

Edinburgh College Development Action Plan (draft)

Area for Improvement	Actions	Lead	Completion	Milestone Jan 2015	Impact	RAG
(1) Reconfiguring the College's Leadership	<p><i>Undertake complete review and (re)appointment of non-executive Board members in line with Government direction, with focus on essential skills and expertise including finance and key curriculum areas.</i></p> <p><i>Appoint 3/4 new governors in key knowledge and skill areas to include: finance and audit; quality and curriculum; employment law</i></p> <p><i>Implement a succession planning action plan with specific reference to knowledge and skills related areas (Board level and also at non-Board College management levels. Succession planning within functions will also be addressed)</i></p>	Board	Mar 15	New members to be appointed for start of the new financial year 1 August 2015.	<p>A change in college culture that results in a curriculum that meets local, regional and international priority needs and raises quality and standards</p> <ul style="list-style-type: none"> - improved student success rates and student/employer satisfaction rates. <p>Achieve outcomes of the recovery plan.</p>	
	<p><i>Appoint a new Principal in February 2015 to take up post as soon as possible and appoint an Interim Principal for the intervening period</i></p>	Board	Feb 15	<p>27th January: Long list selection</p> <p>5th/6th February: Selection activities.</p>	<p>Cultural changes and changes in working practices leading to improved organisation outcomes.</p> <p>Achievement of College strategic objectives for 2014/15</p>	

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				10 th February, Board approve candidate and any offer made	Achievement of College key performance indicators. Improve staff morale. Strategic and Operational Plans are based on market needs analysis and closely monitored through sub committees through to the Board.	
	<p><i>Establish Board performance targets for monitoring the College</i></p> <p><i>Review the operation of the board and its committees, and the information they receive, against the recently issued Code of Good Governance for Scotland's Colleges.</i></p>	<p>Pr & Chair</p> <p>Chair/Gov Dir</p>	<p>Jan 15</p> <p>July 15</p>	<p>Scorecard further developed to provide clarity on business critical priorities.</p>	<p>Business Critical Key Performance Indicators (KPIs) for the College developed and monitored regularly through the management and board committee structure. Board takes greater ownership of the College. Raised effectiveness of college performance.</p>	
	<p><i>Establish committee channels for progressing and monitoring delivery of development plan including:</i></p> <p><i>Finance and Risk:</i></p> <ul style="list-style-type: none"> <i>Management accounts pack including financial recovery progress report and more detail to ensure causes of</i> 	<p>Chair/Gov Dir</p> <p>Chair FC</p>	<p>Jan 15</p> <p>Jan 15</p>	<p>Monthly reports on financial income and overhead contribution shared with P&R and Audit Committees.</p> <p>P&R and Audit Committees monitor at every meeting the full Financial Recovery Plan</p>	<p>Planned Financial outcomes delivered.</p> <p>KPIs achieved</p>	

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	<p><i>variances are quantified and understood. (P&R/Audit)</i></p> <ul style="list-style-type: none"> <i>Preview of financial forecasting prior to full Board (P&R/Audit)</i> <i>Separate risk register including sensitivity analysis of financial recovery plan for monitoring (Audit)</i> <p><i>Establish channels for seeking information from and providing information to Academic Council, Capital and Infrastructure Committee, Commercial and International Committee and Nominations and Engagement Committee, where relevant in relation to progress of the development plan.</i></p> <p><i>Establish Financial Recovery reporting line to Board</i></p>			All Board involvement in Drafts of Development Plan Jan – Feb 15. Thereafter Financial KPIs monitored by with P&R and Audit Committees. All KPIs to the Board.		
	<i>P&R and Audit Committees preview financial reforecasting prior to seeking Board approval.</i>	Chair/Gov Dir	Jan 15	Provide latest reforecast budget.	Improved financial understanding of budgeting and agreed financial targets	
	<i>Management Accounts to include more detailed information to ensure causes of variances are quantified and understood.</i>	Dir Fin	Jan 15	Include in January out-turn Management Accounts pack.	Causes and variances are quantified and trends monitored.	

