

ECC STRATEGY 2021/24

The final year of our previous strategic plan for 2016/21 was overshadowed by the impact of the global COVID-19 pandemic, which brought new challenges to our organisation and so many others. In addressing these, and in focusing on meeting the changing needs of our members and clients, we adopted a number of innovative approaches to service design and delivery, including remote training and consultancy delivery and significant additions to our networking and events portfolio.

These new developments provided a positive context within which our Board and staff team reassessed our future priorities during 2020/21, and set ECC's strategic direction for the next three years.

We will of course continue to keep our strategy under review, and welcome suggestions and contributions from our members, clients and partners.

Graham Curling
ECC Board Chair

Nicholas Johnston
Chief Executive

August 2021

1. PURPOSE, VISION AND VALUES

Who we are

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

Purpose

To enable excellence and equality in reward practice.

Vision

To be recognised as the leading and impactful 'go to' job evaluation and reward specialist provider for organisations in the education and related sectors.

Values

Members come first

We are a consortium formed of the HE/FE sector for the sector: our decisions and actions benefit our membership and we are committed to service excellence for our members.

Creating value through innovation

We anticipate challenges and changes, and find practical ways of helping members, clients and partners to respond to them.

Fairness and equality

Our approach to excellence through people, performance and reward is founded on fairness and equality.

Collaboration

We are a consortium and place great value on working with and through others.

2. OBJECTIVES AND STRATEGIC THEMES

Strategic objectives

Our Purpose and Vision lead us to three main strategic objectives facing ECC over the next three years (1 August 2021 – 31 July 2024):

1. To deliver excellence in member experience and engagement, adding new services and increasing our value to our membership.
2. To develop new member and client relationships focused on excellence and equality in reward practice that add member value and broaden our service portfolio.
3. To ensure financial sustainability built on member retention, diversifying income from members and clients, and prudent resource management.

Strategic themes

We will achieve these objectives through five Strategic Themes:

Strategic theme 1: Relationships and collaboration

Generating value through partnerships, networks, collaboration and communications.

Strategic theme 2: Service development and delivery

Delivering and developing our products and services, enabling organisations to achieve excellence through people, performance and reward.

Strategic theme 3: Business and new market development

Defining ECC's opportunities, evaluating options and taking those most likely to enhance our value to members.

Strategic theme 4: Digital transformation and innovation

Harnessing technology and innovation to support ECC's products, services and working practices.

Strategic theme 5. Supporting and enabling excellence within ECC

Creating the right conditions for the organisation to work effectively, and supporting, developing and rewarding our people.

This strategic plan sets out our priorities under these themes, and will be updated and refreshed as we progress through 2021/24.

Strategic theme 1: Relationships and collaboration

Generating value through partnerships, networks, collaboration and communications.

We will:

- Actively manage member relationships that add value to our members.
- Develop existing member networks and where appropriate develop new ones.
- Deliver our second virtual ECC Conference in November 2021.
- Communicate and consult with members to inform current and future needs and service development, making best use of member networks and a range of communications methods.
- Engage in positive dialogue with strategic partners (including UCEA, UHR and Advance HE), complementing their work where the purpose aligns with the needs of our members.
- Build on our existing collaboration with UCEA, contributing to each other's events, thinking and services. Points of focus will be pay, grading and reward including senior pay, equal pay and related issues.
- Build and develop our positive relationships with UHR, Advance HE, AoC and national Union representatives, developing tangible joint work that benefits our members.
- Identify and develop other relationships depending on market and service development.
- Review and refresh our branding and promotion, ensuring that our website and social media activity focuses on impact and member value.

Strategic theme 2: Service development and delivery

Delivering and developing our products and services, enabling organisations to achieve excellence through people, performance and reward

We will:

- Launch our senior reward service and leadership framework.
- Roll out our pay and grading service (comprising a workshop series, Guide, and consultancy support) to aid members in reviewing and revising pay and grading structures.
- Maintain and develop our consultancy provision across a range of pay, grading and reward issues, focusing on our members and working with other clients where appropriate.
- Maintain and update the core HERA and FEDRA scheme documents (Questionnaire and Notes for Guidance).
- Review the HERA and FEDRA schemes to ensure they remain fit for the future.
- Ensure ECC Online continues to deliver HERA, FEDRA and associated functions reliably, cost-effectively and securely.
- Maintain and develop our training and events programme and when possible move to a blend of remote and face to face events, investing in technology as required.
- Continue to deliver and develop our Labour Market Data service in conjunction with our partners Incomes Data Research.

Strategic theme 3: Business and new market development

Defining ECC's opportunities, evaluating options and taking those most likely to enhance our value to members

We will:

- Undertake and act on member research to ensure our services respond to the opportunities and needs they face.
- Build on our existing work with Further Education providers by seeking to develop new members and clients in FE.
- Develop an accreditation scheme for ECC-trained role analysts.
- Explore the potential for expanding our work to support private universities and independent schools.
- Continue to work with our Malaysian partner university, USM, to further develop our service portfolio for the benefit of our members.

Strategic theme 4: Digital transformation and innovation

Harnessing technology and innovation to support ECC's products, services and working practices.

We will:

- Implement a new training platform to enhance our online training content and delivery.
- Complete the actions in our digital accessibility audit plan for ECC Online, ensuring that the system continues to deliver excellence in accessibility and functionality.
- Further develop ECC Online functionality and 'look and feel'.
- Identify and implement further technical developments that support service development.

Strategic theme 5. Supporting and enabling excellence within ECC

Creating the right conditions for the organisation to work effectively, and supporting, developing and rewarding our people.

We will:

- Ensure the health, safety and well-being of our people, continuing to review the impact of a changing working environment on our team.
- Enable people in the team to deliver excellent performance in line with our values.
- Provide staff benefits that reward our people and are driven by our values.
- Identify and meet training and development needs and opportunities.
- Ensure our internal structures and resources meet the needs and demands of our strategic direction and operational plan.
- Find new ways to communicate, share and meet effectively that encourage and support member focus and joint working.
- Ensure effective governance and management of the consortium including financial management, and policy development and compliance.