

Draft for discussion 27 March 2017

ECC Workforce Plan

1. Introduction

The commitment was made during the process of developing the 2016/21 strategy to review and revise existing resources and the structure of the team to support implementation in the most effective and efficient way possible.

The development of the ECC workforce will help to ensure that there is the capacity, capability and flexibility within the team to deliver the level of performance required to deliver the 2016/21 strategy.

The purpose of this document is to stimulate discussion on:

- The way that the team contributes to achieving the objectives of the strategy.
- The skills, competencies and behaviours which require development to deliver the strategy.
- The shape and structure of the future workforce.

The document also outlines the process for change which will be followed to make the transition from the current to the future workforce profile.

Views are now invited on the paper but should focus primarily on section 4: 'what are we doing well', 'what are the challenges / barriers / issues?' and 'ideas for improvement'. Ideas for improvement should be positive, practical and feasible for the size of the company.

2. Values

The values we espouse as an organisation are:

- **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.

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These values are not simply designed for our members and stakeholders, but should underpin all that we do internally as well as externally.

In addition to our organisational values, we have agreed that the following behaviours are important to us as a team:

- Valuing the team
- Taking responsibility for planning time
- Encouraging challenge
- Courtesy

The development and delivery of a workforce plan is an opportunity to demonstrate all these behaviours and values, particularly those of fairness, equality and creating value through innovation, in the interests of achieving the organisation's vision.

3. Strategic Direction

ECC has defined its strategic direction/intent, and has set out the actions required to achieve the business objectives.

As well as 'Business as usual' (high volume and high quality member services, consultancy, training and running a cost efficient consortium), our focus for 2016/21 is on four areas of 'Change':

A: Relationships and Collaboration

Being proactive in identifying, managing and generating value from our communications, partnerships and collaboration.

B: Market development

Defining ECC's opportunities, evaluating each viable option and entering those most likely to enhance our offering.

C: Product and Service Development

Maintaining and developing our products and services, enabling organisations to deliver excellence through people, performance and reward.

D: Technology and Innovation

Ensuring a technically sound product offering and using technology and/or innovative approaches to support ECCs products, services and working practices.

In terms of our workforce requirements therefore, we need to deliver the strategy through:

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- more emphasis on market and product / service development,
- more emphasis on communication with members,
- increased collaboration and partner working across HE / FE sector, and
- maximising the benefits of and usage of ECC Online.

We also want to improve our efficiency and sustainability by:

- maintaining membership levels in the context of potential mergers and financial constraints within HE/FE sector, and
- rebuilding cash reserves depleted by investment in ECC Online.

4. Workforce Planning

Defining the required workforce is now the next step. We know that development activity will require more focused resource and capacity, but at the same time we must not neglect our core business of working with and for members.

It is therefore a question of how to use our existing resources most efficiently and effectively to achieve organisational objectives.

What are we doing well?

- A clear strategy is in place, built from a process that engaged every team and Board member.
- Member retention is high.
- Growing levels of paid consultancy and positive member feedback both indicate high levels of satisfaction with ECC as a whole and with individual team members.
- Targets are being achieved on consultant days delivered and organising new events and workshops.
- Team members are skilled and highly committed.
- The new ECC Online software is delivering anticipated benefits.
- The annual conference is successful.
- Income is favourable.

What are the challenges/barriers/issues?

- Having the right number of people in the right places. Our small part-time team is geographically dispersed which presents logistical challenges.

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- Lack of flexibility due to the demarcation of roles within the team.
- Opportunities to collaborate, and to share learning and expertise within the team are not being maximised.
- Ensuring business resilience and minimising over-reliance on individuals.

Ideas for improvement

- Develop business support roles to support the consultant team with member contact work and increase overall capacity for business development.
- Develop all consultants' roles in improving service quality and strategic/partner development.
- Improve utilisation of associate consultants to free up employed consultant resources.
- Skills development, for example in communications and IT/social media.
- Invest in team and personal development to continue bringing values to life and building the team.

5. Implementation plan

Objectives:

- To discuss issues raised in section 4 (are there other things that we are doing well, other challenges and issues, other ideas for improvement?)
- To develop proposals to address issues raised
- To agree next steps

Proposed timescale for action:

Action	By when
Discussion of draft with team – individual comments to NJ in confidence	12 April
Discussion of draft with team – open GoToMeeting calls with NJ scheduled for any team member to join	18 & 19 April
NJ to work on principles and process of organisational change	March/April
Update Executive with progress	27 April
Discuss at team meeting	31 May

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Final draft of workforce plan agreed	May / June
Remuneration Committee (to be arranged)	June / July

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