



Student Loans Company



# Transformation Programme

Update – SROC 2015 Conference

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## Overview

- Programme Background
- Programme Reset
- Current Status
  - Technical delivery
  - Process Management Framework
  - Target Operating Model
- Benefits



### **Vision**

*“... to be valued as a digital, customer focused centre of excellence.”*

### **Mission**

*“... provide secure, accurate and efficient assessment, payment and repayment services.”*



## Transformation Programme Aims

- Change the operating model of the SLC:
  - Take a strategic view on how the SLC should operate;
  - Further improve the focus on the customer;
  - Drive efficiency to maximise value for government.
- Implement new IT systems:
  - Core loan system not flexible and scalable;
  - Operational systems not optimised for digital working;
  - Impacts on speed of change & policy implementation;
  - Restricts opportunity for continuous improvement;
  - Opportunity to increase security of the loan book.



## Transformation Programme Activity

- Change the operating model of the SLC:
  - Develop a Target Operating Model;
  - Develop a Process Management Framework;
  - Develop a new Organisational Design.
- Implement new IT systems:
  - Focus on flexibility and meeting the needs of customers, partners & staff;
  - Purchase and implement a new core banking platform;
  - Build new systems for SLC staff to manage applications and repayment;
  - Build new online services for customers.



## Transformation Programme Reset

- Programme priorities and plans reviewed based on the information and experience gained from the initial phases
- Additional activity introduced as a result of feedback from central government on security and systems infrastructure
- A programme wide planning (“discovery”) session took place with BIS, GDS and SLC to assess and agree priorities



# Reset Programme Draft Roadmap

## Phase 1

Infrastructure Remediation Project

Securing Existing Platform & SAM

CLASS Replacement

Postgraduate Loans

FE Expansion

Enablement for  
Benefit Initiatives

Target Operating Model

SLC Organisation Design

Process Management Framework

## Phase 2

Benefit Realisation  
Initiatives

Near Term Benefits

## Phase 3

Maintenance Loans & Grants - FT

DSA

Postgraduate Loans

Grant for Dependants  
(CCG, ADG, PLA & TG)

SIS

FE

2015

2016

2017

2018..... 2021



## Current Status – Courses Management Service

- Phase one of the Courses Management Service was successfully delivered at the end of October
- Of the 65,000 full time courses scheduled to be entered into the system for AY15/16, we have an 85% completion rate
- Phase two was delivered in March with further enhancements, including the ability for providers to amend or edit term dates and extending the service to part-time course providers
- Phase three is scheduled for completion in April / May 2015 and include delivery of enhanced reporting functions and the facility for submission of courses in future academic years





# Current Status – Online Application

## Old style layout



**What course will you be studying?**

Search for your course by name or UCAS course code. i

If you've not decided what course you want to study, use your first choice. You can change this later.

Course

- [MATHEMATICAL STUDIES](#)
- [MATHEMATICAL STUDIES \(IND\)](#)
- [MATHEMATICAL STUDIES \(INT\) \(BSC\)](#)
- [MATHEMATICS](#)
- [MATHEMATICS](#)
- [ACTUARIAL MATHEMATICS](#)
- [BIOLOGY AND MATHEMATICS](#)
- [CHEMISTRY AND MATHEMATICS](#)

Prev Next

[I can't find my course](#)

## New style layout



### What course will you study?

You can change this later if you need to. i

Course title or UCAS course code

 Q

- MATHEMATICAL STUDIES**  
BSc 3 years G150
- Mathematical Studies**  
BSc 4 years
- MATHEMATICAL STUDIES (INT) (BSC)**  
BSc 4 years
- MATHEMATICAL STUDIES (INT) (BSC) (09/10)**  
BSc 4 years
- Mathematics**  
BSc 3 years G121
- ACTUARIAL MATHEMATICS**  
BSc 3 years NG31
- Biology and Mathematics**  
BSc 3 years CG11
- CHEMISTRY & MATHEMATICS**  
Bachelor Degree 3 years
- Economics and Mathematics**  
BSc 3 years GL11
- FRENCH & MATHEMATICS**  
BSc 4 years GR11
- Geography and Mathematics**  
BSc 3 years FG81  
MAIN CAMPUS
- Mathematics and German**  
BSc 4 years GR12
- MANAGEMENT & MATHEMATICS**  
BSc 3 years GN12
- Mathematics and Music**  
BSc 3 years GW13
- Mathematics and Philosophy**  
BSc 3 years GVC5  
MAIN CAMPUS

