

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

	Progress
1. Maintain <b>membership</b> at or above 123 (actual at 1/8/16 = 126 incl. Aylesbury lapsed)	Current 126 <ul style="list-style-type: none"> <li>• Sussex Coast College came into membership in October 2016</li> <li>• Aylesbury has re-joined</li> <li>• RCA still on notice (although HRD changed)</li> <li>• Wales Registry to merge during year</li> <li>• Kent to leave</li> </ul>
2. Ensure <b>ECC Online</b> valued by members (80% members using, planned updates 2016/17 delivered)	Anecdotally ECC Online continues to be well received. Further work needed on measures (eg. complaints, anecdotal feedback, Helpdesk issues, logins) Successful demo at conference
3. Deliver 60 <b>inclusive consultancy</b> days	To 31 May 2017: <ul style="list-style-type: none"> <li>• 51.25 days delivered</li> <li>• 18.5 days pending</li> </ul>
4. Deliver 20 <b>paid consultancy</b> days for members, with at least £17,000 gross income. Non-member paid consultancy desirable although no specific target.	To 31 May 2017: <ul style="list-style-type: none"> <li>• 51 days delivered to members</li> <li>• 2 delivered to non-members</li> <li>• 8.5 days pending</li> <li>• £36,716 gross income with an additional £13k invoices raised in May.</li> </ul>
5. Ensure team delivers <b>training and events</b> programme (5 role analysis; at least 1 LMD) incl effective annual member <b>conference</b> that supports other objectives (24 November 2016)	5 x Intro to Role Analysis delivered (65 delegates), 1 Role Analysis to come 4 x LMD development days (37 delegates from 25 members) Annual Conference Nov 2016; 46 delegates from 29 member organisations.
6. Facilitate regional and <b>networking</b> events (NURG, SERN, Scotland, pensions, JISC). Use team and other meetings to identify any issues where we would value network groups' opinion / intelligence	2 x NURG (31 delegates for 14 members and 3 non-members), 1 meeting to come 2 x SERN (13 delegates from 8 members), 1 meeting to come 2 x Pensions group (16 delegates from 9 members and 2 non-members)

<b>Progress</b>	
7. Ensure <b>LMD service</b> provided, with number of surveys returned and service usage increasing during the year	<p>Service review complete and recommendations agreed by Board. 4 development days held (see above). As at 31 December 2016 (from 1 August 2016); Surveys – 24 members returned last survey (October 2016) Helpdesk use – 39 uses by 20 members Website downloads – 123 downloads by 24 members.</p> <p>New service being scoped with Capita, aiming for August launch</p>
8. Increase <b>ECC profile</b> with membership and HR in HE / FE (eg. News You Can Use, Twitter, articles, presentations, PIPPA-USM projects etc)	<p>4 News You Can Use bulletins so far this financial year, feedback positive. Will do another 1 or 2 before August.</p> <p>Twitter used for progress news (eg. new member) Letter in THE Nov 2016 following LMD day in October Possible thinkpiece for Nesta re their futures research</p>

	<b>Progress</b>
<p><b>9. 'Live the values'</b> 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"> <li>• Members come first</li> <li>• Creating value through Innovation</li> <li>• Fairness &amp; equality</li> <li>• Collaboration</li> </ul> <p><u>Additional team behaviours</u></p> <ul style="list-style-type: none"> <li>• Valuing the team</li> <li>• Taking responsibility for planning my time</li> <li>• Encouraging challenge</li> <li>• Courtesy</li> </ul>	<p>Every team member has 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>
<p>10. Ensure team and individual <b>development needs</b> are identified and met</p>	<p>2015/16 team dynamics work revisited Sept 2016. Appraisals Sept/Oct 2016. CDG provides developmental forum.</p>
<p>11. Ensure 2016/17 <b>budget</b> is delivered so that 2016/19 forecast is on track</p>	<p>Cashflow very positive. Paid income ahead of budget.</p>
<p>12. Identify and manage <b>risks</b>:</p> <ol style="list-style-type: none"> <li>1. Declining membership</li> <li>2. Financial strategy fails</li> <li>3. Products or services fail to deliver</li> <li>4. Significant opportunities are missed</li> <li>5. Inadequate leadership and cohesion</li> </ol>	<p>Risk register contains specific objectives, is revised at least 3 times pa plus ongoing review. Top risk currently "Structural changes in HE / FE marketplace"</p>