

## Change activities 2016/17: Strategy 2016/21

Project reference (2016/17 projects)	Project plan?	Key team members	Key points	End date	Status	Board sponsor / advisor needed	2016/17 strategy budget usage
<b>A: Relationships &amp; Collaboration</b>		<b>NJ</b>	<b>Being proactive in identifying, managing and generating value from our communications, partnerships and collaboration</b>				
A1 - Rekindle/refocus and develop relations with sector bodies	In place	NJ, SW, SB	UCEA, UHR, Unions, Leadership Foundation, Scottish Funding Council, Colleges Scotland, ECU. Objectives for each organisation in project plan.	2018	UCEA meetings ongoing. Started to follow up UHR regional chairs. SB attended NW regional group 27/2. Have met with UCU and Unison, have date for Unite. SB contributed to UCEA living wage group. Laurence Hopkin attended SERN and will attend NURG	Julie Lloyd & Graham Curling	c. 200 travel
A2 - Implement current communications activity	n/a	NJ, KF	continuation of current activity	2018	News You Can Use in place. New series of simple product / benefits leaflets have been designed. Senior pay completed, others in print including Introducing ECC, Member Networks, and Advantages of HERA/FEDRA. Website refresh underway.	No	Using main ECC publications budget £7000 website budget 2016/17
A3 - Develop communications strategy	n/a	NJ		Feb 2017	COMPLETED - strategy in place and updated on an ongoing basis	No	

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<b>B: Market development</b>		<b>SB</b>	<b>Defining ECC's opportunities, evaluating each viable option and entering those most likely to enhance our offering</b>				
B1 - Agree how to handle short-term market opportunities	n/a	NJ	agree criteria to assess opportunities		COMPLETED		
B5 - Develop plan to assess new markets (incl. B2 - Develop/explore international opportunities; B3 - Review current pricing structure incl. financial viability; B4 - Competitor analysis)	In place	SB, SW, NJ		Jul 2017	Report completed. Discussion paper done for LMP / GC 21/2/17, actions ongoing	Sub-group for B3/B4/B5. Linda Mortimer-Pine + Graham Curling	6960 external consultant

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<b>C: Product &amp; Service development</b>		<b>SW</b>	<b>Maintaining and developing our products and services, enabling organisations to deliver excellence through people, performance and reward</b>				
C1 - Update scheme documents	In place	SW	Q'aire and Notes for Guidance are the most significant parts of this; other documentation is being updated	Sept 2017	HERA Questionnaire and Notes for Guidance COMPLETED  FEDRA documentation to be updated  Scheme pack redrafted and nearing completion. Will be New Member version and Existing Member version with separate Guidance for role holders document.	No	
C2a - Update behavioural indicators in comp framework	Being revised	SW, KB, SB, TS	feeds into C2b and C7	Summer 2017	NJ/SW to clarify project plan	No	500 travel
C2b - Guidance and support to apply comp framework	As above	SW, KB, TS, SB, CP	As above		As above	No	
C3 - Enhance training/consultancy delivery	n/a	SW, KB	Partly updating / maintaining what we have, also about technology, virtual	July 2017	KB has drafted on JD/PS guide and training pack. TS/SW looking at re-development of 'Making the	No	Costs tbc

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			learning etc. Feeds into C4		most of your ECC database' based on ECC Online.		
C4 - Summarise benefits ECC Online	No	SW, TS		July 2017	to schedule session at CDG / team meeting on ECC Online usage, also idea of user groups	No	0
C6 - Define total reward service	n/a	SW		Tbc	Thought paper discussed with Executive; agreed to remove from the strategy as a distinct project and ensure links between core services and total reward are made clear	n/a	
C7 - Member consultation / surveys	Due Aug 2017	SW, KF	need to decide what to ask, how and when	Tbc	SW/KF/NJ have had initial discussion, then proposal for discussion at future team meeting Project plan due Aug 2017	No	Deferred to 2017/18

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<b>D: Technology &amp; Innovation</b>		<b>TS</b>	<b>Ensuring a technically sound product offering and using technology and/or innovative approaches to support ECCs products, services and working practices</b>				
D1 - Add comp framework to ECC Online	n/a	TS		Nov 2016	COMPLETED. Revisions being tested to CF statements to give more detail and discrimination between specific ABCD answers	No	£39k in software development budget; will spend £39.5k
D2 - ECC Online phase 2 complete including new comp framework	In place	TS	Picks up 'CRM' previously discussed in team  LMD calculator, reports changes etc	Sept 2017	In progress, some functionality being tested	Tbc	Additional 13000
D3 - Explore potential dovetail ECC Online and website	n/a	TS, KF		Oct 2017	Some being done within Phase 2, some with Smarter Web Company, some graphic / illustrations will come from comms work on leaflets (A2) TS/KF working on front page and structure.		