Business as usual (BAU) activities 2017/18 – member services, consultancy, training, communications and operations

	Progress
EXTERNAL & SERVICE DELIVERY	
1. Maintain **membership** at or above 123 (actual at 1/8/17 = 125)	Kent left 31/7/17; both Heythrop College and University of Wales (Registry) left on 30/9/17. Trinity College Cambridge joined on 1/8/17 and Plymouth School of Art joined on 1/4/18. Current membership still 125. Notice received from University of Plymouth in May 2018. Have written to HRD and ECC consultant is visiting their dept shortly anyway. If they leave we will be at 124.
2. Develop **new business** (membership and active clients) in HE, FE and related sectors. • USM • Colleges Scotland • FE in England	USM: Successful 3-day training delivered in Malaysia in April 2018. Provisional booking for a 4-day London programme in Nov 2018 (decision delayed due to unforeseen General Election result). Colleges Scotland: Still to agree implementation plan; contract worth £52k income year 1 with costs of £27k. FE England: some interest from Activate Learning (group of colleges in Oxfordshire / Bucks area); Wolverhampton College; Swansea College (Wales). Will push more once Colleges Scotland begins. Also interest from Medical Research Council. We continue to deliver ad hoc consultancy support to a small number of non-members (Ulster Students Union, UWE Students Union, CHEAD, Institute of Development Studies, St John's College Durham).
3. a) Ensure **ECC Online valued** by members, and that future **developments** are identified, scoped and project managed (80% members using, planned updates 2017/18 delivered). b) Be proactive in encouraging members to **use ECC Online** to full potential, and to maintain records and information.	a) Over 90% of members are using ECC Online, planned updates have happened including addition of the competency framework and the International Pay Calculator b) Ongoing through Consultant contact and highlighting potential through training
4. Ensure **ECC Online support** delivered (maintenance, helpdesk, report writing etc)	Continues to be delivered to agreed standards

	Progress
5. Oversight of **Consultancy service** (targets, delivery, content, quality) • Deliver 60 **inclusive consultancy** days. Number of meetings also to be recorded (no target). • Deliver 17 **paid consultancy** days for members, with at least £15,000 gross income. • **Non-member** paid consultancy desirable although no specific target. • All Consultants and Kiva to **approve consultancy proposals** in Nicholas's absence	• Inclusive consultancy 42.5 days with 17 pending = 59.5 at year end. Number of meetings not routinely recorded but will be once ECC Online CRM module launched (mid July) • Paid consultancy to 22 members: 66 days delivered with 4 pending = 70 at year-end with income £46k. Topics a mixture of training, scoring roles, reviewing processes, evaluation of job families, HERA/FEDRA implementation. • Paid consultancy to 5 non-members: 15.5 days delivered with income £16k. Again various topics incl. scoring roles and training • This change is needed with the deletion of the Senior Consultant role through the workforce plan. Everyone has readily agreed and I see this as a positive and more flexible way of approving proposals.
6. Ensure team delivers **training and events** programme (incl. dates, venues, content, agreeing who delivers): • 5 role analysis • 2 specific topics eg. 'streamlining HERA' • unspecified number of webinars (for example supporting ECC Online) • effective annual member **conference** that supports other objectives (23 November 2017)	Change of responsibility for the overall events programme from deleted Senior Consultant role to ECC Consultant (Kerry Bullen). At year-end we will have delivered: • 6 role analysis delivered (additional London date due to demand) • No specific topics delivered, although ECC staff have presented at others' events eg. UCEA. Specific training topics are being developed for 2018/19 • Several webinars are now available in ECC Online • 2017 conference very successful with 35 members sending 50 delegates, plus a number from partner organisations. Video interviews with speakers on website and youtube, and conference report shared with all members.
7. Facilitate **member networking** including events (3 x NURG, 3 x SERN, 3 x FE Network, UHR Scotland ad hoc, 3 x Pensions, JISCMail lists).	3 NURG, 3 FE Network and 3 Pension meetings took place. 2 SERN, which will now become Southern Universities Reward Group to pick up existing interest from SW England.
8. Ensure **LMD service** relaunched. Aim for it to be used by the majority of members. Contract oversight with Capita, commission reports, ensure promoted SLA provides for 150 hours helpdesk used, 6 reports commissioned (150 hours) and Capita input intelligence, briefings or events (50 hours)	Relaunched early 2018. Capita given notice to end contract 31 July. We're having positive discussions with potential suppliers (University of Warwick, and Incomes Data Research). The Capita surveys, reports, and responses to queries belong to ECC and will be available through our website and within ECC Online.