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	<i>Use key performance indicators to monitor the progress against the financial recovery plan. Benchmarking to be incorporated and reported through Monthly monitoring.</i>	Pr	Jan 15	Trends are closely monitored and plans to achieve targets discussed. Board and Management monitor performance against all KPIs. Sub Committees monitor relevant sections	New actions implemented where targets are not being delivered. Clarity around income and expenditure and actions implemented to achieve financial targets. Clearer management accounts with cost centres and income categories being meaningfully described and monitored.	
	<i>Separate Risk Register to be prepared with the Sensitivity analysis of the Financial Recovery Plan impacted by transitional change and monitored through the P&R and Audit Committees. Then reported to the Board.</i>	Dir Fin	Feb 15	Summary financial risk register included in February Management Accounts pack.	Additional risks being added to reflect in year changes. The scoring reviewed to reflect the high level of risk brought about by transitional change. Risk management to be discussed at Leadership level every month as it is a collective responsibility.	
(2) Strategically Repositioning the College for Growth	<i>Review the Strategic Positioning of the College commencing with the Curriculum Strategy.</i> <i>Strategic Planning events to be held with Board and managers and Strategic Plan updated</i>	Pr/Chair	Dec 14 – Mar 15	Planning events held in December and changes made to the Curriculum Strategy for Jan 15. Further strategy events Mar 15. Building on the Violet Bick Review and the Development Plans New Principal to participate in all strategy events.	Improving in year performance and positioning for 2015-16. Achievement of College's revised objectives.	

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				Curriculum Strategy clearly identifies the key priorities for each Centre/School and forecasts identified growth.		
	<i>Supporting strategies to be updated and implemented.</i>	Pr/Chair	April 15			
	<i>Other Leadership strategies:</i> <i>Curriculum</i> <i>Finance & MIS</i> <i>Income Generation</i> <i>Estates</i> <i>ICT/ILT</i> <i>Marketing & Communications</i> <i>Employer Engagement</i> <i>HR/Organisational Development</i> <i>(including Culture change)</i>	VPCur DirFin DP DP VPQPSE DirHR/OD DP DirHR/OD	Jan Mar Mar Feb Mar Feb Mar Feb	The revised strategies to have been completed in draft to be presented to a Board event in March. Commercial activity to be managed more effectively through the full adoption of the costing and pricing policy. Identify “ESF” student growth markets. Identify opportunities to mitigate 1% reduction in activity (i.e. TUPE).	Realisation of targets through a holistic integrated approach to planning with more focus on the balance between income generation and quality delivery. Improved market positioning and product development to meet employer; student and community needs	
	<i>Action Plans from the strategies will be cross-referenced to the strategic plan aims.</i>	Pr	Apr 15	Objectives of Leadership Team to be reviewed.	Cohesive Planning process in place.	
	<i>Raise the College's profile</i>	Pr/VPHR/OD	Feb 15	College awarded recognition from business and community organisations	Maximised student success rates. Improved student recruitment and funding (to targets).	

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			Mar 15	<p>Developing a robust brand strategy which underpins the College values.</p> <p>Increased marketing and external communications activity internally and externally. Website update planned for Feb.</p> <p>External engagement strategy implemented</p>	<p>Increased footfall to the College.</p> <p>Improve college positioning and external awareness</p> <p>Fit for purpose website for CPD/ commercial promotion will increased potential for much higher level of customer acquisition. Exploiting intelligence sources and social media channels.</p> <p>Budget for non-summarable marketing activity will help to generate awareness and build presence in Lothian and surrounding areas</p> <p>CRM systems implemented</p>	
	<p><i>Develop employer and community engagement through partnership/federation working.</i></p> <p><i>Implement RIE action plan to increase the number of students offered places.</i></p> <p><i>Develop employer and community networks through partnerships and strong links other key bodies.</i></p>	<p>Pr/DP</p> <p>VPCur DirFin</p>	Apr 15	<p>Develop further existing relationships and seek new partnerships/federations based on business needs analysis.</p> <p>Build on current business development activity and fully resource the schools to build on current and potential business to business opportunities, increase apprenticeships, develop new partnerships.</p>	<p>Improved positively local and national profile.</p> <p>Improved reputation.</p> <p>Examples:</p> <p>Increase in additional sources of income/investment.</p> <p>Increased conversion of applications to enrolments</p> <p>Increase retention rate.</p>	

