Corporate & Business Plans

2022-23 to 2024-25

SLC
Student Loans Company

Contents

01

SLC is Changing

Since starting our transformation we have delivered:

Self service channels including Chatbot, Live Chat, Secure Messaging and our Online Repayments System

Modern customer management software

Improved data capabilities

Blended working

Defined Career Paths and opportunities

And we will continue to build on this through Evolve and our technology strategy to:

Simplify our service

Empower our people

Build for the future

To be better for our customers and better for us

Introduction

This document sets out SLC's Three Year Corporate Plan 2022-23 to 2024-25 and our Annual Business Plan for 2022-23. This is the first year we have combined our strategic and annual plans into a single document.

The three-year **Corporate Plan** contains the **medium-term** strategic objectives covering the years 2022-23 to 2024-25.

It sets out what we will do to achieve our medium-term vision of being widely recognised as enabling student opportunity and delivering an outstanding customer experience in the efficient delivery of the four UK Governments' further and higher education finance policies.

Our goals are to:

- deliver an outstanding customer experience
- be leaner, better and doing more for less
- be a great place to work
- be a trusted delivery partner
- enable opportunity

The one-year **Business Plan** contains **the detailed objectives** covering the year 2022-23.

It ensures we remain focused on the core business functions that underlie our mission to enable people to invest in their futures through further and higher education by providing trusted, transparent, flexible and accessible student finance services.

It sets out the three lenses through which we rigorously monitor our performance.

It supports the longer-term objectives in the Corporate Plan by ensuring in year objectives and initiatives contribute toward the wider strategic goals and move us forward towards achieving our vision.

Three Year Corporate Plan

02
Chair's Introduction to the Corporate Plan

By the time we come to the end of the period covered by this three-year Corporate Plan, Lifelong Loan Entitlement (LLE) – which the Minister of State for Higher and Further Education has described as an historic once in a generation reform – will have been launched in England. This plan takes us from where we are now to an entirely new system of student finance. This is a critical time for SLC and the next generation of young people coming towards the age where they will decide how to plan their learning and their futures.

We have much work to do, though the journey towards LLE is one we have already started. SLC will shortly launch a HE Short Course trial for English customers, a precursor to LLE, and plans to move into the exploratory phase for LLE this year. Our aim is to build LLE on existing technology platforms, albeit ones that are being upgraded and modularised through our technology strategy.

The advent of LLE will build on significant growth over the last five years and means we need to plan for further growth; this means SLC needs to be leaner, better and doing more for less. It is important, therefore, that we keep building the capacity, productivity and resilience of our people, processes and technology infrastructure so that we can cope with new demands.

We will also continue to focus on the things which matter most to us – improving service for our customers and delivering value for money for UK taxpayers. The service SLC delivers is to an ever-increasing customer base and, as this plan outlines, to customers with increasingly complex needs. Our service also extends to our future customers, the young people reaching the end of formal education and those who choose to come back to education at any point in their adult life. The scale of shift in funding provision will need to be matched with sound and accessible guidance communicated by our partners and education establishments.

The Board and I are champions of driving value for the taxpayer and one of the ways in which this will be achieved is through the simplification of SLC's products and technology estate. The prize that we are all aiming for is a coherent system with consistently designed and simply understood rules.

Increased value for taxpayers will be a key dividend of the implementation of Customer Engagement Management (CEM) which is referenced throughout this document. This new system will increasingly enable customers to self-serve through multiple channels. I'm particularly pleased that the development of CEM has been guided by our customers, principally through our Customer Panel which helps us get our customer proposition aligned to customer expectation.

Finally, I would like to record my gratitude to Simon Devonshire, who reached the end of his term of office after six years as a Non-Executive; his experience and insight in technology has been invaluable in moving SLC to become a modern, customer focused organisation which is increasingly valued by our partners and stakeholders.

**Peter Lauener
Chair**

03

Our Organisation and Environment

3.1 Our Role

SLC is a UK public sector organisation established to provide financial services (in the form of loans and grants) to students in higher and further education at colleges and universities across England, Northern Ireland, Scotland and Wales.

SLC is a non-profit making organisation. The four UK Government Administrations are its shareholders.

3.2 Core Business

One of HM Government's (HMG) key strategic delivery partners and DfE's largest partner organisation by headcount, HMG relies on SLC to assess two million applications for student finance each year; manage a loan book worth £201.4bn (at 31 March 2022); act as a first point of contact for repayments; and manage a total customer base of approximately 8.3 million applicants, students and repayers.

Apply-to-Pay ("A2P") and Repayment Services

SLC plays a crucial role in supporting the UK's higher and further education sector by:

- Managing the end to end 'apply, assess, pay and repay process' for student finance in England and Wales;

- Providing the payment and repayment services in Scotland and Northern Ireland;

- Maintaining assessment and online technology services for applications in Northern Ireland;

- Managing Further Education and Postgraduate application services tailored to the requirements of each government administration;

- Providing targeted support grants, such as the Disabled Students' Allowance (DSA) and Childcare Grants, which we administer for two of our shareholders, the UK Government's DfE and the Welsh Government;

- Administering bursary payments on behalf of many higher education providers;

- Working with HMRC to collect repayments through PAYE and self-assessment; and

- Collecting direct repayments for customers outside the UK tax system or those who prefer to pay us directly, such as those near the end of their repayment term.

SLC currently has just over 3,000 employees delivering these vital services based in offices across Scotland (Glasgow & Hillington), England (Darlington), and Wales (Llandudno Junction).

Last year, we financed a record number of new and returning students in England and Wales; we paid over £21 billion in tuition fees, maintenance loans and targeted support grants to students or to their universities and colleges.

The number of applications is expected to have grown by 23% by 2024-25 from a 2019-20 base. Furthermore, we are seeing increased numbers of complex applications which impacts on the resources we need to support our customers.

