

# 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:

	No Longer Applicable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.**


# STRATEGIC OBJECTIVE 1: INCREASE BOTH UK AND INTERNATIONAL MEMBERSHIP

Activity	Year 1 (2023) KPI Measure	RAG Rating of Progress	Commentary/Progress Description
<b>1.1. Offer a referral scheme with 25% off membership for one year when you recommend a new full member.</b>	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.		Discount now available through sign up on new website. Members can click that they have been recommended to BELMAS by X individual. We then provide that individual with a code that they can use on checkout at their next renewal for 25% off.  This code will change annually to ensure that this hasn't been used more than it should.
<b>1.2. Develop "Practitioner Mixers" where BELMAS offers commercialised visits to MAT and Schools across the four jurisdictions within the UK.</b>	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.		
<b>1.3. Introduce a two-tiered membership with the launch of a BELMAS Fellowship.</b>	1.3.1. BELMAS Fellowship Working Group defined ready for 2024.		
<b>1.4. Development of an online global mentoring programme for leaders in education.</b>	1.4.1. Mentoring Programme Working Group defined ready for 2024.		
<b>1.5. Review RIG Processes to ensure that they are welcoming, open, utilised and sustainable.</b>	1.5.1. RIG Review conducted in partnership with current RIG Convenors and through a membership survey.		

	1.5.2. First RIG Convenor meeting to take place facilitated by the BELMAS Office.		Convenor meeting emails sent out to schedule with the Membership Engagement Manager. Some RIG Convenors are being more helpful than others.
	1.5.3. RIG Handbook written and circulated to include new RIG procedures and processes.		
<b>1.6. Conduct a Membership Satisfaction Survey</b>	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.
<b>1.7. Improve the communication between BELMAS and its members.</b>	1.7.1. Launch of new website in Spring 2023.		Website now live and active. General snags have been changed, but there is likely to still be further snags over the next 6 months as we use the site more frequently.
	1.7.2 Review current statistics of followers on social media (LinkedIn and Twitter), email open rates and website views by end of 2023.		
<b>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.</b>	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.		
<b>1.9. Review of the value of International Partnerships and establish meaningful links that provides physical member benefits.</b>	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 which wasn't received as well as we thought. DO and I have also been in contact with UCEA to re-establish communication and have been working with Monica to focus on Conference. DM engaged with the EARDA Executive and there's opportunity for development there too.

## STRATEGIC OBJECTIVE 2: ENSURE THE ORGANISATION IS FINANCIALLY SUSTAINABLE

Activity	Year 1 (2023) KPI Measure	RAG Rating of Progress	Commentary/Progress Description
<b>2.1. Meet budget annually.</b>	2.1.1. Plan and execute an annual budget that performs to the planned budget making no further deficit.		The YE forecast is at around £67,000 taking into account a conservative estimate of a £7k loss on conference and a further £4,000 on CIO legal support. There will be proposals coming to the Board to spend about £30,000 of this.
	2.1.2. Ensure each overarching expenditure budget area (department) does not exceed 1% of their allocation during 2023.		<p><b>Central Costs 3.39% Over Budget</b></p> <p><b>Staff Salaries up 4.49% (£4,749)</b> – Did not budget for the additional time to cover the workload of the year. Also budgeted Conservatively for the remainder of the year.</p> <p><b>Professional Fees, Audit, Bank Charges up £53.39% (£4,805)</b> – Did not take into account the legal fees to support the conversion of the CIO.</p> <p><b>Trustee Expenses up 23.33% (£820)</b> – Some expenses for Conference posted in this line instead of Conference. Can move, and should in general be on target.</p> <p><b>Office Stationary and Equipment up 374.59% (£2,809)</b> – Strategic Plan to purchase 8 x Laptops for multi use but specifically for the Conference. Paid around £200 less overall to hire laptops in previous years.</p>
<b>2.2. Ensure that conference is planned well and established as a breakeven membership benefit.</b>	2.2.1. Reduce the deficit from the 2022 conference to below £5,000, aiming to breakeven.		Conference P&L currently aiming to make a small deficit of around £2,000. There has been a budget allowance for a £7,000 deficit, but is not likely to reach that amount.
	2.2.2. 2024 Conference details launched at the 2023 Conference to include the dates, venue, theme and cost.		VS and RB to visit shortlisted venues in Glasgow on 1 <sup>st</sup> -3 <sup>rd</sup> May. Process conducted to identify venues and shortlist against full budgets. Draft costs from each proposed venue have been put together in advance of the viewings and dates have been set.
<b>2.3. Plug the gap in income from the current subscription-model journals by introducing a third</b>	2.3.1. Establish a Third Journal Working Group with members acting as the interim Board.		DO, DM, TB and PA on the working Group with two meetings taken place. The second meeting included publishing partners Sage Publishing.

