

ECC TEAM WORKPLAN 2016/17

Who we are

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

Our Mission is to enable our members and partners to deliver excellence through people, performance and reward

Our Values:

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.

Trello link <https://trello.com/b/Ef1VXsol/team-workplan-2016-17>

What's our focus this year?

'Business as usual' (BAU)

(This remains high volume and high quality: member services, consultancy, training and running a cost efficient consortium)

As well as BAU our focus for 2016/21 is on three areas of **Change:**

A: Relationships and Collaboration (NJ)

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

B: Market development (SB)

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

C: Product and Service Development (SW)

Very short 'what is this theme for' statement here?

D: Technology and Innovation (TS)

Very short 'what is this theme for' statement here?

Our Workplan identifies team members in the following roles:

Responsible	actually does the work or delivers the task, with support from others; Responsible for making sure it meets the requirements of the Accountable person
Accountable	delegates the task, approves the final work and is accountable for its success
Support	helps the Responsible person to complete the task
Consulted	is Consulted about the task, provides expertise and advice

Business as usual (BAU) activities 2016/17 – member services, consultancy, training, communications and operations

	Progress	Responsible	Accountable	Support	Consulted
1. Maintain membership at or above 123 (actual at 1/8/16 = 125)		Everyone	Nicholas	Kiva, Alitia	Nicholas
2. Ensure ECC Online valued by members (80% members using, planned updates 2016/17 delivered)		Alitia Craig, Kerry, Kiva, Sandra, Susanne, Trudy	Trudy	Everyone	Everyone
3. Deliver 60 inclusive consultancy days		Craig, Kerry, Sandra, Susanne, Trudy	Nicholas	Craig, Kerry, Kiva, Alitia, Sandra, Susanne, Trudy	Sandra
4. Deliver 20 paid consultancy days for members, with at least £17,000 gross income		Craig, Kerry, Sandra, Susanne, Trudy	Nicholas	Craig, Kerry, Kiva, Alitia, Sandra, Susanne, Trudy	Sandra
5. Ensure team delivers training and events programme (5 role analysis; at least 1 LMD) incl effective annual member conference that supports other objectives (24 November 2016)		Craig, Kerry, Sandra, Susanne, Trudy (Kiva, Alitia conference)	Sandra (Nicholas for conference, Susanne for LMD)	Alitia	Nicholas
6. Facilitate regional and networking events (NURG, SERN, Scotland, pensions, JISC). Use team and other meetings to identify any issues where we would value network groups' opinion / intelligence		Craig, Susanne	Nicholas	Alitia	Kerry, Kiva, Sandra, Trudy
7. Ensure LMD service provided, with number of surveys returned and service usage increasing during the year		Susanne	Nicholas	Everyone	Nicholas

	Progress	Responsible	Accountable	Support	Consulted
8. Increase ECC profile with membership and HR in HE / FE (eg. News You Can Use, Twitter, articles, presentations, PIPPA-USM projects etc)		Nicholas	Nicholas	Trudy, Sandra + tbc depending on the activity	Depending on the activity
<p>9. 'Live the values' Acting according to the ECC values and team behaviours so there is positive engagement in supporting colleagues.</p> <p><u>ECC Values</u></p> <ul style="list-style-type: none"> • Members come first • Creating value through Innovation • Fairness & equality • Collaboration <p><u>Additional team behaviours</u></p> <ul style="list-style-type: none"> • Valuing the team • Taking responsibility for planning my time • Encouraging challenge • Courtesy 		Everyone	Nicholas	Everyone	Everyone
10. Ensure team and individual development needs are identified and met		Nicholas, Kiva	Nicholas	Craig, Kerry, Alitia, Sandra, Susanne, Trudy	Everyone
11. Ensure 2016/17 budget is delivered so that 2016/19 forecast is on track		Kiva	Nicholas	Craig, Kerry, Alitia, Sandra, Susanne, Trudy	
<p>12. Identify and manage risks:</p> <ol style="list-style-type: none"> 1. Declining membership 2. Financial strategy fails 3. Products or services fail to deliver 4. Significant opportunities are missed 5. Inadequate leadership and cohesion 6. Software project failure 		Nicholas	Quality and Audit Committee	Kiva, Sandra, Trudy	Craig, Kerry, Alitia, Susanne

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 (£)
A: Relationships & Collaboration	n/a	NJ	Being proactive in identifying, managing and generating value from our communications, partnerships and collaboration				
A1 - Rekindle/refocus and develop relations with sector bodies	need	NJ, SW, SB	objectives: UCEA position us as working alongside them, collaborate on real stuff. UHR get on agenda at 1 meeting at majority of regions. ECU?? Unions??	2018	UCEA meetings scheduled. Will follow up UHR regional chairs. Have invited unions to catch up meeting SB on UCEA living wage group. Laurence Hopkin attend next SERN	Julie Lloyd & Graham Curling	500 travel
A2 - Implement current communications activity	n/a	NJ, KF	continuation of current activity	2018	News You Can Use in place. Series of 4-5 simple product / benefits pages being drafted discussing design with graphics company. Website refresh planned.	No	4000 design and printing. Plus £1480 in 2015/16 budget & £1000 promo materials 2016/17.