3.3. Business and External Environment

Alongside the continuing annual increases in the number of our customers, we expect further significant challenges. The buoyant post-COVID recruitment market and increased competition from the private and public sectors throughout the UK is already impacting our ability to attract and retain key skills. The approval of our pay and grading case, which increased salaries for around 650 of our colleagues from February 2022, helped us to mitigate this to some extent. Our work to grow our employer brand and build skills within the business are also key mitigants. However, the more pressing challenge now is the cost of living crisis. Its impact on our lower paid colleagues in particular, most of whom work in frontline operational roles, has become the focus for our pay and reward strategy.
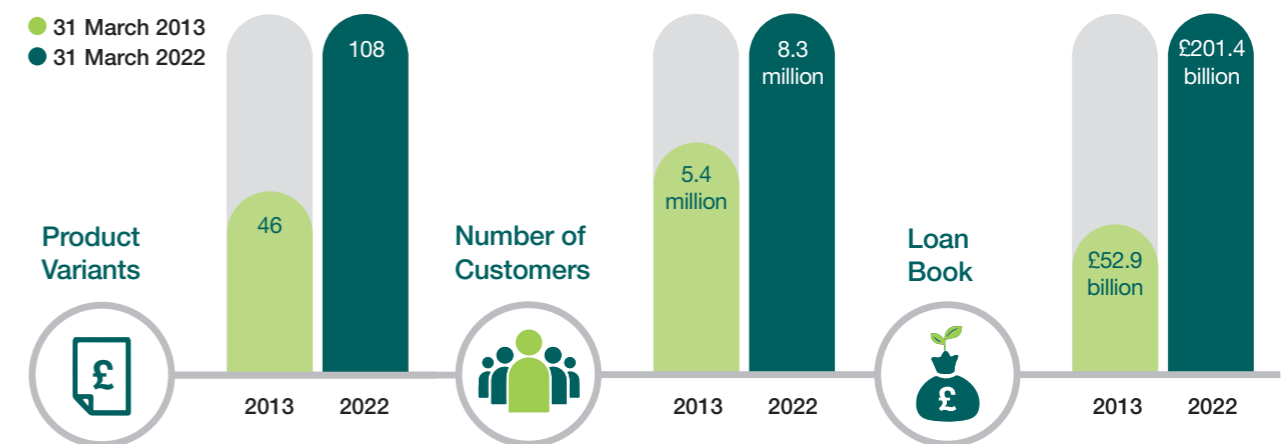
Like many organisations at this time, SLC is implementing new ways of working – our blended model sees colleagues returning to the office for part of their week. 'Blend' is designed to offer greater flexibility and the benefits of both home and office working to colleagues, and to allow SLC to better respond to employment market pressures. Blend also gives SLC scope to help colleagues manage costs including travel to work, childcare and household fuel.

We are very aware of the pressures that many of our colleagues are facing now and will continue to face over the coming months as the cost of living continues to increase, with inflation rising to over 9% and predictions of further increases in the coming months; energy and fuel costs have also risen sharply and are very much at the forefront of public consciousness.

At a time of increased demand and significant challenge in recruiting and retaining the talent SLC needs to operate, we will also be mobilising to deliver DfE's flagship Lifelong Loan Entitlement (LLE). LLE is the UK Government programme to replace the current, fragmented offer to Student Finance England customers studying in FE or HE undergraduate, part-time or full-time courses, with a new, single, streamlined system of student finance. SLC is the Department's key delivery partner and is actively co-designing the policy and implementation plan with DfE, Number 10 and HMT.

For SLC, the introduction of LLE will represent a fundamental change to our business and technology model, which is centred around products, as we develop a new model shaped much more around a customer's personal account.

LLE will be introduced from 2025, providing individuals with a loan entitlement to the equivalent of four years of post-18 education to use over their lifetime. It will be available for both modules and full years of study at higher technical and degree levels (levels 4 to 6). This will facilitate flexible study – allowing individuals to space out their studies, transfer credits between FE and HE institutions, and take up more part-time study.

● 31 March 2013
● 31 March 2022

Product Variants — 2013: 46 — 2022: 108

Number of Customers — 2013: 5.4 million — 2022: 8.3 million

Loan Book — 2013: £52.9 billion — 2022: £201.4 billion

04

Vision and Strategic Goals

Our Vision:

SLC is widely recognised as enabling student opportunity and delivering an outstanding customer experience in the efficient delivery of the four UK Governments' further and higher education finance policies

The five strategic goals that underpin our vision, and our Corporate Plan are:

- ■ An Outstanding Customer Experience
- ■ Leaner, Better, Doing More for Less
- ■ A Great Place to Work
- ■ A Trusted Delivery Partner
- ■ An Enabler of Opportunity

Good organisations have a strong sense of purpose, set out in their mission and vision – respectively: why they exist today and what they want to become in the future, with everyone in the organisation understanding this and how they contribute.

Our vision, mission and strategic goals are unchanged from the previous Corporate Plan – they remain relevant and the drivers of change at SLC. This also demonstrates the continuity of our transformation, and that the strategy we set in 2019 when we launched the Evolve Programme, remains the right strategy for SLC to pursue.

In the following sections, we set out what we plan to achieve and deliver over the course of the Corporate Plan against each of our strategic goals.

05

An Outstanding Customer Experience

Our goal is to deliver intuitive, seamless and transparent services aligned to each part of the customer journey. We are delivering this through our Customer Engagement Management system (CEM) and by providing our customers with their channel of choice.

By 2024-25 CEM will cover more products and more customers. Increasingly, we will use the platform's advanced customer analytics capability to develop a deeper understanding of customers' needs, to predict trends and to continually improve our service based on feedback.

As CEM and our case management capability matures, we will be able to introduce case ownership to provide more specialist and tailored support to our vulnerable customers.

We will maintain a strongly-engaged and collaborative relationship with higher and further education providers, and other partners - such as the Office for Students (OfS) and the Universities and Colleges Admissions Service (UCAS) - to ensure that students have access to trusted student finance expertise, and clear, comprehensive and easily accessible advice. We will continue to review the content and information on our systems so that all customers can access what they need to complete their applications simply and easily, whatever their circumstances.

Our application and payment systems will ensure that customers are able to interact with us and self-serve in a fully informed way. If they have to contact us, they will be able to do so easily through their channel of choice and will have their query resolved by experts with full access to all required information.

CUSTOMER INTERACTIONS

Eliminate

The best service is no service.

Customers would prefer to interact directly to apply for their student finance, and have their interaction dealt with fully automatically and as close to immediately as possible.

Self Serve

Help our customers to help themselves.

Where a customer does want or need to interact with us, we will provide them with access to the information and services they need to allow them to do so easily and in their own time.

