

Change activities (Strategy 2016/21)

Green: on track **Amber:** delayed and / or requires further action to ensure delivery **Red:** significantly delayed and / or requires major action / decision

RAG	Project reference	Key team members	Board sponsor / advisor	Key points	End date	Status	2018/19 strategy budget
	A: Relationships & Collaboration	NJ		Being proactive in identifying, managing and generating value from our communications, partnerships and collaboration			
Green	A1 - Rekindle/refocus and develop relations with sector bodies	NJ, SB	Julie Lloyd & Graham Curling	UCEA, UHR, Unions, Scottish Funding Council, Colleges Scotland, Advance HE. Objectives for each organisation in project plan. Priority UCEA plus UHR regionally	2021	UCEA meetings ongoing and v positive. UHR region NW attended Feb 2017. Positive relations UHR nationally with Paul Boustead (Chair) and Joanne Marshall (Vice Chair). Met UCU, Unite & Unison 2017, plan to do so again 2019. Advance HE promising (Alison Johns). Colleges Scotland positive.	Within core business budget
Green	A4 - Implement communications activity and strategy	NJ, KF	-	Implement comms strategy	2021	News You Can Use in place (4-5 pa) Product leaflets in place: Senior reward, Introducing ECC, Networks, Advantages of HERA/FEDRA, LMD (revised). Annual Report in house style. Website refresh underway. Twitter use increasing (now following 22 member HRDs)	Within core business budget
Amber	A5 – Review how we exploit consortium power	NJ initially	tbc	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	From late 2018	Awaiting member consultation. Ideas include: Member deals. Sodexo, Nesta? Are there things we can source that we give to members or link from ECC Online, or training discounts we can	tbc

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				of 125 organisations.		secure?	
	B: Market development	SB		Defining ECC's opportunities, evaluating each viable option and entering those most likely to enhance our offering			
	B6 Deliver new markets plan	SB, NJ	Linda Mortimer-Pine + Graham Curling	Actions re museums & ecclesiastical orgs deferred due to growing demands from existing members, FE, USM etc.	2021	Active development is consciously on hold. USM to hold London programme in 2019. May be potential with private secondary education (enquiries from 2 schools recently).	Within core business budget
	C: Product & Service development	TS		Maintaining and developing our products and services, enabling organisations to deliver excellence through people, performance and reward			
	C2 Competency framework (a) - Update behavioural indicators in comp framework (b) - Guidance and support to apply comp framework	KB, SB, TS, CP	-		2018	Existing CF has been added to ECC Online and updated. Person spec report and CF statements being reviewed Nov 2018.	Within core business budget
	C3 Enhance training and consultancy delivery	KB	-	Enhance training / consultancy delivery (incl. tech and use of ECC Online)	2019	Feedback form and process revised. New topics planned: Managing age in the workplace event (Jan 2019); Streamlining processes (Mar 2019); Making the most of ECC Online (May 2019).	tbc

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						Further work needed to review use of tech in national training.	
	C7 - Member consultation	NJ, KF, KB	-	Member survey	Late 2018	DJS undertaking survey Oct-Nov 2018. Interim report due Dec 2018, final report early 2019.	6,500
	C8 Talent management service development	TS	tbc		2020	Not started due to other priorities. Member consultation will inform shape of this project.	tbc
	D: Technology & Innovation	TS		Ensuring a technically sound product offering and using technology and/or innovative approaches to support ECCs products, services and working practices			
	D2 - ECC Online next phase of development	TS	-	Improve internal reporting and software functionality. Ensure future-proofed.	2019	Have added internal admin/ CRM functions, and will further develop these. LMD reports archive to be added following change from Capita to IDR. Discussing 'look and feel' with DCSL to ensure remains fresh and up to date. Also looking at future-proofing ie. what will next generation requirements be and when? Will be further informed by member consultation. £37k budget only indicative, unlikely to be required in full this year.	37,000
	Strategy contingency	NJ, KF	-				3,500
	Strategy total						47,000