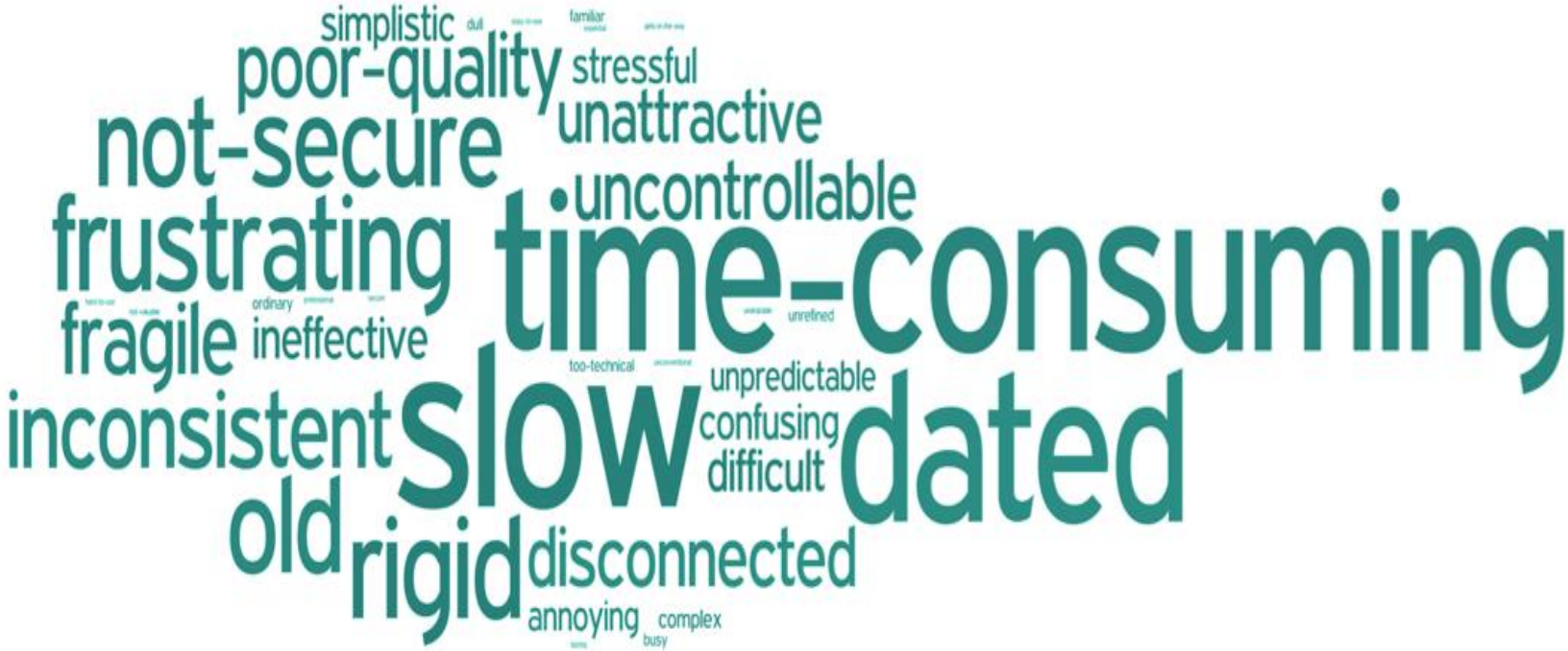
The new style layout shows more data to help distinguish between courses - qualification, duration, UCAS code (and where it's a differentiating factor - for example, location or intake)



## User Interface (UI)

- in new style layout bounded box and grey background in search results have been removed

# The old service... what did our users think?



# What do our users think now.....





## Current Status – Near Term Benefits

### Near Terms Benefits Team

We have established a team to look at improvements that will deliver operational savings within financial years 14/15 & 15/16. The team has brought all improvement ideas across SLC under one umbrella to evaluate which will deliver most benefits for low cost.