Optimise

When customers contact us with an issue, we address it quickly and efficiently.

Where a customer needs to contact us they can do so through the channel of their choice, and their issue is resolved immediately or referred to someone who can. The customer is kept informed, and advised when the issue is resolved.

Support

Where our customers have more complex needs and need to navigate the process, we assign someone to guide them.

Where we identify that a customer is facing challenges with the process, we assign a case owner to guide them efficiently and supportively.

06

Leaner, Better, Doing More for Less

Given the challenging fiscal environment, the need for SLC to do more for less has never been more important. Our goal is to deliver student finance safely through flexible, sustainable and secure technology solutions to optimise delivery, reduce costs and help protect SLC from cyber-attacks.

Continued growth in demand and a steady cost base mean that SLC needs to drive efficiency.

Alongside increasing productivity and continuing to focus on controlling headcount, we are: using intelligent systems and automation to drive further efficiency; building on business process automation capabilities; continuing our development of frontline LEAN capabilities; and, building on our approach to benefits-tracking which we have already delivered through Evolve.

The programmatic approach and discipline we have embedded through Evolve, which has helped us deliver the benefits shown in the graphic, will be used as the foundation for delivering the Technology Strategy. By 2024-25 this approach will have enabled LLE, with SLC leveraging systems and expertise to deliver this flagship government policy. LLE will deliver a simplified set of products and rules, designed to be more clearly understood by customers and simpler to operate.
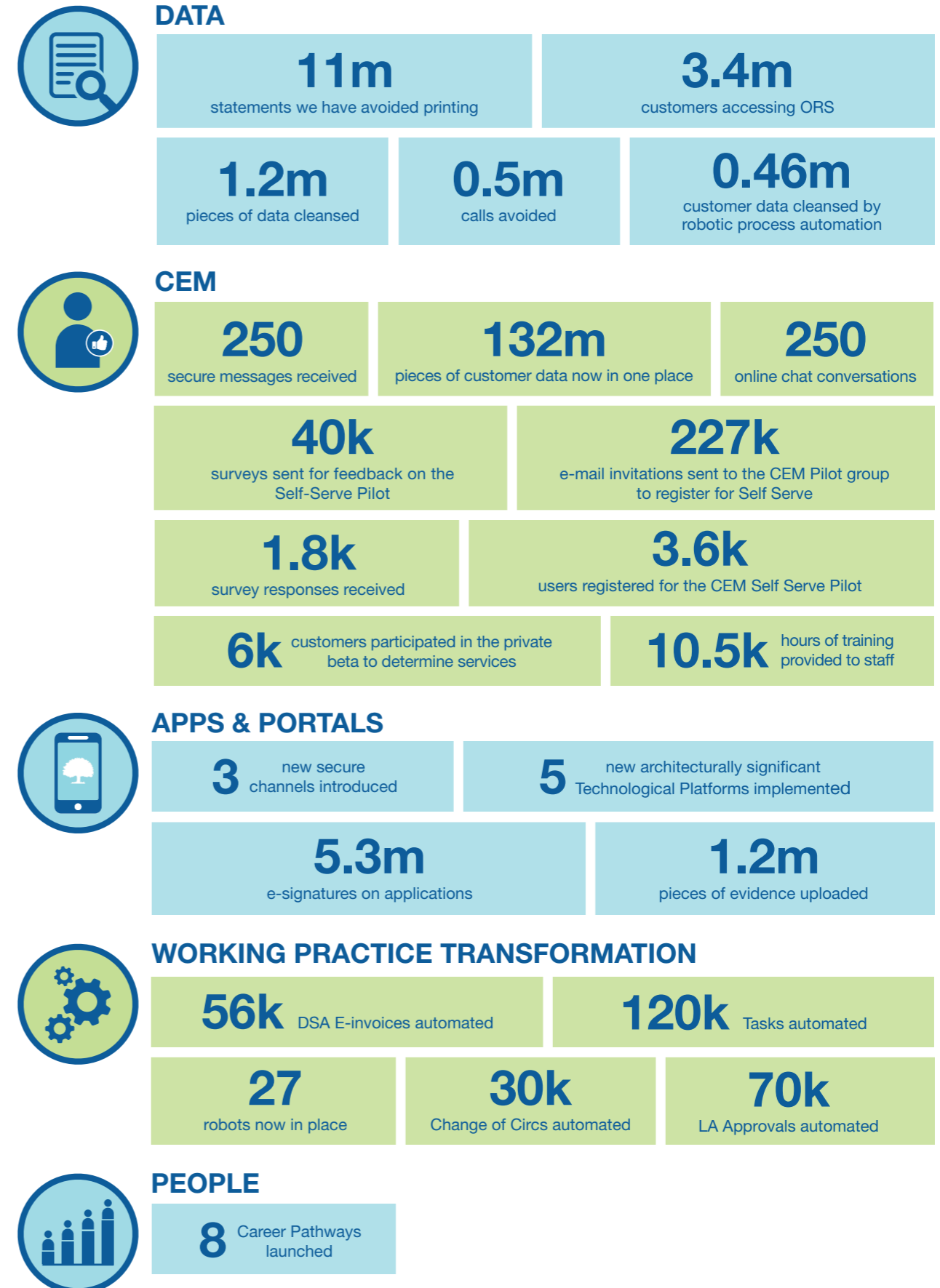
SLC is increasingly building longer-term strategic relationships with technology delivery partners. As we further de-couple and modularise our systems, we will have increasing scope to enter into longer-term contracts with partners delivering specific pieces of work for us. SLC aims to be less reliant on using fixed-term contractors to support and develop our systems. Instead, we aim to retain a core of inhouse expertise supported by cost-effective commercial contracts.

Our focus on CEM, increasing self-service and channel shift (as set out in "An Outstanding Customer Experience") will also enable us to drive cost-effectiveness.

We will increase the accuracy and integrity of our data and use it to improve operational efficiency and performance. We will develop a culture of continuous improvement and automate or outsource high volume, low complexity activity while SLC becomes a smaller centre of excellence managing more complex work. To do this, we have created a Data Centre of Excellence which has responsibility for data across the organisation. This will enable SLC to pull better insight from our data, helping to increase loan book yield, and deliver better value for the taxpayer.

£247.5m of Benefits Delivered

£27m DfE Cashable, £129.4m HMT Cashable and £91m Non Cashable as at February 2022.

