

Business as usual (BAU) activities 2016/17 – member services, consultancy, training, communications and operations

	Progress
1. Maintain membership at or above 123 (actual at 1/8/16 = 126 incl. Aylesbury on holiday)	Current 126 South Sussex joined Oct 2016 Aylesbury holiday until 31/10, now over so no longer officially a member RCA still on notice Wales Registry to merge during year South Lanarkshire likely to leave
2. Ensure ECC Online valued by members (80% members using, planned updates 2016/17 delivered)	Further work underway to identify sensible measures (complaints, anecdotal feedback, Helpdesk issues, logins) Will demo at conference
3. Deliver 60 inclusive consultancy days	22.8 days delivered up to 31 October 2016
4. Deliver 20 paid consultancy days for members, with at least £17,000 gross income. Non-member paid consultancy desirable although no specific target.	16.5 days delivered up to 31 October 2016 £9,375 gross income up to 31 October 2016 2 non-member paid days, £950 gross income up to 31 October 2016
5. Ensure team delivers training and events programme (5 role analysis; at least 1 LMD) incl effective annual member conference that supports other objectives (24 November 2016)	1 x Intro to role analysis (13 attendees from 11 member organisations) 1 x LMD event (Scotland) (11 attendees from 6 member organisations)
6. Facilitate regional and networking events (NURG, SERN, Scotland, pensions, JISC). Use team and other meetings to identify any issues where we would value network groups' opinion / intelligence	NURG well established. SERN has met three times, numbers have dropped. UHR Scotland we continue to have an attachment although not our meeting. Pensions network facilitated by ECC successfully.
7. Ensure LMD service provided, with number of surveys returned and service usage increasing during the year	Survey returns peaked last time, have dipped again Oct / Nov 2016. Service review complete and recommendations on Board agenda. Successful development day held on international pay.

	Progress
8. Increase ECC profile with membership and HR in HE / FE (eg. News You Can Use, Twitter, articles, presentations, PIPPA-USM projects etc)	4 News You Can Use bulletins, feedback positive. Twitter used for progress news (eg. new member) UHR letter November re international pay Talking to Nesta about possible thinkpiece re their futures research
<p>9. 'Live the values' Acting according to the ECC values and team behaviours so there is positive engagement in supporting colleagues.</p> <p><u>ECC Values</u></p> <ul style="list-style-type: none"> • Members come first • Creating value through Innovation • Fairness & equality • Collaboration <p><u>Additional team behaviours</u></p> <ul style="list-style-type: none"> • Valuing the team • Taking responsibility for planning my time • Encouraging challenge • Courtesy 	<p>Every team member to have common objective:</p> <p>"To act according to the Values and team behaviours consistently throughout the year, and to be able to describe several examples that demonstrate this"</p>
10. Ensure team and individual development needs are identified and met	2015/16 team dynamics work revisited Sept 2016. Appraisals Sept/Oct 2016. Consultancy Development Group provides development forum.
11. Ensure 2016/17 budget is delivered so that 2016/19 forecast is on track	Cashflow very positive. Paid income ahead of budget. All members have paid their subscriptions.

	Progress
12. Identify and manage risks : <ul style="list-style-type: none">1. Declining membership2. Financial strategy fails3. Products or services fail to deliver4. Significant opportunities are missed5. Inadequate leadership and cohesion6. Software project failure	Risk register contains specific objectives, is revised at least 3 times pa plus ongoing review. Current highest risk around structural changes in HE / FE marketplace.