

# **ECC Purpose and Vision**

## **Introduction**

At the February 2018 Board we reviewed and reaffirmed the 2016/21 strategy, and noted the excellent progress we have made in service delivery and financial strength since 2012.

We reflected on the current Vision, Mission and Values, and felt that we should return to these later in the year. Although the current statements were not felt to be fundamentally wrong, we noted that perhaps ECC needed to clarify its Purpose, and we might want to refocus the Vision more on our aspirations for the consortium than the wider sector.

This paper presents our current statements, some (sometimes overlapping) definitions, some examples from other organisations, and proposes revised statements for ECC.

8 November 2018

Nicholas Johnston  
Chief Executive, ECC

## 1. Current ECC statements

### **Purpose (2011)**

ECC's primary purpose as a not for profit organisation, is to enable cost effective and valued role analysis products and associated services to support pay and grading, reward and related HR functions to its members in the HE, FE and related sectors and other users of the products and services.

NB. This purpose statement formed part of the 2011/15 business plan, but is not currently used in the strategy map or business plan.

### **Vision (2013)**

ECC is a not-for-profit consortium of organisations in the higher and further education and related sectors.

Our vision is a sector that transforms people and organisational performance through developing, promoting and sharing learning and knowledge.

### **Mission (2013)**

To enable our members and partners to deliver excellence through people, performance and reward.

NB. Wording from the earlier 2011 Mission 'Developing people, delivering results' remains in use as our strapline on documentation.

### **Values (2013)**

**Members come first** because we are a consortium formed by the HE/FE sector for the sector: our decisions and actions are taken to benefit our membership and we are committed to service excellence for our members.

**Creating value through innovation** underpins our product and service development. We anticipate sector challenges and changes, and find practical ways of helping members and partners to respond to them.

**Fairness and equality** permeate our approach to excellence through people, performance and reward.

**Collaboration** is core to our work: we are a consortium and place great value on working with and through others.

## 2. Some definitions

### **Purpose (why)**

Why we choose to exist

We believe...

Why you exist, why you operate

A way to express the organization's impact on the lives of customers, clients, students, patients — whomever you're trying to serve. Make them feel it.

Not about the product or what you do

### **Vision (where)**

What will the future look like as we achieve our mission, the difference you will create

What we want to be like in the future

Inspirational, probably not achievable, a goal, a dream

WHERE we want to be, where you are going

Can be about the world we want to see or what we want the organisation to look like in some years' time

"I have a dream today"

### **Mission (how)**

Concise, captures what we do now

HOW we will get to the vision

How you achieve your purpose

What business you are in now and in the future

### **Values**

How we behave in doing that

Describes the desired culture

Sources include

<https://hbr.org/2014/09/your-companys-purpose-is-not-its-vision-mission-or-values>

<https://www.effectivegovernance.com.au/vision-mission-and-purpose-statements-what-is-the-difference/>

<https://www.jeffrandleman.com/the-difference-between-purpose-vision-and-mission/>

[https://www.onlydeadfish.co.uk/only\\_dead\\_fish/2016/02/whats-the-difference-between-a-companys-purpose-vision-mission-and-values.html](https://www.onlydeadfish.co.uk/only_dead_fish/2016/02/whats-the-difference-between-a-companys-purpose-vision-mission-and-values.html)

### 3. A few examples

	<b>nuaitra</b>	<b>Guinness world records</b>	<b>Fortis Hotels South Africa</b>	<b>BBC</b>	<b>Southwest Airlines</b>	<b>NHS Health Facilities Scotland</b>	<b>CIPD</b>
<b>Purpose</b>	To create better choices in nutrition	We inspire people - individuals, families, schools, teams, groups, companies and communities – of any age, in any city or country. We want that inspiration to come from reading, watching, listening to and participating in record breaking. We don't define or recognise success in a conventional or limited way and so draw upon the entire range of superlatives to help people realise their potential and to re-examine the world.	To take great care of people	Sustaining citizenship and civil society; promoting education and learning; stimulating creativity and cultural excellence; representing the UK, its nations, regions and communities; bringing the UK to the world and the world to the UK; and delivering to the public the benefit of emerging communications technologies and services.	Connect People to what's important in their lives through friendly, reliable, and low-cost air travel.	To deliver and co-ordinate effective advice, guidance and support in relation to national facilities, equipping and technical matters which support and improve health and wellbeing services in Scotland.	To champion better work and working lives by improving practices in people and organisation development, for the benefit of individuals, businesses, economies and society
<b>Vision</b>	To be first choice in nutrition therapy	To make the amazing official.	Our ambition is to be a sought-after African hospitality company known for: <ul style="list-style-type: none"> <li>- Profitably operating a portfolio of individually managed hotels that create warm, welcoming and happy guest experiences</li> <li>- Developing, maintaining and sustaining our people, our businesses, our</li> </ul>	To be the most creative organisation in the world	To become the world's most loved, most flown, and most profitable airline.	Health Facilities Scotland will strive to be a world-class partner and provide a range of professional services that will transform the health and wellbeing of the people of Scotland in line with the changing needs and expectations of the service.	To define and represent the international benchmark for excellence in people and organisation management and development.