DATA

11m statements we have avoided printing	**3.4m** customers accessing ORS

1.2m pieces of data cleansed	**0.5m** calls avoided	**0.46m** customer data cleansed by robotic process automation

CEM

250 secure messages received	**132m** pieces of customer data now in one place	**250** online chat conversations

40k surveys sent for feedback on the Self-Serve Pilot	**227k** e-mail invitations sent to the CEM Pilot group to register for Self Serve

1.8k survey responses received	**3.6k** users registered for the CEM Self Serve Pilot

6k customers participated in the private beta to determine services	**10.5k** hours of training provided to staff

APPS & PORTALS

3 new secure channels introduced	**5** new architecturally significant Technological Platforms implemented

5.3m e-signatures on applications	**1.2m** pieces of evidence uploaded

WORKING PRACTICE TRANSFORMATION

56k DSA E-invoices automated	**120k** Tasks automated

27 robots now in place	**30k** Change of Circs automated	**70k** LA Approvals automated

PEOPLE

8 Career Pathways launched

07

A Great Place to Work

Developing SLC's brand as a Great Place to Work is vital in achieving our corporate objectives, especially given the challenging recruitment market we operate in.
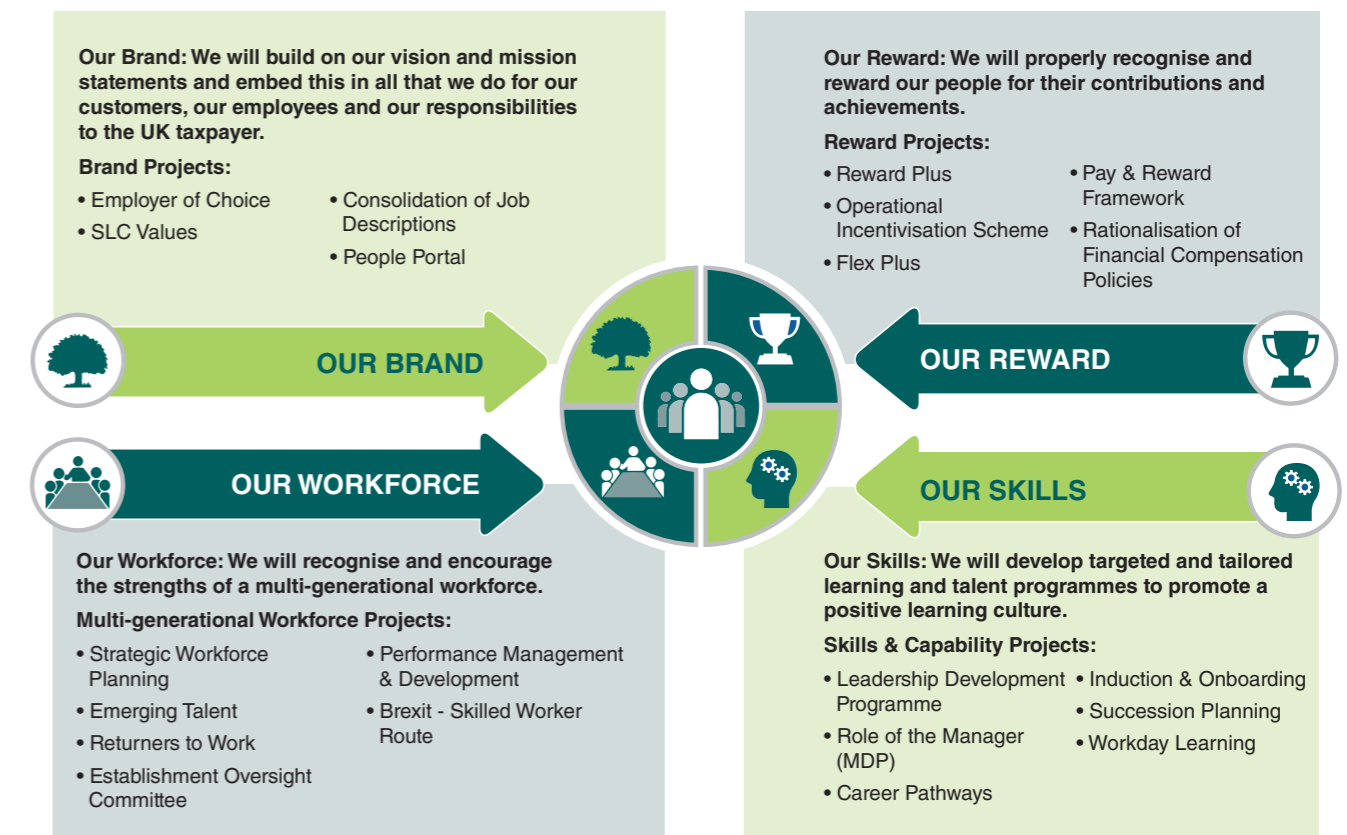
7.1. People Strategy

SLC strives to maintain a skilled, motivated and engaged workforce, aligned to current and future organisational needs. Key building blocks of our People Strategy are Career Pathways and Blend, which both aim to enhance colleague experience and opportunity.

An improved employer brand and stronger external reputation will help us retain and attract good people. We will continue to assess SLC's competitiveness in the market, while protecting critical roles with focused interventions. In tandem, we will build objectives for future pay remits to consciously target our lowest paid staff with the resources made available, to help them through the tough times ahead.

SLC will also strive to maintain robust morale and organisational health. Our mission and vision will be delivered through simple, fair and consistently adhered to policies and processes and fair and attractive reward and recognition for our people. Tailored skills development and career progression will be core components in building our talent. A career at SLC must remain rewarding, in order to support attraction, retention and equality.

We are building a first-class recruitment function to support the recruitment, retention and development of an engaged and skilled workforce. Throughout this, we will maintain a focus on our EDI objectives: to build and maintain a diverse and inclusive workforce; to cultivate and promote a workplace culture where everyone is included, and; to work together towards an empowered and engaged workforce.

Our Brand: We will build on our vision and mission statements and embed this in all that we do for our customers, our employees and our responsibilities to the UK taxpayer.

Brand Projects:
- Employer of Choice
- SLC Values
- Consolidation of Job Descriptions
- People Portal

OUR BRAND

Our Reward: We will properly recognise and reward our people for their contributions and achievements.