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	<i>Develop RIE plan to improve commercial student journey</i>				Increase application/income from commercial courses/open learning courses	
				<p>Productive networking and increased business opportunities being generated through pipeline of activity.</p> <p>Develop programme of engagement activities involving Board of Management to utilise knowledge and expertise in relevant areas.</p> <ul style="list-style-type: none"> - Meetings held with government officials; Develop an External engagement plan - local authority representatives; SFC; SDS - Examples - Source funding from Energy Skills Partnership, Deliver on SFC Innovation Voucher Scheme pilot - Contact made with the partner organisations; 	<p>Work placement and work experience opportunities provided to all FT students.</p> <p>Increased apprenticeships and work place delivery.</p> <p>Evidence demand for new apprenticeships to build business case with SDS for increased value of contract in year (April 15) and for new contract submission Nov 2015</p> <p>Increased funding opportunities realised through government and commercial sources.</p>	

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				Schools; Universities; College Associations; Chamber of Commerce etc.		
	<i>Market Needs Analysis used to inform strategic positioning Markets have been mapped to determine growth and declining areas/products. Internal and external sources used for data capture</i>	VPQPSE	Feb 15	<p>Data intelligence shared with the leadership group and impact will be monitored through the area business plans.</p> <p>Increased marketing and awareness of funding changes - students and staff.</p> <p>Marketing Intelligence function based in Marketing</p>	<p>Increased income evident in Management Accounts.</p> <p>Improved business planning resulting in delivery of targets.</p> <p>Business development target sectors with highest income generating potential</p> <p>More effective marketing and increased ROI</p>	
3 Improving Quality and Curriculum	<i>Implemented the improvements required following the external review by Education Scotland</i>	VPCur/VP QPSE	Feb 15	<p>An action plan outlining key activities for departments/areas has been developed and is being implemented.</p> <p>A Rapid Improvement task group specifically assigned to review impact of changes.</p> <p>RIE delivered to address current failure points and identify and amend inappropriate College</p>	<p>Effective line-management; team-working and raised staff morale.</p> <p>Fit for purpose processes and procedures for the all client groups.</p>	

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				processes for a commercial and corporate business.		
	<i>Benchmarking visit to other colleges to share good practice</i>	Pr	Mar 15	Follow up actions implemented	Improved teaching and learning.	
	<i>Marketing and Communications activities to be strengthened based on impact assessment.</i>	DirHR/OD	Feb 15	Marketing Plan agreed by Board. Identifying barriers and explore opportunities to improve conversion from application to enrolment Dedicated commercial budget agreed Marketing reps meeting college delivery areas to gain feedback on current and proposed market activity. Plan of action to be agreed and implementation to be monitored.	Enhanced the student experience and vibrancy of the College. Improved internal and external communications. Raised application and conversion to enrolment, exposure to other areas of the market, being more visible and raising the reputation. Core business and commercial activity supported by a robust marketing plan	
		DirHR/OD	Mar 15	Marketing plans in place Course information days planned 27/29 Jan Successful open days; employer/school events etc. Website development to be completed Feb 15.	Increased the numbers of students applying for 2015 – 16 – achieve targets.	

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	<p><i>Improving the student experience through further development of:</i></p> <p><i>ECSA's role within the College and benchmarking of student surveys.</i></p> <p><i>Expansion of the Rapid Improvement Exercises where appropriate.</i></p>	VPCur/ DirHR/OD /VPQPSE	Jan and March 15	<p>New on line prospectus to be in place with additional courses and career pathways to continue with refreshing the offer. Some hardcopies to be available as needed.</p> <p>Numbers recruited for September 14 were low against target and on-going in year recruitment commenced.</p> <p>Prospectus prepared for Jan – Mar offer; a new course guide prepared in March for April – July including summer school course offer.</p> <p>New products in development. Existing curriculum re-profiled delivery incorporating blended learning.</p> <p>Expanded summers school activities including and international summer school.</p>	<p>Delivery of Education Scotland recommendations</p> <p>Target achieved through improved in year recruitment including innovative summer programme</p> <p>Curriculum Plans implemented. Increased market share through improved curriculum offer. New Curriculum Strategy and new curriculum plans developed for 15/16.</p>	
	<p><i>Map the College's curriculum offer against that of competing: school sixth forms; training providers; colleges etc.</i></p> <p><i>Seek to create partnerships/federations with identified competitors</i></p>	VPQPSE/ VPCUR	Mar 15	<p>First stage of process – identified competitor analysis</p> <p>New partnerships implemented with the Local Authority; Schools; Employers; etc. to increase the</p>	<p>Increased promotion of curriculum offer to fill gaps in the market place.</p> <p>Improved learning opportunities across all age groups. Expansion of provision in target areas for students</p>	

