

---

S T U D E N T L O A N S  C O M P A N Y L I M I T E D

**Operational Delivery Board**  
**Held at 9.30am on Thursday 10<sup>th</sup> January, 2008**  
**Boardroom**

<b>Present:</b>	Ralph Seymour-Jackson	Chief Executive	<b>(Chair)</b>	RSJ
	Martin Herbert	Customer Services Director		MH
	Derek Ross	Deputy Chief Executive		DR
	Les Campbell	Finance Director		LC
	Chris Andrew	Company Secretary		CA
	Alan Dickson	Head of Finance		AD
	Alan McLellan	Head of Business Services		AMcL
	David Thomson	Head of Customer Contact		DT
	Peter Robertson	Head of ICT Development		PR
	Stephen O'Connor	Head of ICT Infrastructure		SOC
	Steve Simpson	Head of Human Resources		SS
	John Rae	Facilities Manager		JR
	Jennifer Anderson	Senior Executive Secretary	<b>(Minutes)</b>	JA

Distribution – FOI Website

---

**1. Chairman's Opening Remarks**

RSJ welcomed the group to the first Operational Delivery Board advising the key focus of today's meeting would be to consider the Operational Delivery Board Terms of Reference and to receive an update on Customer Services and KPIs for 08/09.

**2. Operational Delivery Board Terms of Reference**

MH provided the group with an update on the membership of the Board as follows:

Customer Services Head of Contact:	David Thomson (now in post)
Customer Services Hub Manager:	Fraser Donaldson (commences employment end of February 2008)
Customer Services Head of Processing:	Chris Harrison (commences employment 3 <sup>rd</sup> March)
Customer Services 3i Manager:	Ali Hewison (interim manager, commences employment 21 <sup>st</sup> January 2008)

In terms of reporting, MH advised a short list will develop over time. MH highlighted the key responsibilities of the Board are to assist in developing the customer services/operational delivery strategy map and driving the new scorecard, playing a key part in defining all underlying measures. In terms of the scope of the group, support should be provided for both partner and customer facing activities. DR reminded the group the Board should not solely be Customer Services focused, however, should also cover Business Services and other operational areas of the business.

MH queried if the group were content and in agreement with the responsibilities outlined in the Terms of Reference and invited comments from the Board. AD asked where support areas such as Infrastructure, Finance and HR issues are to be discussed and reviewed. SOC also noted the business require to be aware of key business implementation dates in terms of Infrastructure and queried where these topics fit into the new internal board structure. DR explained to the group it is the role of the Product & Services Board to ensure for example

these key implementation dates happen, however, the Operational Delivery Board need to be aware of these things.

DT queried the fourth bullet point of the Responsibilities listed and suggested reference to customers be included in the statement. The group discussed the suggestion and agreed the statement should be amended to read “continually seek ways of improving value to all stakeholders through operational delivery, insight, innovation and improvement.” **ACTION(ODB001) – JA.**

PR noted the Terms of Reference does not cover areas such as required funding approvals and noted this needs to be defined within the document. The group noted funding of resources required for operational delivery would come through the Operational Delivery Board, however, funding resources required for change would be governed by the Product & Services Board. It was also noted other funding requirements, i.e. consultancy requests will now be governed by Executive Board.

SS highlighted communication has been missed from the 3 Boards and requested consideration be given to how outcomes of the Board meetings are communicated to staff and how plans will be publicised company wide. The group agreed SS should develop a proposal of how best to take this forward. **ACTION(ODB002) - SS.**

Other areas which Board members sought clarification as to where they should be discussed within the new structure going forward included the post implementation of projects, Best Companies, the VFM Programme and Efficiency Programme. RSJ provided clarification as to where all these topics lie.

### **3. Head of Customer Contact/Support Update**

DT queried in terms of the Report submitted to be presented, going forward, what the Board expect in terms on content. MH advised he expects a scorecard approach be taken, however, noted he was unsure if this would supersede the Report submitted. The group agreed the Report in its current format, whilst providing facts and figures, lacks explanations and comparisons behind this information and noted it would be beneficial to include this information going forward as well as Lessons Learned. The group agreed it would be useful for all board members to provide JA with a list of what their reporting requirements are along with owners for further discussion. **ACTION(ODB003) – JA.**

DT went on to present the report highlighting the key points. KPI 9 has dipped for the first time this year primarily due to longer waiting times when contacting the CSO and the increase in customer calls regarding perceived delays in the ICR repayment process. DT noted there are no specific actions in place to bring the KPI back on target. Work is ongoing to improve After Call Work, particularly in relation to providing better training to team leaders to manage targets.