Reward Projects:
- Reward Plus
- Operational Incentivisation Scheme
- Flex Plus
- Pay & Reward Framework
- Rationalisation of Financial Compensation Policies

OUR REWARD

OUR WORKFORCE

Our Workforce: We will recognise and encourage the strengths of a multi-generational workforce.

Multi-generational Workforce Projects:
- Strategic Workforce Planning
- Emerging Talent
- Returners to Work
- Establishment Oversight Committee
- Performance Management & Development
- Brexit - Skilled Worker Route

OUR SKILLS

Our Skills: We will develop targeted and tailored learning and talent programmes to promote a positive learning culture.

Skills & Capability Projects:
- Leadership Development Programme
- Role of the Manager (MDP)
- Career Pathways
- Induction & Onboarding
- Succession Planning
- Workday Learning

7.2. Environment, Social and Governance (ESG)

Building on the SLC sustainability strategy and targets that we will publish during 2022-23, we will broaden our reporting to cover ESG, to demonstrate SLC's commitment to corporate responsibility.

We will relocate within Glasgow city centre to a new, purpose-built office during 2023-24. This will provide a modern, less siloed working environment. The space will be configured to suit Blend, with fewer fixed desks and more collaborative facilities and spaces. It will also help us deliver on our goal to hit net zero emissions, improving our environmental credentials, and support our presence as a trusted and transparent employer brand.

08

Trusted Delivery Partner

8.1. Delivering Government Policy

Our goal is for shareholders to see us as a trusted partner in the efficient and agile delivery of Government policy and for taxpayers to trust us with their money.

SLC and the policy teams within DfE and the devolved administrations increasingly work in a collaborative and joined-up way. This is underpinned by robust governance of the policy development and commissioning process tied to clearer, achievable delivery timelines. Closer collaboration enables fuller consideration of the practical dimensions of delivering new policies cost-effectively, on-time and with the intended outcomes both for our shareholders and for our customers. We will support shareholders in simplifying and rationalising the policy landscape wherever possible, better aligning policy intent with efficient and effective delivery and aligned to tested user needs.

We will continue this successful co-design approach with LLE, which we aim to deliver by 2025. In doing so, we will leverage the opportunity LLE provides to simplify products and policy, as we continue to press the case that simplification is right for our customers, right for SLC and right for shareholders.

LLE should naturally result in further rationalisation of products, through the intended blurring of the boundaries between HE and FE, and between full-time and part-time study.

The majority of the development work for LLE and HE reforms is expected to take place in 2023-24 and 2024-25 which could lead to capacity constraints, but we will work closely with DfE to mitigate against this.

Building on the Tailored Review recommendations, SLC and DfE will continue to work towards greater autonomy, as outlined in the new Framework Document. We will work to continually increase SLC's ability to make decisions which make a difference for customers, colleagues and shareholders. Over the period of the Corporate Plan, we will continue to discuss alternative models with our shareholders that could provide sustainable funding for SLC's operations and ongoing transformation.

8.2. Safeguarding the taxpayer pound

In executing our core mission, our goal is to be competent in delivering our responsibility to maximise use of and safeguard the taxpayer pound. To deliver value for money for the taxpayer, we are focusing on strengthening our Commercial and Vendor Management functions and consistently driving best value from commercial activity.

Core to this is ensuring that we manage risk effectively – not just within our own business but in the third-party suppliers we deal with as we enter into new contacts and as we manage contracts on an ongoing basis. SLC's risk framework has continued to mature in line with the Roadmap created by the Enterprise Risk and Compliance (ERC) team. The Roadmap summarises a detailed plan which contains a series of activities that are modernising risk management practices, creating a culture of compliance and strengthening the three lines of defence. We will continue to modernise SLC's risk management to support the safe delivery of our corporate strategy.

09

An Enabler of Opportunity

Our goal is to be recognised as an enabler of student opportunity, delivering strong social value on behalf of our shareholders. This will continue to be based on a clear understanding of our objective to provide student finance reliably and securely, helping customers to invest in their futures and supporting the long-term economic growth of the UK economy. Enabling opportunity for our vulnerable and disabled customers is particularly important and is why we are focusing on making the greatest improvements for our customers who need us most.

9.1. Delivering LLE and HE/FE Reform

The most significant change that we will deliver over the course of this plan is LLE. From 2025, LLE will provide eligible English individuals with a loan entitlement to the equivalent of four years of post-18 education to use over their lifetime. It will be available for both modular and full-time study at higher technical and degree levels (levels 4 to 6), in colleges and universities. This flagship Government policy will fundamentally change learning in England. Preliminary work has confirmed that the requirements of LLE and HE/FE Reform will not require a change in our Technology Strategy or Evolve programme. These programmes will enable the delivery of LLE.

9.2. Execute the Technology Strategy

Providing reliable and secure student finance each year depends on reliable and secure technology. As part of the Evolve Strategy, SLC began a major programme of investment to modernise its systems. We are now beginning to see substantial progress, including the delivery of the Online Repayment System (ORS) and CEM.

All of our customer improvements are technology-enabled, and executing the Technology Strategy – to transform, simplify, remediate and enable our IT estate – is central to underpinning our ability to fulfil our mission, both now and in the future.

SLC's Technology Strategy has four components: Transform, Remediate, Simplify and Enable.

Customers

We continue to build out Salesforce as the single customer interface, migrating the user interfaces from backend systems, and enabling a 360 view of data, extending the ability to self-serve to our customers. (Transform)

Shared Services

We are building a suite of common and reusable shared services that enable the decoupling of backend systems from the user interfaces ahead of migrating them to Salesforce. (Transform)

Decoupling

We are modularising backend systems into well defined building blocks. This simpler structure enables component-based architecture, reduces code complexity and boosts the speed at which we can deliver change. (Transform/Simplify)

Technology Uplift

Where there is no plan to decommision, uplift and stabilise out-of-support legacy platforms, we are migrating to cloud-based solutions, which reduces the Total Cost of Ownership (TCO). (Simplify/Remediate)

Data Value

We continue with the Excellence in Data initiative: this identifies data sources of truth, implements data stewardship & quality controls, and extends the use of Business Intelligence tools to improve self-service for business units. (Remediate/Enable)