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				<p>range of curriculum on offer to all age groups and to all people in the community.</p> <p>Cross functional project with Marketing/Community/Student Services being initiated to improve engagement with schools/SDS and increase awareness of College provision.</p> <p>Increased Associate Degrees with current and new partner Universities</p>	<p>to widen access and social mobility e.g. students with disabilities; the unemployed. Maximised use of sites. Improved work placement opportunities.</p> <p>Increased applications from school leavers and reversal of the downward trend in progression to FE/positive destinations</p> <p>Increased revenue from Assoc Degrees Raise the profile of the College as increased HE offering</p>	
	<i>Start new courses start from January 15 onwards to increase income generation and thus contribution.</i>	VPCur/DP	Jan 15	Additional student activity/ income generation activities in curriculum areas including commercial activities profiled.	Delivery of targets to profile and meet income targets.	
(4) Radically reshape the College to improve efficiency and effectiveness and Systems	<i>Restructure Programme agreed with Board and Exec/Leadership Team and roll out implemented following discussions and agreement with unions and other stakeholders</i>	Pr/DP	July 15	Programme targeted to make the savings required in year and positioned for next year both financially and with clearer lines of accountability and responsibility	<p>Improved Student Success Rates and Employer and Student Satisfaction Rates.</p> <p>Positioned for Good financial rating by the SFC in 2014/15.</p> <p>Break-even position achieved 15/16</p> <p>Delivered outcomes from the Scotland Review.</p>	

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	<i>Restructure to improve delivery and prepare for growth in Adult provision (HE and Community); Maths; English; Gaelic; STEM; unemployed; apprenticeships; Highers offer rationalised. Realise efficiency savings.</i>	VPCur		Revised curriculum strategy being developed and implemented starting Jan 15. Supported by a revised income and commercial sub strategy. Support obtained from SFC.	Improved efficiency and effectiveness of curriculum delivery Provision revised to more effectively meet employer and student needs Achievement of overall College income targets /Outcome agreement.	
	<i>Review and improve key infrastructure and systems</i> <ul style="list-style-type: none"> • ICT • MIS • Finance • HR 	DP/VPFin/DirHR/OD	May 15	Cross College Project Group of staff to oversee reviews with external representation.	Integrated systems that aid timely decision making and provide improved processes that are compatible with other commercial systems and enable development	
	<i>Revise the development programme for staff in particular at management level to support transformational change and people in new roles</i>	DirOD/HR	June 15	All leadership team undergo 360 assessment (Jan – April 15) Expand revised programme using in house expertise where appropriate. Programme for middle managers to be expanded for all managers in new roles and other staff from June 2015 Development of PDP and Review process for implementation by July 15. Create a proposal for the PDP and Review Process ready for Exec/LT by end Feb 2015	Development of staff provides personal support and aids organisational change. Programme is ongoing into 2015/16 More effective leadership/management teams leading to better performance of the College provision including improved budgetary performance. Develop a culture of managing performance	

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				Create consultation process and project group for design of PDP and Review Process and work with through implementation phases Feb 2015 – July 2015 Launch of PDP and Review process (Phase One design) for implementation by July 15.		
	<i>Complete the implementation of the job evaluation scheme for support staff</i>	Dir OD/HR	June 15	Reach agreement with Unison January 15 th Communicate to staff	Complete major pre merger milestone. Harmonised pay scales for all staff Transparent reward strategy	
	<i>Develop set of Policies for Edinburgh College to support transition and culture change</i>	Dir OD/HR	June 15	Agree strategy with P&R Committee Communicate position to trade unions and staff. Seek stakeholder support	Complete major pre merger milestone. Provide clarity to staff, HR team and managers	
	<i>Conclude all outstanding harmonisation tasks with EIS and Unison, e.g. contracts, hourly rates,</i>	Dir OD/HR	July 15		Complete major pre merger milestone.	
(5) Financially rebase the College to operate more efficiently and effectively	<i>In line with new Financial Delegated Authority (ONS changes), prepare new financial regulations, financial strategy and plan and update the risk register</i>	DirFin	March 15	Draft Financial Regulations completed 31 Jan 2014. Financial Strategy March 2015 Concurrent monthly update of risk register.	Financial deficit position addressed. Clear process and procedures in place and better delegated management of finance.	
	<i>Review the mid-year financial position and meet with budget holders in all areas starting with delivery areas to make savings and resource growth areas</i>	DirFin	Jan to March 15	Mid-year review completed Feb 2014.	Increased savings on resources and increased income compared to January 2015 forecast. (Amounts to be quantified).	