In relation to KPI 2, DT advised targets for 08/09 have been agreed in principle, however, DT noted he feels the target has been over anticipated. AD queried if there is a strategy in place to increase the amount of sponsors and DT undertook to produce a strategy to the next Operational Delivery Board. **ACTION(ODB004) – DT.** The group went onto discuss infrastructure support required should sponsorship growth occur. SOC noted lessons should be learned from the previous year’s issues and contingency plans with mitigating actions should be put in place.

Correspondence figures have dropped from the last quarter of last year mainly due to a drop in headcount. DT advised a solution is now in place and also noted there has been a change in measurement bands.

With regards to the processing graphs for the stakeholders, RSJ queried why Wales is producing better stats than England, Northern Ireland and Scotland. The group noted this is a good example of where further analysis would be useful and AMcL agreed to review. **ACTION(ODB005) – AMcL.**

### **4. Collections Update**

DT presented an update on Collections highlighting he is due to undergo an induction programme prepared by the Collections Management Team to assist him in understanding the departments key processes, due to the

recent change in reporting of the Collections Department. DT provided a brief update on the Report highlighting KPI 7 is currently reporting a red status, however, discussion regarding potential changes to the measurement of this KPI are ongoing with DIUS.

In relation to sickness/absence, SOC suggested the possibility of using outsourced staff during the festive period to cover the loss of staff reported. DT acknowledged this suggestion, however, noted additional costs would be incurred to undertake outsourcing and advised the point was primarily raised to highlight it is a non issue.

RSJ noted in relation to mortgage style loans proper write off functionality is required to be made available. DT advised he would need to review and discuss with Yvonne McLean.

MH queried why the Collections department are unable to collect credit card payments before 10<sup>th</sup> or after 28<sup>th</sup> of each month due to changing interest rates. DT advised he was unsure of the reasoning behind this process and agreed to investigate with Yvonne McLean. **ACTION(ODB006) – DT**. MH also suggested DT and SOC look at the reasoning behind system CLASS downtime which also prevents the department from collecting payments. **ACTION(ODB007) – DT/SOC**.

#### **Update on KPIs 08/09**

RSJ went onto provide the Board with an update on next year's operational KPIs as follows:

KPI 1 – a change has been made to define the response time to make the KPI more measurable and aligned with the target. The agreement of the KPI is viewed as complete.

Online – target changed from 33% against last year's target of 25%. AMcL reminded the group from next year onwards more customers will be means tested which potentially could have an adverse affect on the results.

KPI 3 – target increased but achievable.

Borrower Mismatch – need more understanding of why citizens records are not matched at HMRC.

Mortgage Style – discussions ongoing to move target to be more in Yvonne McLean's control and aligning with activities Collections management undertake.

KPI 8 – debate regarding the target of the KPI is ongoing, however, stats are required to back up the suggestion the target cannot be achieved.

KPI 9 – rolled forward. New measures are being piloted.

KPI 10 – technical note amended.

RSJ reminded the group the key objective from DIUS for next year is for SLC to continue to run smoothly whilst progressing on delivering customer first.

#### **5. Monthly HR Summary - verbal**

SS provided the Board with a verbal update on HR activities throughout the month of December 2007. Staff turnover is at 16.4% against 16.2% for last year. Sickness/absence was up to 4.59% with a year end figure of 4.43%. SS noted actions are in place to try and reduce these figures such as implementing "Scottish Health at Work" an accreditation presented to companies who not only manage sickness/absence but promote healthy living.

In terms of recruitment for Darlington, Hudson have been appointed as the main service provider and the recruitment for 80 new staff is scheduled to commence w/c 14<sup>th</sup> January, 2008 with a view to staff training on 17<sup>th</sup> March, 2008. SS noted he has slight concern regarding the recruitment of business advisors for Business Services, however, noted plans are in place to try and resolve.

SS noted it has been a busy period in relation to Organisation Development with the production of brochures and letters to all staff. SS advised the key driver for this is the annual conference scheduled for next week. In relation to Performance Management, agreement has been made with PCS to implement a 4 box model which is a good achievement. SS noted training will be provided on managing the new system.

SS queried going forward what sort of information he is required to provide to the Operational Delivery Board. RSJ suggested all board members provide JA with a list of requirements they wish to be updated with on a monthly basis going forward. **ACTION(ODB008) – JA.**

LC queried how the internal communication changes are going. SS advised Exchange is being well received, particularly within Customer Services. SS did note however, the process requires to be refined for each business area and improvement on the intranet is required to be looked at.

**6. Any Other Business**

RSJ updated the Board on Lord Triesman's resignation.

CA updated the Board on the change of name of the Ineligibles Team to the Special Investigations Unit.

**Meeting Closed 11.25am**

**NB: Where asterisks appear these items have been excluded from the minutes before placing on the website as the subject under discussion falls within one or more of the exemptions contained in Part II of the Freedom of Information Act, 2000 and can be reasonably withheld.**

FOI Version