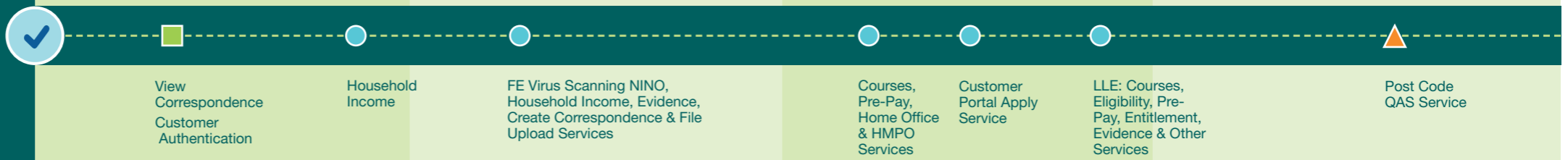# High Level Roadmap

	2021-22			2022-23			2023-24			2024-25	

Technology Strategy

UI Optimisation & Digitised Forms ✔

- Customer Self Serve
- Sponsors Self Service
- FE EMA/WGLG Customer Apply
- DSA User Interface
- LA User Interface
- Sponsor (NI), (FE) Bursaries
- FE User Interface Migration
- SIS for LLE

Shared Services ✔

- View Correspondence Customer Authentication
- Household Income
- FE Virus Scanning NINO, Household Income, Evidence, Create Correspondence & File Upload Services
- Courses, Pre-Pay, Home Office & HMPO Services
- Customer Portal Apply Service
- LLE: Courses, Eligibility, Pre-Pay, Entitlement, Evidence & Other Services
- Post Code QAS Service

CLASS Modularisation ✔

- PG Pre-Pay Service
- CLASS Tech Version Upgrade
- UG Pre-Pay Service
- CLASS Architecture Defined
- CLASS Batch Improvements
- HE Reforms: RePay Modularisation
- LLE: PrePay, Pay Modularisation
- Elements moved to Cloud

Customer Portal Decoupling ✔

- Strategy & Migration Roadmap
- Application Framework & Cloud Tooling
- Application Chooser
- Service Integration
- PGNI Application
- LLE: UGFT & Adv. LL Applications
- LLE: UGPT & PG-M Applications
- Policy Rollover: EMA, PG-D, WGLG, A.N. Other Applications

Environment Strategy ✔

- Environment Strategy

Maintenance

Tech Maintenance ✔

- LA Uplift
- LA Uplift
- FE Uplift
- Netezza Upgrade
- Security Uplifts Windows Server Uplifts
- LA Uplift
- Bothwell St Exit
- FE Cloud Migration
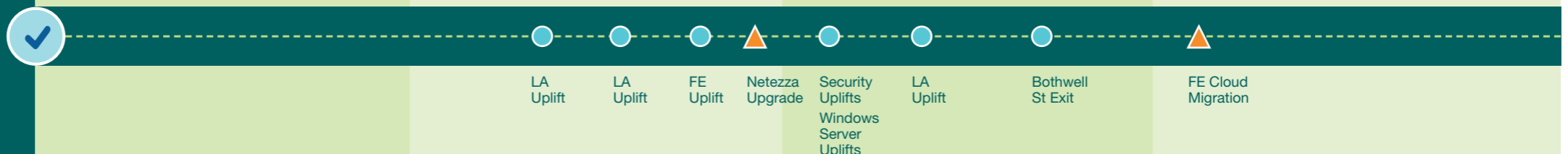
Strategic Partnerships ✔

- SP 3
- SP 4
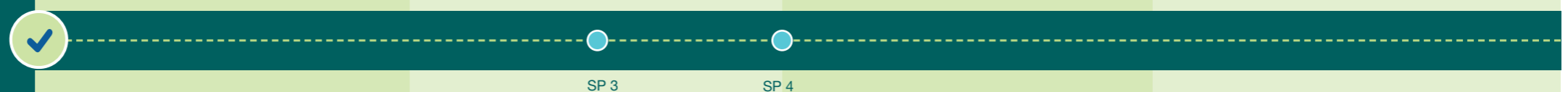
Legend: ■ Completed ● Planned ▲ Proposed

28   29

Annual Business Plan

10
CEO's Introduction to the Annual Business Plan

I am delighted to introduce SLC's annual business plan for the financial year 2022-23. The plan demonstrates how we will continue to deliver our mission - enabling people to invest in their future.

2021-22 was another successful year for SLC despite the ongoing disruption of COVID-19 and the challenges of an extremely competitive labour market. We delivered:

- improvements for the customer by developing and launching new self-serve channels through our CEM system.

- improvements for frontline colleagues in the form of new, more intuitive customer management technologies.

- significant cashable benefits to DfE and HMT by maximising loan repayments and yield and increasing efficiency in processing applications and repayments.

In 2022-23, we plan to build on these successes by delivering further improvements in customer experience, with a particular focus on improving customer journeys for our vulnerable and disabled customers.

A transformed operating model in the Operations directorate will start to pay dividends this year. Additionally, we will exploit the capabilities of the new CEM system to implement case management for complex applications. We will develop our Online Repayment Service to add further self-service options, further reducing the customer's need to contact our repayment colleagues directly. We will also begin to deploy the capabilities of our new Data Centre of Excellence to improve data quality and maximise the loan book yield.

Improvements in SLC's technology have enabled the progress we have made to date and given us the platforms on which to build ever better customer experience. This year, we commence the challenging task of tackling SLC's legacy technology infrastructure including the systems that conduct assessments and our banking activities. This will be a difficult process, but we will be able to exploit the improved discipline and governance through which we now manage technology change.

We will continue to grow our employer brand, embed Career Pathways and continue to develop our emerging talent pipeline. Together, these improvements will give colleagues clear routes for career progression and will help SLC ensure that we attract and retain the best talent. We will also fully move to Blend to maximise flexibility while building a strong, collaborative organisational culture. My commitment to all our colleagues is to ensure SLC is a great place to work; this means we will do everything within our gift to minimise the impact of the rising cost of living and support not just our customers but our colleagues in the challenging months to come.

This will be another busy year but also my last as I will leave SLC by the end of 2022.

I have huge confidence in the organisation that SLC is now. Our track record of delivery, resilience, our drive to do a great job for our customers and the cohesion and capability we have in the leadership team, mean that our organisation is now stable, respected and strong.