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	<i>to achieve 2014/15 target and 2015/16 balanced budget.</i>			Meet Budget Managers February through to March to identify further savings for 2014/15, and 2015/16.	New/additional income and cost savings have taken place and are reflected in the Feb and March Management Accounts. The 2015/16 budget is balanced.	
	<i>Underperforming areas on student key performance indicators/contribution (KPI's) to agree short term income generation activities and longer term plans.</i>	VPCur/VP QPSS	March 15	Curriculum planning meetings commenced from Dec to Feb to expand in year offer. Resources and investment for new and expanding markets to be agreed.	Revised Curriculum strategy that delivers to market needs. Better utilisation of resources. Alternative income sources identified and contracted for.	
	<i>Resource Planning meetings held with all budget holders</i>	DirFin	March to Apr 15	Zero Based Budget setting for 2015/16 with more delegation of budgets agreed.	Effective management of budget leading to growth in income and savings in expenditure.	
	<i>Financial Controls – internal auditors to carry out planned purchase order process review. Procurement capability assessment has improved – report awaited.</i>	VPFin	May 15	The College's internal auditors to carry out planned reviews of the control framework.	Savings of (£600k) expenditure released. Improved budget control at management level. Improved efficiency in the ordering of goods.	
	<i>Meet with key partner and stakeholder organisations to secure financial support</i>	Pr	Dec 14 - April 15	Meetings held with SFC to review the financial deficit position and agree the way forward. SFC agreed that the College submit a detailed Development Plan (first draft) for Jan 2015	Delivery of plan on target Confirmed financial security of the College.	

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				<p>Milestones reviewed by Leadership Team and Board on a monthly basis</p> <p>Bids submitted to ESF for additional funding</p>		
	<i>Prepare a headline summary balanced score card on the Strategic Plan, agree with Board and staff and ensure outcomes are delivered.</i>	Pr	Feb 15	Headline KPIs developed and agreed with SLT in Dec. To be agreed with Board in Jan.	Improved focus on key targets to enable delivery to plan. Achievement of College strategic objectives.	
	<i>New income sources to be generated In year review of Operational Plan Targets Operational Planning for 2015/16</i>	DP	Dec 14 –Jan 15 Feb 15 April 15	Profiled Income generation Jan - July	Business Plans Reviewed and new targets set. Achievement of funding allocation. Income generation to supplement/offset marketing budget	
	<i>Develop a plan for direct funding of delivery for apprenticeships and expansion of subcontracting to gain access to new provision.</i>	DP	Apr 15	<p>New arrangements and partnerships activated. Tendering processes implemented.</p> <p>Tender process to be developed with delivery capacity also developed to meet the educational and training demand</p>	Improved income sources. Improved ownership of quality delivery and potential for growth. Delivery of key priority targets in particular in apprenticeships and through some new (quality) partnerships.	

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				<p>Success on 12 tenders to date with value of £200k achieved.</p> <p>Outstanding submission value of £1.3 million to be delivered in 2014/15</p> <p>New apprenticeship opportunities to be identified between Jan and October 15</p>	<p>Sustainable Income growth through contracts won through tendering</p> <p>Enhanced SDS contract for 16-17 and beyond</p>	
	<i>Sell Capital Assets no longer required and withdraw from leased provision that is inefficient.</i>	DP	July 15	Curriculum Strategy and Estates Plan are key to underpinning plans. Meetings held with staff to discuss rationale for proposed changes.	Cost base reduced. Improved cash flow and investment in infrastructures.	
	<i>Estates Strategy to be developed based on the future organizational needs as outlined in the revised strategies</i>	DP	Sept 15	First Stage – Estates Development Plan report to Board March 15 Second Stage – Development of an Estates Strategy in the Autumn term 15/16.	Estates strategy based on curriculum strategy and overarching strategic plan. Higher utilisation of estate, savings on building maintenance and savings on potential disposal of unwanted property. Curriculum aligned accommodation.	
		DirFin	Jan 15	Savings target will be met.	Jan Management accounts confirm that savings of £1.1m will be achieved,	