	Progress
9. **IPC** refresh annually	Was done before March 2018 launch; will be done again late 2018
10. Increase **ECC profile** with membership and HR in HE / FE (eg. News You Can Use, Twitter, articles, presentations, new promotional materials etc).	Twitter ongoing (eg. CIPD award nominations for members; USM work). Times Higher Education letter being drafted re relevance of job evaluation in context of gender pay gap reporting. 2018/19 calendar updated. LMD brochure produced
INTERNAL / RUNNING THE BUSINESS	
11. '**Live the values'** Acting according to the ECC values and team behaviours so there is positive engagement in supporting colleagues. ECC Values • Members come first • Creating value through Innovation • Fairness and equality • Collaboration Additional team behaviours • Valuing the team • Taking responsibility for planning my time • Encouraging challenge • Courtesy	Every team member has a common objective: "To act according to the Values and team behaviours consistently throughout the year, and to be able to describe several examples that demonstrate this" I am satisfied that the current team exemplifies the values well.
12. Ensure team and individual **development needs** are identified and met	Individual needs discussed and met on a 121 basis. Workforce plan process began a team conversation about development which we will progress.
13. Ensure **CDG** meets effectively (incl. dates, venues, content, chairing)	Has met effectively during the year. Recent change of responsibility from deleted Senior Consultant role to ECC Consultant (Craig Paterson).
14. Collate and report on **CRM** / service take-up	This has informed this report; happens monthly and now also reported to each team meeting
15. Manage **resources** effectively. Ensure 2017/18 **budget** is delivered so that 2016/19 forecast is on track. Complete and implement **workforce plan**.	Budget reported elsewhere on agenda, but very much a positive story. Workforce plan implemented April 2018 following lengthy consultation (began Nov 2017) during which proposals and policies were clarified and final details changed as a result. Implementation is already having a tangible positive effect on morale, collaboration, willingness to get involved in projects and openness to new ideas.

	Progress
16. Support **Quality and Audit Committee**	Has focused to date on reviewing risk register. Change of responsibility from deleted Senior Consultant role to ECC Consultant (Trudy Stedman). Will need to review and fulfil its terms of reference.

17. Identify and manage **risks**:
    1. Declining membership
    2. Financial strategy fails
    3. Products or services fail to deliver
    4. Significant opportunities are missed
    5. Inadequate leadership and cohesion
	Risk register updated continually and reviewed in full by Quality & Audit Committee three times a year. Largest current risks are:
	
	• 2.2 Increasing costs of suppliers or operations (uncertainty around Capita having giving notice)
	• 1.2 Structural changes in HE / FE marketplace (financial pressure increasing threat of losing members)
	
	GDPR compliance achieved before 25 May 2018.

Change activities 2017/18: Strategy 2016/21

Project reference	Key points	End date	Status
A: Relationships & Collaboration	**Being proactive in identifying, managing and generating value from our communications, partnerships and collaboration**		
A1 - Rekindle/refocus and develop relations with sector bodies	UCEA, UHR, Unions, Leadership Foundation, Scottish Funding Council, Colleges Scotland, ECU. Objectives for each organisation in project plan.	2021	UCEA meetings ongoing. Several examples of ECC staff attending / addressing UCEA events and vice versa. Met with UCU and Unison late 2017. Developing plan to approach mission groups esp. where we have significant crossover of membership to explore joint events etc. Also discussion with Association of College possibilities around joint events.
A4 - Implement communications activity and strategy	Implement comms strategy	2021	News You Can Use in place. New series of product / benefits leaflets in place: Senior pay, Introducing ECC, Member Networks, and Advantages of HERA/FEDRA, LMD. Website refresh complete. Comms plan reviewed regularly. Specific actions are discussed and agreed with Consultants for members where there are issues. New HRDs receive welcome letter and follow up from Consultant.
A5 – Review how we exploit consortium power	About helping members make the most of the consortium: networking and learning from each other. Also taking advantage of our 'buying power' as a group of 125 organisations.	tbc	No progress to date

Project reference	Key points	End date	Status
B: Market development	**Defining ECC's opportunities, evaluating each viable option and entering those most likely to enhance our offering**		
B6 Agree and deliver new markets plan	2016/7 work identified museums and ecclesiastical organisations as having potential	tbc	On hold due to workforce plan, Colleges Scotland and USM. Once those resource demands are clearer we can review capacity to pursue new markets
C: Product & Service development			
C2 Competency framework a - Update behavioural indicators in comp framework	feeds into C2b and C7	Summer 2017	Has run late due to combination of factors: workforce plan distraction, competing priorities, lack of clarity about what is needed. Is now moving forward with Consultant team taking ownership of the CF development. Will be in place during 2018.
C2 Competency framework b - Guidance and support to apply comp framework	As above		As above
C8 / C3 Develop people management strategy services	a) Talent management services refreshing ECC toolkit approach b) Enhance training / consultancy delivery (incl. tech and use of ECC Online)	tbc	a) Will review what is required; may be that addition of training products and providing clear examples of consultancy are sufficient rather than developing a 'new' service b) International Pay Calculator has been added to ECC Online. New training in development around JDs, competencies.
C7 - Member consultation / surveys	Brief written	2018	Discussing proposals with two potential suppliers; likely timing to be completed Oct / Nov 2018. Likely to be combination of survey plus ongoing smaller 'pulse' activities

Project reference	Key points	End date	Status
D: Technology & Innovation			
D2 - ECC Online phase 2 complete including new comp framework	Includes admin portal / 'CRM', expenses, LMD calculator, reports changes	Sept 2017	International Pay Calculator in place Admin portal has run late due to capacity and competing priorities between ECC and DCSL. Will be in place July 2018. New competency framework delayed.