#### **Examples:**

##### **Enhanced evidence cover letter (complete)**

A new evidence cover letter was available in December 2014, containing a personalised 2D barcode. Customers can print this letter and attach it to loose financial evidence they have to send us, enabling us to identify the customer and their account more efficiently.

##### **Student Finance Entitlement Letter (in progress)**

Work is underway to put the Student Financial Entitlement letter online.

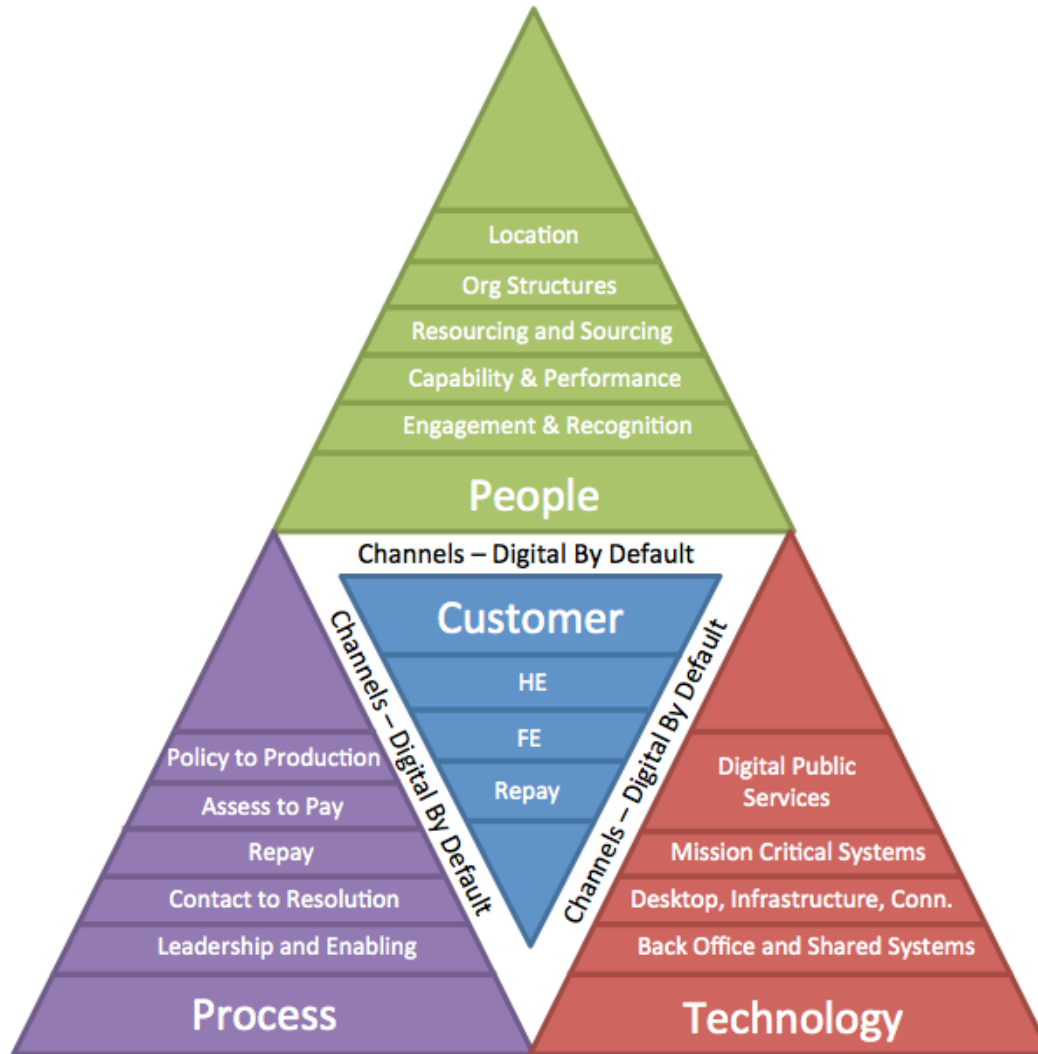
The Student Finance Entitlement Letter is sent out to students each time an assessment is approved and provides a full breakdown of their finance. We send out approximately 2.5 million letters each year at a cost of £1.1 million.