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Expenditure Savings - Staffing	<p>Ensure that the savings of £1.1m have been achieved (actioned in term 1)</p> <p>Reduce staffing costs - save a further circa £1m in staff costs.</p> <p>Implement voluntary redundancy programme. ALL AREAS TO CONTRIBUTE – Phased approach.</p>	DirHR/OD	Feb 15	<p>Redundancy/restructuring programme numbers to be approved for VR - costed and budgeted for in year and future year savings.</p> <p>Use of agency staff to be revisited.</p> <p>Savings in staff costs to have been identified and reported in the management accounts.</p>	<p>subject to maintaining income/costs. Action Plan referenced to management accounts. College reshaping and rebasing in year. Revised in year Financial Plan - 2 year financial re-forecast; in year rebasing of budget deficit from £2m to £1m in 2014/15, and rebase I/E budget from £68m to £66m for 2015/16; 12 month rolling cash flow. Process and rationale agreed. Strategy informing structural change.</p>	
	<p>Restructure programme developed and implemented.</p> <p>Staff savings to date of £1.2m achieved to date. Further £1m required (which includes effect of 1% funding reduction in 2015/16).</p>	DirOD/HR	June 15	<p>Voluntary Redundancy Programme implemented for staff plus posts not filled (completed Nov 2014) with the following outcomes (post starting budget): reduction in posts -Senior Mgrs (2), Mgrs/Supervisors (5), Lecturers (17) and Support Staff (15) achieved with in total 39 posts withdrawn. Follow up restructure to be developed in Jan 15.</p>	<p>Financial sustainability. Savings on staff – Senior Mgrs - £139k Mgrs/Supervisors - £222k Lecturers – £484k Support Staff - £330k</p> <p>Savings total to date for all staffing £1.2m</p>	
	Investigate staff numbers to ensure contract hours are delivered	VPCur	July 15		Planned savings delivered. Increased staff utilisation	
	Seek opportunities to expand shared services, to improve effectiveness and reduce non direct staff costs.	DirFin/Dir HR/OD	March 15	Centralised services as part of structural change.	Centralised services delivered and financial savings realised.	

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				Managers at all levels to have financial skills/ competence – training to be implemented through a new staff development process	Staff developed for new processes and roles.	
Expenditure Savings – Other Operating Expenses	<i>Investigate breakdown of each of the categories under this heading, seeking out opportunities for savings. (Non-teaching and premises costs).</i>	DirFin	Jan 15 on going	Update report in Feb 14. Meetings to have taken place with budget holders to identify non-pay savings.	Staff saving achieved. Non-pay saving achieved. Investment in capital items.	
	<i>Complete final phase of receiving fees upfront for part-time students (change in full time payment process implemented at start of financial year) to Improve debtors position - improve cash flow and reduce amount of uncollectable debt.</i> <i>Continue to manage creditor cash flow.</i>	DirFin	March 15	Actions taken ensured that cash flow is managed to forecast.	The cash flow improved as a result of savings and an increase in income.	
	<i>Improve space utilization.</i>	DP	Mar 15	Updated evaluation of activity/costs per site.	Improved utilisation resulting in cost savings.	

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(6) Culture Change Development	<p><i>Development of an innovative, proactive and enterprising learning culture. A culture where the underlying values, beliefs and codes of practice that makes the College what it is are owned throughout the organisation.</i></p> <p><i>Address the issue of cultural consistency and depth.</i></p>	DirHR/OD	June 15	<p>Completion of brand wheel and presentation to Feb board for sign off (Customer testing Jan 15)</p> <p>Implement the Organisation Development Strategy that moves us from where we are now to where we need to be culturally (supporting communications strategy)</p> <p>Complete the shaping of our culture(s) and then draft our value statements.</p> <p>Create focus groups to engage staff group with the design of the values Feb – April 2015</p> <p>Identify cultural/staff attitude survey design/provider by Feb 2015</p> <p>Assess our cultures to close the loop - 'before' and 'after' cultures audit down and across the whole organisation.</p> <p>May – June 2015</p> <p>Communicate and embed the results Aug 2015</p>	<p>Move further towards a culture that is student led. A culture that:</p> <p>Believes (in itself is Owned (throughout); with Engagement (at all levels/areas); a Caring/Successful (College)</p>	

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				Create, through staff engagement action plan - organisation wide and local plans to tackle identified transitions required Sept 2015.		