are accessible to the needs of the organisation.~~		~~Follows on from 13.1.~~ ~~Sits within the F&RC Risk Register.~~
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.		Review every three years as part of F&RC Risk Register.
	14.2 Explore an employee learning and development strategy that is embedded into the BELMAS "Be At Your Best" Plans.		BAYB plans under review, new HR/Trustee being co-opted in 2025 to oversee changes to BAYB plans.
	14.3 Ensure that all employees are achieving a minimum of GOOD in their annual appraisal, meeting at least 80% of their annual KPIs.		Ongoing, part of ARC annual review.
	14.4 Seek external evaluation of the quality of employee experience at BELMAS.		NCVO can provide external support if/when needed.
	~~14.5 Ensure that all employees are achieving a minimum of GOOD in their annual appraisal meeting at least 90% of their annual KPIs.~~		~~Absorbed into 14.3 above.~~
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.		Ongoing, on target.
	15.2 Increase in Conference attendance by 10% in comparison to 2024 attendees.		Ongoing, on target.