<b>journal in a pay-to-publish model.</b>	2.3.2. Plan for a 2024 launch of the Third Journal with an editorial board appointed and supported.		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.
<b>2.4 Accurately assess VAT liabilities after becoming VAT registered.</b>	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)
<b>2.5. Create Job Board postings for additional income generation.</b>	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.		
<b>2.6. Invite sponsorship from commercial organisations with transparency of how much is donated published on website.</b>	2.6.1. Contact other Learned Societies and Charitable Organisations for support in obtaining commercial sponsorship.		
<b>2.7. Review banking arrangements to reduce cashflow risk and operational burden to BELMAS.</b>	2.7.1. Gain access to HSBC legacy account and split BELMAS resource across the two current providers.		The Finance & HR Officer has now got all the paperwork from RB, DO and FC to change the mandate on the HSBC account to access the funds there. Following this, we will start the process of deciding how best to split the wider BELMAS funds across the Santander and HSBC accounts (4).
<b>2.8. Review the annual timelines of Financial Reporting, AGM and Elections to ensure smooth process for compliance.</b>	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 <sup>th</sup> March 2023 – 17 <sup>th</sup> March 2023. Awaiting final report.
	2.8.2. Consider the timing of the AGM to approve the annual report and accounts whilst remaining conscious of the CIO work.		AGM now booked in and timeline for Audit, CIO work and Elections plan in the Trustees papers.

## 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
<b>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.</b>	3.1.1. Feedback from the 2022 Strategic Away Day presented to the Board within a draft of the CIO to be approved.	Green	Initial CIO Constitution written following spring/summer 2022 Council Feedback and wider organisational observations. Strategic Away Day provided general direction from the Board, with further feedback sought online in January 2023. Second draft of Constitution written by February 2023, and feedback provided online with a deadline of April 2023. Final Constitution draft written for approval at Board in May.
	3.1.2. Changes of the Constitution presented to the membership at the 2023 AGM for approval.	Green	Providing all approved at the Board, Constitution can be presented to the membership at the AGM. Membership Drop-Ins with EO and hopefully some trustees have been provisionally organised as a chance to provide information for members to make an informed decision at the AGM.  Our Solicitors, Shakespeare Martineau have provided the correct wording for the approval at AGM which will satisfy the requirements of the Charity Commission.
	3.1.3. New CIO submitted to the Charity Commission for a 2024 launch.	Yellow	Working with our solicitors, Shakespeare Martineau who have already started the pre process of the conversion which has included writing to Companies House to allow us to use protected working "British" and "Society" in our new legal status.
<b>3.2. Ensure all policies are up to date and are reviewed every three years.</b>	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.
<b>3.3. Ensure Trustees are supported and equipped to effectively carry out their role.</b>	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 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.
<b>3.4. Ensure that the organisation is focused on its charitable objectives, mission, vision and values.</b>	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. For approval at May Board.
	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.
<b>3.5. Establish clear succession plans for key roles within the organisation.</b>	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.		
<b>3.6. Invest in the Society’s employees and consider any relevant accreditations.</b>	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.  Although no Strategy written, BELMAS have started to support the L&D of employees by signing up to the Government Apprenticeship scheme where two employees will hopefully begin Level 6 and Level 7 Management Courses accredited by the Chartered Management Institution (CMI). BELMAS will pay just 5% of the costs of these 23 month training courses.
	3.6.2. Review the use and value for money on the employee benefits established in 2023.		Data being written into the EO Report 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.