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			communities and our environment - Creating value for all our stakeholders - Strategically investing in value-added diversified business opportunities in the hospitality value-chain				
<b>Mission</b>	To achieve our vision, we focus on innovating the best tasting products. We manufacture to the highest quality standards and provide unrivalled support service to our customers and patients	To be the ultimate global authority on record breaking. That means we research, measure, document and authorise the world's superlatives, from which we create world class products that entertain, inform and inspire people through our unique window on the world.	We operate hotels profitably by: - Providing consistent, excellent guest care and service - Through inspired and happy employees - In a responsible and sustainable way - In order to care for and create value for all of our stakeholders	to enrich people's lives with programmes and services that inform, educate and entertain	dedication to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit.	Health Facilities Scotland will provide quality professional services that support the delivery of 'Better Health, Better Care', working in partnership to meet the customer's needs by capitalising on emerging markets, technologies and business processes to enable us to deliver best value	
<b>Values</b>	Empowered Teamwork Honesty Innovation Committed Support	Integrity Respect Inclusiveness Passion			<b>Live the Southwest Way</b> Warrior Spirit Servant's Heart Fun-LUVing Attitude <b>Work the Southwest Way</b> Safety and Reliability Friendly Customer Service Low Costs		

## 4. Proposed revisions for ECC

### Purpose

To enable our members to achieve equality in pay and reward.

Rationale: This is about why ECC was brought into ECC, and what our desired wider impact still is. Fairness and equality are absolutely central to why the project and then consortium were established. Mentioning pay and reward gives us a realistic and clear context, as the concept of (in)equality generally is very broad and could be claimed by many other organisations as their purpose. The statement also explicitly acknowledges that we are a membership organisation, and that we will only succeed in our purpose through their practice. Even where we work with non-members that is to further our purpose, as it brings in revenue, increases our profile and in some cases supports new thinking and service development.

### Vision

To be the leading role analysis provider in the education sector.

Rationale: This is focused on ECC and how we want to develop the organisation. It is ambitious. We already have the largest market share of role analysis in HE, but we are a smaller player in FE and have no presence in schools. 'Leading' is also about innovation, anticipating challenges and enabling others. The vision anchors us in role analysis and provides for us working with HE, FE, private secondary schools should we make progress there, and internationally. And it does not limit us, as we can still do other things (eg. reward consultancy, working for thinktanks) so long as they contribute to us achieving this vision overall.

### Mission

There was support at the February meeting for having a clear Purpose allied to a more ECC-centred Vision. With a Mission as well, and a strategy and business plan below that, we are at risk of overwhelming ourselves with 'statements'. Of all of these, the one that we should consider not having is the mission statement. Looking back at the definitions of Mission, these requirements are fulfilled by the proposed Purpose and Vision. These tell us which business we are in and set the direction, and the strategy and business plan describe what we do and how we are working to achieve our Purpose and Vision.

### Values

These are felt to be clear, relevant and appropriate and are therefore unchanged.

- **Members come first** because we are a consortium formed by the HE/FE sector for the sector: our decisions and actions are taken to benefit our membership and we are committed to service excellence for our members.
- **Creating value through innovation** underpins our product and service development. We anticipate sector challenges and changes, and find practical ways of helping members and partners to respond to them.
- **Fairness and equality** permeate our approach to excellence through people, performance and reward.
- **Collaboration** is core to our work: we are a consortium and place great value on working with and through others.