##### **Childcare rules enhancement (complete)**

System defects have been resolved removing the need for manual spreadsheets to check assessments for childcare. Savings estimated between £100-150k per year (tbc pending benefit realisation evaluation).



# Target Operating Model





# Process Management Framework – Delivery Processes



- SLC has **Four** processes that start and finish with the customer
- For each process there are **Four** ‘outside-in’ measures
  - Right First Time
  - Elapsed Time
  - Customer Feedback
  - Cost per Transaction
- Effective **Continuous Improvement** will be established for all four e2e processes

**Robust Process Management** means managing **every experience** associated with consuming these services

# 1. Process Ownership

Process Owner defines standard SLC-wide process and identifies (in catalogue) number of variants of the process that need to be mapped. Identifies external benchmarks. Ensures process supports Vision and Mission. Agrees approach with GDS for digitisation. Agrees constraints for PMF measures.

# 2. Customer/Stakeholder Group Processes and Product Variants

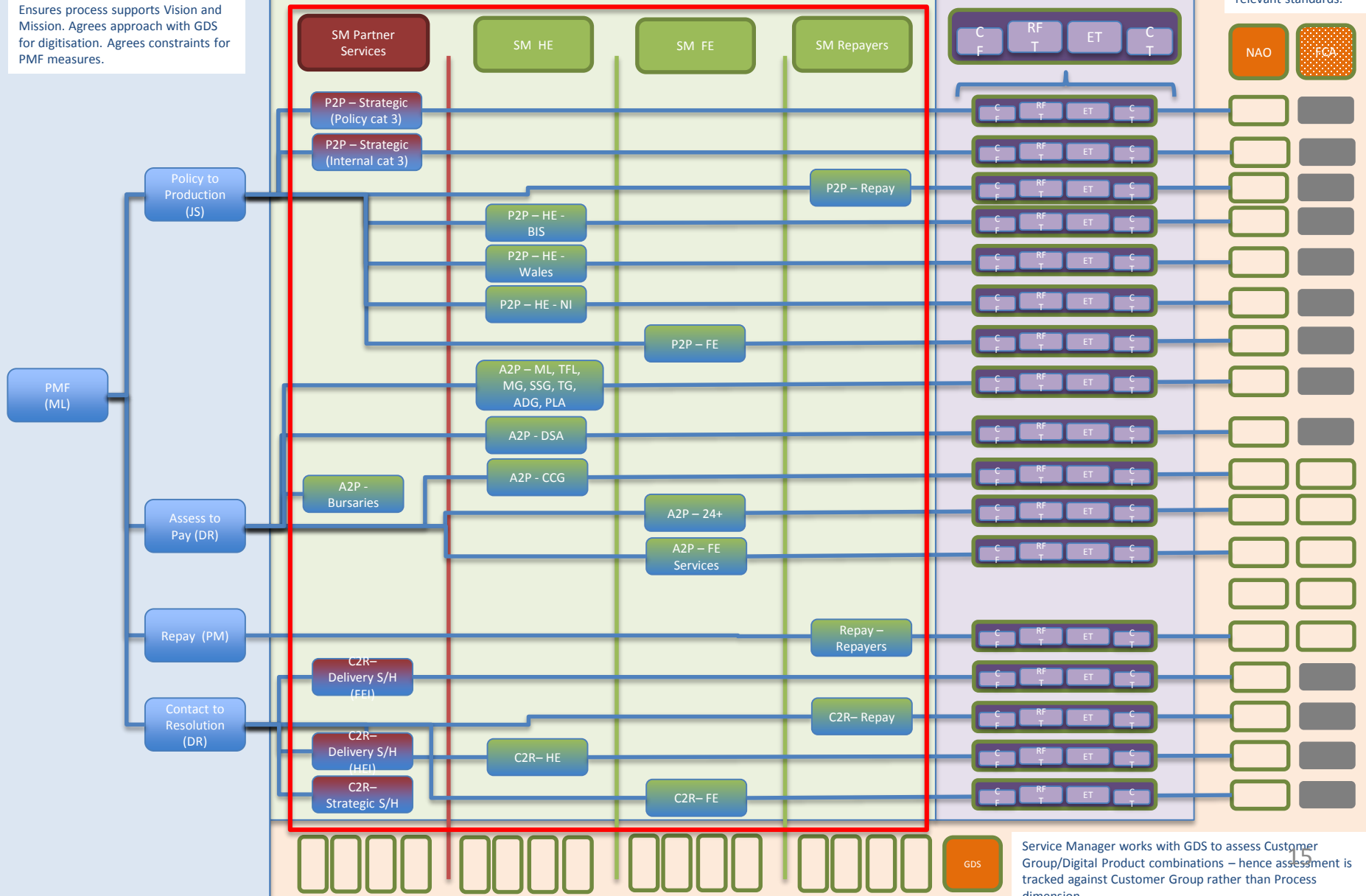
Service Manager maps existing processes, and works with Process Owner to define increments to these. SM ensures Continuous Improvement is applied to all instances of their processes. Ensures all product-specific variations are understood and included in the catalogue.

