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| Key Performance Indicator | Action | SMART Metric 30 Sep 2022 | SMART Metric 31 March 2022 | SMART Metric 30 June 2022 | Achieved? / Progress Report FY22 | FY23 KPIs |
| **1. Finance:**  **a) The CEO will deliver the operational plan of NEAS in accordance with, or better than, the Board approved NEAS Budget and**  **b) The staff salary to total income ratio will be maintained at 50% or less.** | Monthly analysis of financial reports.  Preparation of FY22 forecast, new budget and variance reporting. | a. Development of four strategic planning draft documents for board comment by 14 October 2021: Advocacy Plan, NEAS Professional Plan, NEAS International Plan, NEAS Resources Plan.  b. New fee structure for 1 July 2022 proposed to Board for feedback. | a. Minimise and manage revenue to expense ratio leading up to conference to ensure conference makes a profit.  b. Minimisation of member attrition and bad debt by increased member communications.  c. Design and implementation of a reactivation strategy for pending members to reactivate their membership by 1 July 2022.  d. New staffing plan implemented within 50% to total income ratio. | a. Ensure P&L returns a positive net margin for FY22 through member retention, ensuring timely payments and management of expenses.  b. FY2022 net profit contained within budget or exceptions noted and offset by management of expenses.  c. Minimisation of member attrition to under 20%. (Potential total attrition by 30 June 2022 is 20%, i.e 20 members).  Minimisation of member attrition to 25% to June 2022.  d. Profitable conference.  e. Conversion of more than 20% of applications (i.e., 20 new endorsed members).  f. Staff salary to total income ratio will be maintained at 50% or less. |  |  |
| **2. Strategy: Business cases for the revive activity of the Strategic Plan will be costed and presented to the Board for consideration by the end of 2021. (NEAS Professional, NEAS International and Increased MoU government and industry activity)** | Development and execution of four strategic planning documents Advocacy Plan, NEAS Professional Plan, NEAS International Plan, Resources Plan. | a. Development of four strategic planning draft documents for board comment by 14 October 2021: Advocacy Plan, NEAS Professional Plan, NEAS International Plan, Resources Plan. Utilise feedback to deliver out of session formalised documents for public preview at AGM on 11 Nov and final plan by 1 Dec 2021. | a. Onboarding of new Board members on 20 Jan 2022.  b. Reporting of performance against budget at Board meeting on 1 Feb 2022.  c. Formal presentation of public and internal NEAS 2023-2025 Strategic Plan for Board review at Board meeting on 1 Feb 2022.  d. New fee structure for 1 July 2022 and FY23 Draft Budget presented. | a. FY2023-2025 Strategic Plan confirmed and in place. |  |  |
| **3. Communications: An integrated, multi-channel communication strategy for NEAS internal (including members) and external stakeholders will be developed and costed into the 22/23 budget for sign off by the Board by no later than end of Q1 2022.** | Creation and delivery of communication strategies within each of the four NEAS Strategic Plan elements (Advocacy, NEAS Professional, NEAS International and NEAS Resources). | a. Presentation for Board feedback and review on 14 October 2021 with preview at AGM on 11 November and formalisation of Integrated Communications Strategy across all four strategic elements (Advocacy, NEAS Professional, NEAS International and NEAS Resources).  b. Presentation to Board of Public Event Plan for 2022. | a. Ramp up marketing and awareness raising activities through combination with site visits to key domestic and international centres with high engagement.  b. Re-establish physical presence at key public events, reinforcing recent gains in virtual presence and social media channels.  c. Increase brand recognition through new awards and badges for community endorsements (education agents, ELT professionals and service organisations).  d. Revise NEAS Constitution, Board and Advisory Council membership for greater inclusion of education agents, service organisations and ELT professionals. | a. Utilise successful and profitable hybrid annual conference to reinforce key messaging and purpose of NEAS as Going Glocal: Enhancing Communities of Practice.  b. Formalisation of March and October cyclic NEAS Workshop Series for international engagement in ASEAN.  c. Successful awards of $120K in government grants.  d. Full activation of HubSpot to manage client relations and communications, and track engagement of internal and external stakeholders.. |  |  |
| **4. Advocacy: An advocacy plan for NEAS will be developed (including key advocacy asks, and a summary of tactics to achieve the asks) and costed into the 22/23 budget for sign off by the Board by no later than end of Q1 2022** | Creation and delivery of the NEAS Advocacy Plan for comment at 14 Oct Board meeting. Final approval of the budget at the Board meeting on 1 Feb 2022. | a. Review all existing MOUs and seek more constructive recognition and support from peak bodies, specifically English Australia, ITECA and IEAA.  b. Seek MOU with international allies including QALEN members and AIRC. | a. Establish six formal Communities of Practice with Convenors and Deputy Convenors to focus activity, awareness and quality assurance efforts.  b. Establishment of a Centre of Excellence for Quality Assurance in ELT in collaboration with an endorsed Sydney based research institution. | a. Strengthen ties with Parliamentary Friends of International Education by conducting Indutsry Roundtable in August 2022.  b. Establish Professional Association for English Language Teachers and engage key peak bodies for support. |  |  |
| **5. Leadership and Management: The Board papers will be presented in a manner that provides the Board with sufficient information to make an informed decision including for example, a discussion of risks, clear and accurate discussion of financial impacts, contribution to achieving the NEAS strategic plan and member benefits associated with activity.** | Maintain staff salary to revenue ratio of maximum 50%. Undertake own self-analysis of skills gap as part of review process. Continue to leverage PhD to build credibility of NEAS. | a. Review resources and present at 14 October Board meeting for feedback.  b. Undertake Tech Stack Audit to inform review.  c. Propose revised Board Meeting and Strategic Planning activities for 2020.  d. Design and deliver professional development plan for team for FY22 (team PMD scheduled for 16 November).  e. Bring team back to F2F engagement onsite at member centres from 2 November 2021. | a. Finalise NEAS 2023-2025 Strategic Plan and present to Board 3 February 2022.  b. Formalise organisational chart based on strategic elements and recruit appropriate board, advisory council and team members.  b. Complete data clean up of Xero, HubSpot and legacy CRM.  c. Conduct member census end of January 2022 to inform communications of new fee schedule and FY23 budget planning. | a. Review and present CEO performance review and propose FY23 KPIs.  b. Publication and promotion of NEAS 2023-2025 Strategic Plan.  c. Publish one article on Quality Assurance in English Language Teaching. |  |  |

Opportunity for further development with regards to ensuring:

1. effective delegations such that the CEO retains accountability to review and approve work to ensure that it meets the standards required eg board minutes, government submissions.
2. the board is provided with papers that support effective decision making.