I am enormously proud of what SLC has delivered since 2018 and what I know SLC will continue to deliver. To that end, I will work closely with my successor to ensure a seamless handover and to preserve the stability that is required to meet what our customers and shareholders will need from us this year. Given all that we have achieved over the last year and indeed the year before, I know that SLC will be up to the task.

Paula Sussex
Chief Executive Officer

11

SLC's Performance Focus for 2022-23

In the year ahead, we will monitor our performance via three lenses; the Customer Lens; the Frontline Lens; and the Corporate Lens.

Each lens contains a hierarchy of measurement and performance targets for 2022-23.

This plan sets out the highest-level metrics and targets, as agreed with our Board and shareholders in the Annual Performance and Resource Agreement (APRA).

Directorate-level KPIs
Set by each Executive Director

Corporate KPIs
High-level, agreed with Executive Leadership Team

APRA Targets
Highest-level, agreed with shareholders

12

The Customer Lens

This year we will implement new ways of working across SLC. We will transition SLC from a primarily phone-based organisation to one which customers can contact in the ways that they increasingly expect: live chat, secure messaging and instant notifications. The ability for customers to self-serve online will be enhanced as we build on work to simplify evidence requirements, making it easier for customers to complete their applications without having to provide additional documents.

As a wider range of channels mature and customer behaviours are better understood we will be able to guide customers to the most appropriate channels. Customers will be able to pick up where they left off as they move between channels, getting real-time information such as progress on their student finance application. Advanced customer analytics will underpin the channel strategy, helping us to develop a deeper understanding of customer needs to enable us to continually respond to those needs and improve our service.

Our focus on vulnerable customers will include identifying and addressing unfair outcomes. Just now, vulnerable customers have to satisfy additional requirements as they apply for financial support, and we want to change that. This will be done, in part, through our drive for simplification but also through system and process redesign. Our three priorities for the year are to:

- Provide a great customer experience

- Support vulnerable customers

- Improve the complaints and appeals process

12.1. Providing a great Customer Experience

Improving customer experience requires the coordination of functions across the business. We are focused on increased cross-function collaboration to continually improve customer experience. Working together, SLC will continue to demonstrate tangible and visible benefits to our customers, our front-line colleagues and our shareholders by:

- Providing customers with a variety of options to communicate with SLC and making it easy to get assistance when it is required. (Q1 to Q4)

- Reassuring customers that SLC understands their needs by providing tailored information and guidance, and that we take security seriously by providing effortless and timely authentication checks (Q1 to Q4)

12.2. Support for Vulnerable Customers

To deliver a better service for our vulnerable customers we will:

- Deliver case management, with the roll out prioritised according to customer need, vulnerability, and process complexity to provide customers with more tailored, specialised and personalised support and guidance (Q2-Q4)

- Make all SLC interactions with customers personal and empathetic and provide clear and digestible information that helps customers understand their next course of action (Q1 to Q4)

VULNERABLE CUSTOMER
SERVICE MODEL

- The disproportionate evidence burden on vulnerable customers will be reduced and simplified with self-certification wherever possible
- Intuitive, tailored and personalised guidance will support vulnerable customers through their journey

- Named caseworkers will support the most vulnerable customers through their journey
- Bespoke training and a vulnerable customer toolkit will be delivered to all customer facing and customer design colleagues

- Improved insight and reporting will give SLC an enhanced view of the experience of vulnerable customers
- The Vulnerable Customer Policy will set the guardrails for SLC's approach to supporting vulnerable customers
- Indicators of vulnerability will be applied appropriately to our systems to initiate the best customer experience (CX) for vulnerable customers

- A video channel will be used exceptionally where caseworkers can see this would add value and enhance customer experience
- The service needs of vulnerable customers contacting SLC across channels and the associated casework will be prioratised

12.3. Improve the Complaints and Appeals process

When things go wrong, which they sometimes do, we want to resolve customer complaints quickly and effectively. The status of SLC as an Arm Lengths Body of Government means that we do not always have the power to act to resolve customer issues. Through the SLC Framework Document which sets out how we operate, we have sought increased autonomy to enable SLC to resolve customer issues where they arise. Our new Complaints and Regulatory Appeals unit will enable more analysis of customer complaints and enable us to continuously improve service. Specifically, we will deliver:

- More efficient response times to customers (Q1)

- A more direct route for customer issues to inform improvements to the service (Q1)

- Improvements directly informed by Independent Assessor recommendations (Q1 to Q4)

12.4. Key Performance Targets for the Customer Lens

- A2P Customer Satisfaction to be ≥ 75%

- Repay Customer Satisfaction to be ≥ 62%

Repay Customer Satisfaction has remained lower than we would want. We are progressing a number of activities, including prioritising improvements to the digital experience on the Online Repayment Service and addressing the concerns of our vulnerable customers, to increase this satisfaction score.

In addition to the APRA targets above, SLC monitors a range of metrics, including how effectively we are reducing customer effort, getting it right first time, and customer satisfaction by channel and journey, contact reasons and complaints analysis.

Our developing focus on channel of choice for customers will cover all contact channels – not just telephone contact – to drive the principle of "right customer, right channel, right time".

13

The Frontline Lens

13.1. Apply-to-Pay Operations

We anticipate demand following a similar pattern to the last academic year with a continued increase in applications and ongoing increases in workloads through the mix of complex cases.

Despite these projected increases, we will maintain our operational budget in line with the 2021/22 academic cycle, consistent with our goal of being leaner, better and doing more for less. This will be enabled by the benefits being realised through CEM and the embedding of our recently introduced operating model.

CEM

We will complete the delivery of CEM, a system which enables fast and efficient customer self-service and gives our frontline colleagues the ability to access customer interactions in a single interface. CEM is a significant enhancement for both customers and colleagues, providing:

- A single view of each customer's account, empowering our people to provide accurate and consistent answers to customer queries

- Online tracking, providing customers with a clear and meaningful view of the status of their application and its progress

- Notifications by email and text message, keeping the customer up to date without the need for them to seek out information and reassurance

- New digital channels to interact with SLC including live chat and secure message. Live chat is supported by a chatbot to handle simpler queries.