# 3. Mission Dashboard

Service Manager ensures that the 4 PMF measures exist for all variants of their processes and are included in overall Mission Dashboard.

# 4. Assessment

Service Manager works with NAO and (potentially) FCA to agree how process will align with relevant standards.





# Service Management – Key Roles

## 1. Process Ownership

### Process Owner

- Establish process vision and ensure this aligns with SLC Vision / Mission
- Ensure PMF applied to all instances of the process
- Approve new variants of the process
- Drive consolidation towards 'standard' process as appropriate
- Agree process measures and targets, based on process benchmarking, that support vision / mission
- Own process-specific risks and issues at Executive level

Assess to Pay

## 2. Customer/Stakeholder Group Processes and Product Variants

### Service Manager

- Interfaces with key stakeholders for agreeing performance and changes to the service
- Manage Process Managers to ensure processes are continuously improving against Customer, Cost and Control measures
- Manage service specific changes, including agreement of priorities with stakeholders
- Ensure compliance to GDS, NAO and internal SLC standards

### Process Managers

- Day to day management of end to end processes, including interfaces with common services and digital products
- Ensure effective Continuous Improvement in place, including defining specific measures for the process
- Ensure necessary checks and controls (risk, fraud etc.) are functioning within the process
- Manage process-specific risks and issues

A2P – ML, TFL, MG, SSG, TG, ADG, PLA





## Current Status – Benefits Realisation

**FY 13/14 Benefits have now been assured by PWC, BIS and HEDA Board.**

**Financial Year 13/14 -Target benefits £0.8m**

**- Achieved £1.2m**

Key Improvements:

1. Improvements to security and identification £310k
2. Improvements to the application process reducing the call outsource requirement £305k
3. VFM initiatives to improve efficiencies across organisation: Call costs/printing options £0.6m

**Financial Year 14/15 -Target benefits £2.4m**

**- Achieved to end Sept £4.6m**

Key improvements:

1. VHI matching increased 75% to 82% saving £600k in work saved in manual matching
2. Improvements to online application - giving clearer guidance and evidence reducing outsource budget to date £995k
3. VFM initiatives to improve efficiencies across organisation: supplier costs/secure print £1.3m
4. Improving ways of working / organisation redesign savings £2.6m

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