Project reference (2016/17 projects)	Project plan?	Key team members	Key points	End date	Status	Board sponsor / advisor needed	2016/17 (£)
							£7000 website budget 2016/17
A3 - Develop communications strategy	No	NJ		Nov 2016	being drafted	No	700 External consultant
A5 - Review how we exploit the consortium power	need		partly joint purchasing power, member discounts, informed by C7	Dec 2016	SB on UCEA living wage working group. Laurence Hopkins UCEA coming to next SERN meeting. NJ discussing possible joint activity with Beamans	tbc	0
B: Market development	n/a	SB	Defining ECC's opportunities, evaluating each viable option and entering those most likely to enhance our offering				
B1 - Agree how to handle short-term market opportunities	n/a	NJ	agree criteria to assess opportunities		COMPLETED		
B2 - Develop/explore international opportunities	See B5	NJ, SW, SB	part of B5. Aim is t o		PIPPA-USM October 2016 training confirmed for London	See B5	0

Project reference (2016/17 projects)	Project plan?	Key team members	Key points	End date	Status	Board sponsor / advisor needed	2016/17 (£)
			develop/explore international opportunities for ECC by the February 2017 Board meeting.				
B3 - Review current pricing structure incl. financial viability	See B5	NJ, SB	relates to B5		Some initial thinking done esp re small HE and FE orgs. Flexible pricing model needed incl policy on joining fee discount	Sub-group for B3/B4/B5. Linda Mortimer-Pine + A N Other	0
B4 - Competitor analysis	See B5		Aim is to complete a 'Competitor Analysis' where the overarching aim is to protect what we have and scope new markets for new products and their viability. A Consultant will report by December 2016.		Part of B5	as above	As B5

Project reference (2016/17 projects)	Project plan?	Key team members	Key points	End date	Status	Board sponsor / advisor needed	2016/17 (£)
B5 - Develop plan to assess new markets	need				Brief written, aim to complete market assessments by Nov 2016. Need method of ongoing environment scanning (specialist on retainer?), use Board to identify issues eg. legislation, trends in pay / reward / org change / policy / funding. Then id implications for ECC business / offering	as above	2500 external consultant
C: Product & Service development	n/a	SW	Very short 'what is this theme for' statement here?				
C1 - Update scheme documents		SW	Q'aire and Notes for Guidance are the most significant parts of this; other documentation is being updated		Questionnaire and Notes for Guidance COMPLETED		
C2a - Update behavioural indicators in comp framework	Need		feeds into C2b and C7		CDG discussed 7 June, then resource plan / timetable for impl by Dec 2016	No	500 travel
C2b - Guidance and support to apply comp framework	Part of C2a		will flow from C2a			No	2000 External consultant and travel

Project reference (2016/17 projects)	Project plan?	Key team members	Key points	End date	Status	Board sponsor / advisor needed	2016/17 (£)
C3 - Enhance training/consultancy delivery	Need (esp overlaps with C & D)		specifically around technology, virtual learning etc. Feeds into C4		to schedule session at CDG / team meeting on ECC Online usage	No	0 Costs tbc
C4 - Summarise benefits ECC Online	No	SW, TS			to schedule session at CDG / team meeting on ECC Online usage, also idea of user groups	No	0
C6 - Define total reward service	Need	SW				Tbc	1000 External consultant or research
C7 - Member consultation / surveys	Need	SW, KF	need to decide what to ask, how and when		SW/KF discuss initially then proposal for discussion at next team meeting	No	1500 Research, travel
D: Technology & Innovation	n/a	TS	Very short 'what is this theme for' statement here?				
D1 - Add comp framework to ECC Online	n/a	TS			liaising with DCSL re pricing and timing, likely to be Autumn 2016	No	£39k in software development budget
D2 - ECC Online phase 2 complete including new comp framework	Need	TS	tbc		tbc	Tbc	Tbc. Possibly 2017/18?
D3 - Explore potential dovetail ECC Online and website	Need (v simpl)	TS			Some being done within Phase 2, some with web company, some graphic / illustrations to		

Project reference (2016/17 projects)	Project plan?	Key team members	Key points	End date	Status	Board sponsor / advisor needed	2016/17 (£)
	e)				come from comms work on leaflets (A2)		
							6800 Contingency
							19500