

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/DCBLNP8I>

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)

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

D: Technology and Innovation (TS)

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

Prioritising our work

We want to achieve everything in our plan, but recognise that there are times when we need to prioritise.

We are guided by our Values, so when resources are scarce we prioritise

- member-facing work
- essential operational business, and
- existing short-term commitments (eg. national training, or ongoing projects where we have already committed publicly or in the team to delivery this year).

As a collaborative team we all take responsibility for identifying when deadlines are under threat or workloads are overwhelming, for raising concerns with the project lead and / or Chief Executive, and for deciding together how to resolve these. This may mean agreeing how we reschedule work, add resources within the team or Associates, or reallocate work to make best use of our resources. This may mean longer-term strategic work takes second place.

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 = 126 incl. Aylesbury on holiday)	Current 127 South Sussex joined Oct 2016 Aylesbury holiday until 31/10 RCA still on notice Wales Registry to merge during year South Lanarkshire likely to leave	Everyone	Nicholas	Kiva, Alitia	Nicholas
2. Ensure ECC Online valued by members (80% members using, planned updates 2016/17 delivered)	Further work on sensible measures (complaints, anecdotal feedback, Helpdesk issues, logins) Will demo at conference	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. Non-member paid consultancy desirable although no specific target.		Craig, Kerry, Sandra, Susanne, Trudy	Nicholas	Craig, Kerry, Kiva, Alitia, Sandra, Susanne, Trudy	Sandra

	Progress	Responsible	Accountable	Support	Consulted
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, Sandra, Kerry	Nicholas	Alitia	Kiva, Sandra, Trudy
7. Ensure LMD service provided, with number of surveys returned and service usage increasing during the year		Susanne	Nicholas	Everyone	Nicholas
8. Increase ECC profile with membership and HR in HE / FE (eg. News You Can Use, Twitter, articles, presentations, PIPPA-USM projects etc)	4 News You Can Use bulletins, feedback positive. Twitter used for progress news (eg. new member) Talking to Nesta about possible thinkpiece re their futures research	Nicholas	Nicholas	Trudy, Sandra + tbc depending on the activity	Depending on the activity

	Progress	Responsible	Accountable	Support	Consulted
<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 	<p>Every team member to have common objective:</p> <p>"To act according to the Values and team behaviours consistently throughout the year, and to be able to describe several examples that demonstrate this"</p>	Everyone	Nicholas	Everyone	Everyone
<p>10. Ensure team and individual development needs are identified and met</p>	<p>2015/16 team dynamics work revisited Sept 2016. Appraisals Sept/Oct 2016. CDG provides dev forum.</p>	Nicholas, Kiva	Nicholas	Craig, Kerry, Alitia, Sandra, Susanne, Trudy	Everyone
<p>11. Ensure 2016/17 budget is delivered so that 2016/19 forecast is on track</p>	<p>Cashflow very positive. Paid income ahead of budget.</p>	Kiva	Nicholas	Craig, Kerry, Alitia, Sandra, Susanne, Trudy	Sandra

	Progress	Responsible	Accountable	Support	Consulted
12. 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 6. Software project failure	Risk register contains specific objectives, is revised at least 3 times pa plus ongoing review	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	In place	NJ, SW, SB	UCEA, UHR, Unions, Leadership Foundation, Scottish Funding Council, Colleges Scotland, ECU. Objectives for each organisation in project plan.	2018	UCEA meetings scheduled. Will follow up UHR regional chairs. Have arranging catch-up video call with Unions SB on UCEA living wage group. Laurence Hopkin attended 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	n/a	NJ		Feb 2017	In draft	No	700 External consultant
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	n/a	NJ, SW, SB	part of B5. Aim is to develop/explore international opportunities for ECC by the February 2017 Board meeting.			See B5	0

Project reference (2016/17 projects)	Project plan?	Key team members	Key points	End date	Status	Board sponsor / advisor needed	2016/17 (£)
B3 - Review current pricing structure incl. financial viability	to be done	NJ, SB	relates to B5	June 2017	Some initial thinking done esp re small HE and FE orgs. Flexible pricing model needed incl policy on joining fee discount and incl. consultancy and training costs and fees and membership options	Sub-group for B3/B4/B5. Linda Mortimer-Pine + Graham Curling	0
B4 - Competitor analysis	n/a				Part of B5	as above	As B5
B5 - Develop plan to assess new markets	n/a	SB, SW, NJ			Brief written, aim to complete market assessments by Dec 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?				

Project reference (2016/17 projects)	Project plan?	Key team members	Key points	End date	Status	Board sponsor / advisor needed	2016/17 (£)
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	In place	SW, JB, SB, TS	feeds into C2b and C7		CDG discussed 7 June, then resource plan / timetable for impl by Dec 2016. Need to clarify purpose & output. Then collaborative session to draft (Nov). Then sign-off & approval.	No	500 travel
C2b - Guidance and support to apply comp framework	Part of C2a		will flow from C2a			No	2000 External consultant and travel
C3 - Enhance training/consultancy delivery	To be done (esp overl aps with C & D)	SW, KB	Partly updating and maintaining what we have, also specifically around technology, virtual learning etc. Feeds into C4	June 2017	to schedule session at CDG / team meeting on ECC Online usage	No	0 Costs tbc
C4 - Summarise benefits ECC Online	No	SW, TS		June 2017	to schedule session at CDG / team meeting on ECC Online usage, also idea of user groups	No	0

Project reference (2016/17 projects)	Project plan?	Key team members	Key points	End date	Status	Board sponsor / advisor needed	2016/17 (£)
C6 - Define total reward service	To be done	SW	To be scoped / defined	Tbc		Tbc	1000 External consultant or research
C7 - Member consultation / surveys	To be done	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	Ensuring a technically sound product offering and using technology and/or innovative approaches to support ECCs products, services and working practices				
D1 - Add comp framework to ECC Online	n/a	TS		Nov 2016	Ready for testing Sept 2016, wording being updated and agreed Nov 2016	No	£39k in software development budget
D2 - ECC Online phase 2 complete including new comp framework	To be done	TS	Picks up 'CRM' previously discussed in team	tbc	tbc	Tbc	Tbc. Possibly 2017/18?
D3 - Explore potential dovetail ECC Online and website	To be done	TS, KF		tbc	Some being done within Phase 2, some with web company, some graphic / illustrations to come from comms work on leaflets (A2)		

Project reference (2016/17 projects)	Project plan?	Key team members	Key points	End date	Status	Board sponsor / advisor needed	2016/17 (£)
Objective to be added around creating an innovative culture within ECC		TS					
							6800 Contingency
							19500