

BELMAS STRATEGIC PLAN 2023-2026 – KPI DASHBOARD

Executive Officer, January 2023

INTRODUCTION


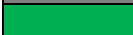


Welcome to BELMAS' first full Strategic Plan. A variety of activities, discussions and reflections across the organisation from the Board of Trustees to employees and members over the previous 12 months have contributed towards the direction of the organisation for the next three years.

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:

	Not Started / Data Unavailable / No Longer Applicable
	Complete / Certain to Complete
	In Progress / Close to Target / Very likely to Complete
	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.

STRATEGIC OBJECTIVE 1: INCREASE BOTH UK AND INTERNATIONAL MEMBERSHIP

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.		Target written into KR (Finance & HR Officer) targets for 2023. Will form part of continued discussions with new website provider once main site is established and working. The request has since been put in to the developer, who is confident it will be available with the launch in March 2023.
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.		
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.		
1.4. Development of an online global mentoring programme for leaders in education.	1.4.1. Mentoring Programme Working Group defined ready for 2024.		
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.		NM (Membership Services Manager) has already sent out an email to all RIG Convenors and is putting together a survey for members based on their input. A clear target for delivery has been established so that a report can be presented at the May Board. On target to complete.

	1.5.2. First RIG Convenor meeting to take place facilitated by the BELMAS Office.		Alongside the work the NM has done already reaching out to the current RIG Convenors, they are in the process of getting a timeline together for dates to meet with Convenors after the content of the survey has been placed into a report.
	1.5.3. RIG Handbook written and circulated to include new RIG procedures and processes.		Not officially started the work yet but will begin once the feedback has been returned and the report written. The report will be presented at the May Board directly by the NM.
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.		Conducted End of Year.
1.7. Improve the communication between BELMAS and its members.	1.7.1. Launch of new website in Spring 2023.		On target and main site now built. PDF and Site Map previously circulated to the Board.
	1.7.2 Review current statistics of followers on social media (LinkedIn and Twitter), email open rates and website views by end of 2023.		
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.		
	1.8.2. Draft agreement template for the Institutional Partnership programme seeking advice where necessary.		
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.		A potential partnership has been generated through the funding opportunity at the Daiwa Foundation with JASEA – Japanese Association of the Study of Educational Administration. DO and I have also been in contact with UCEA to re-establish communication and have been working with Monica to focus on Conference.

STRATEGIC OBJECTIVE 2: ENSURE THE ORGANISATION IS FINANCIALLY SUSTAINABLE

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 surplus or deficit.	Yellow	Budget planned with a small surplus. Currently on track against spend. Long time to go throughout the year.
	2.1.2. Ensure each overarching expenditure budget area (department) does not exceed 1% of their allocation during 2023.	Yellow	Currently on track, but again, only in January.
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.	Yellow	Conference P&L put together and currently on target to make a small surplus against the planned 140 delegates. All budget lines on track.
	2.2.2. 2024 Conference details launched at the 2023 Conference to include the dates, venue, theme and cost.	Yellow	VS and RB to visit shortlisted venues in Glasgow on 1 st -3 rd May. Process conducted to identify venues and shortlist against full budgets. On target.
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.	Green	Working Group set up and met in January. Second meeting set up for February. DO, DM, TB and PA on the working Group.
	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.
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.	Green	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)

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.		
	2.5.2. Write a business plan for Job Boards for consideration at the Trustee Board to include cost and process.		
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.		
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.		The Finance Officer is now in progress with gaining access to HSBC which required us to change the mandate. This has been difficult as the current individuals on the mandate are all no longer part of the organisation.
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 booked in with Hawsons for the 13 th March 2023 – 17 th March 2023. This is during RB two week paternity Leave which was unplanned due to personal reasons, but Hawsons have been made aware in advance of this date.
	2.8.2. Consider the timing of the AGM to approve the annual report and accounts whilst remaining conscious of the CIO work.		

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

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.	Yellow	Feedback Form online for Board with replies now collected. Report currently being written ready to be circulated digitally before a re-draft is made available for the May Board. On target.
	3.1.2. Changes of the Constitution presented to the membership at the 2023 AGM for approval.	Grey	Plans in place to offer Membership Drop-Ins with EO and hopefully some trustees as a chance to talk about the changes in detail which will assist with the process of approval at the AGM (and provide valuable feedback for final changes).
	3.1.3. New CIO submitted to the Charity Commission for a 2024 launch.	Grey	
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.	Green	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.	Green	All trustees received NCVO training in December. BELMAS continues to be a member organisation of NCVO.
	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.	Yellow	New Trustees had some time with RB, but looking to consider how this is delivered in the future. A lot of focus on change in that meeting as opposed to what we do and why we do it, which is difficult without a Strategic Plan, identity in terms of MVV etc.
	3.3.3. Provide all Trustees with the "The Essential Trustee (CC3)" and information on the "Charity Governance Code".	Yellow	RB has gone through the CC3 Essential Trustee and highlighted key sections which has been shared with the Chair and Vice-Chair before going to the wider Board (on the agenda). This has prompted the draft of a Trustee Induction Checklist which we will use to guide us through best practice in terms of induction.

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 written for consideration by the Board based on the Strategic Away Day 2022 and the subsequent online activities.
	3.4.2. Use the NCVO Governance Wheel to identify weaknesses in the organisation in relation to its purpose and overall governance.		Governance Wheel task completed by Board members online and a report has been written for the Board's consideration. Skills Audit also conducted and part of the same report.
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.		
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.		Ongoing with little data at this stage of the financial year. Currently being reported in the Executive Officer Report.
	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 and have had their first meeting to go through their annual personal KPIs the "BE At Your Best" Plans. Appraisals to be conducted in November/December.