The initial customer response to the new digital channels has been very positive, with over 7,000 live chats and 1,500 secure messages being received in the first three days after launch. Customers have rated their satisfaction with the live chats channel at 95%. Early indications are that the chatbot has been able to handle around 70% of the live chats with the most common queries being about confirming payments or clarifying evidence requirements.

A key goal for the year ahead is to guide our customers to the appropriate channels, allowing them to access the information or service more quickly without the need to call us. We will:

- Roll out colleague CEM training so our colleagues can help customers to adopt self-service (Q1)

- Run a rolling proactive CEM communications campaign highlighting the benefits of CEM for customers (Q1 to Q4)

- Be ready to quickly remediate any early issues to ensure that the planned benefits of CEM are fully available to customers as soon as possible (Q1 – Q2)

- Shape case management around customer need and vulnerability

LEAN Thinking

LEAN Thinking has helped us to identify the value in moving to case management as well as understanding that a small number of our customers currently have to call us repeatedly in order to achieve a successful outcome. We will use LEAN Thinking to continue to identify the areas where we are not servicing our customers to the best of our abilities, identify the root causes and come up with solutions to improve both the customer and colleague experience.

By training our colleagues in this methodology, we can develop a continuous cycle of improvement that means we are always striving for greater efficiencies and better outcomes for customers. This will also drive ownership of issues and gives our colleagues the mandate and the tools to help promote change.

Case Management

Historically, SLC has worked with a 'task management' approach, where an application is broken down into smaller pieces and progressed by different people in various operational teams. This leads to a lack of overall accountability, lack of visibility and asking customers for information at different times. It also increases processing times, delays and duplication of effort.

We have taken the decision to move to a 'Case Management' model, where applications that require processing will be progressed by one person through to completion. Work has commenced and will continue throughout 2022-23 to build the foundations and capabilities for case management rollout during 2023-24.

Transforming the Disabled Student Allowance (DSA) Customer Journey:

We will improve our service to customers in receipt of DSA by:

- Extending CEM to DSA products to provide customers with improved service and functionality via self-service (Q2)

- Implementing a new commercial and supply chain model with a small number of regional partners to improve the customer experience by providing a 'one-stop shop' for needs assessment and equipment provision. This will remove known pain points in the journey, increase oversight of the quality of service provided to customers and improve value for money to the taxpayer. (Q3)

- Working with HE providers, needs assessors and equipment providers to provide a simple joined up experience for our customers through a new Partner Portal which will provide an effective and secure mechanism for communication and to share customer information (Q3)

- Creating a new Supplier Management Team to ensure that the services provided by suppliers are monitored, managed and any issues impacting our customers are addressed quickly and effectively (Q3)

HE Short Course Trial

In support of key DfE reforms, we will launch and run an HE Short Course trial (application launch June 2022, first payments September 2022) as a precursor to LLE reform activity. This is an important first step in testing government policy and paving the way for the extensive LLE reforms which we will deliver, for England, by 2025.

Flattening the Peak through Cross Business Collaboration

For the 2022/23 cycle, we have established a shared resource model with Repayments, aligned to the design of the Student Finance Officer model within Operations. This is a significant step change in the way we optimise our cross-business flexibility of resource. For the forthcoming academic cycle, it will provide the ability to augment operational capacity by up to 70 FTE, delivering additional application processing capacity from June to October.

13.2. Repayment Services and Customer Compliance

We want to deliver value to the taxpayer by ensuring that loans are repaid when they are due. To meet this goal, we aim to make it as simple and intuitive as possible for our customers to manage and repay their loans, by providing an up-to-date online view of their account. We will provide this alongside convenient online facilities that enable customers to manage their repayments easily. We are also committed to improving our service when things do go wrong and are working closely with HMRC to find better ways of resolving issues.

Our key priorities for the year ahead are to:

- Deliver an improved experience for our repayment customers and particularly for those who have over-repaid or are in arrears

- Further improve the customer experience by providing self-service options for those nearing the end of repayment

- Continue to trace and verify out-of-contact customers and establish them in a repayment channel, with particular focus on enhancing our data capabilities

- Focus on ensuring that overseas customers (both UK and EU citizens) are established in a repayment channel by enhancing our international trace capability

To deliver these priorities and provide more functions and ease of service for repayment customers, we will:

- Provide an online option for customers to switch to direct debit as they reach the end of their loan to avoid over-repayment (Q1)

- Enable customers to update their bank details online and to receive refunds (Q2)

- Enable a more accessible refund process for customers (Q4)

- Work with HMRC's Payroll Compliance Programme to ensure accurate PAYE deductions are made at the right time, and changes are processed efficiently and effectively (Q1-Q4)

- Launch new channels for repayment customers such as live chat and secure messaging, to offer a range of contact channels for our customers (Q1-Q4)

13.3. Key Performance Targets for the Frontline Lens

- Processing QA Score to be ≥ 92%

- Inhouse Contact QA Score to be ≥ 92%

- Customer Repayment Conformance to be ≥ 90%

In addition to the APRA targets above, SLC Directorates also monitor a range of metrics, including tasks backlogs, application processing and payment status, and yield from repayments. We will also be developing new service level metrics that relate to resource plans and the channel shift strategy, for example processing wait-times, live chat and secure messaging performance and straight-through processing.

14

The Corporate Lens

14.1. Technology

Next year we will accelerate progress on our Technology Strategy through a mixture of executing specific projects through the Technology Strategy programme, in parallel with ensuring existing and new APRA projects are aligned with the technology roadmap. During 2022-23 we will also create a metrics dashboard providing a clear view of progress on the Technology Strategy.

What does this mean in practice?

Strategy programme

- Runs ahead 'laying the tracks'
- Focused on design, development and delivery of enablers
- e.g. accelerators (patterns for common re-use) or shared technology capabilities (e.g. customer identity management platform)

Portfolio

- Business aligned deliveries
- Share the ownership of delivering new capabilities
- e.g. Inbound/Outbound could deliver new shared services for correspondence

Specific initiatives during 2022-23 will deliver the following outcomes:

- Solutions to address monolithic legacy systems (Customer Portal, LA Portal & CLASS)

- Design of Shared Services architecture, patterns and frameworks

- Migration to cloud-based telephony solutions as part of Bothwell Street Data Centre Exit

Scope of Strategy Initiatives in 2022 - 2023 ≫≫≫≫≫≫≫≫≫≫≫≫
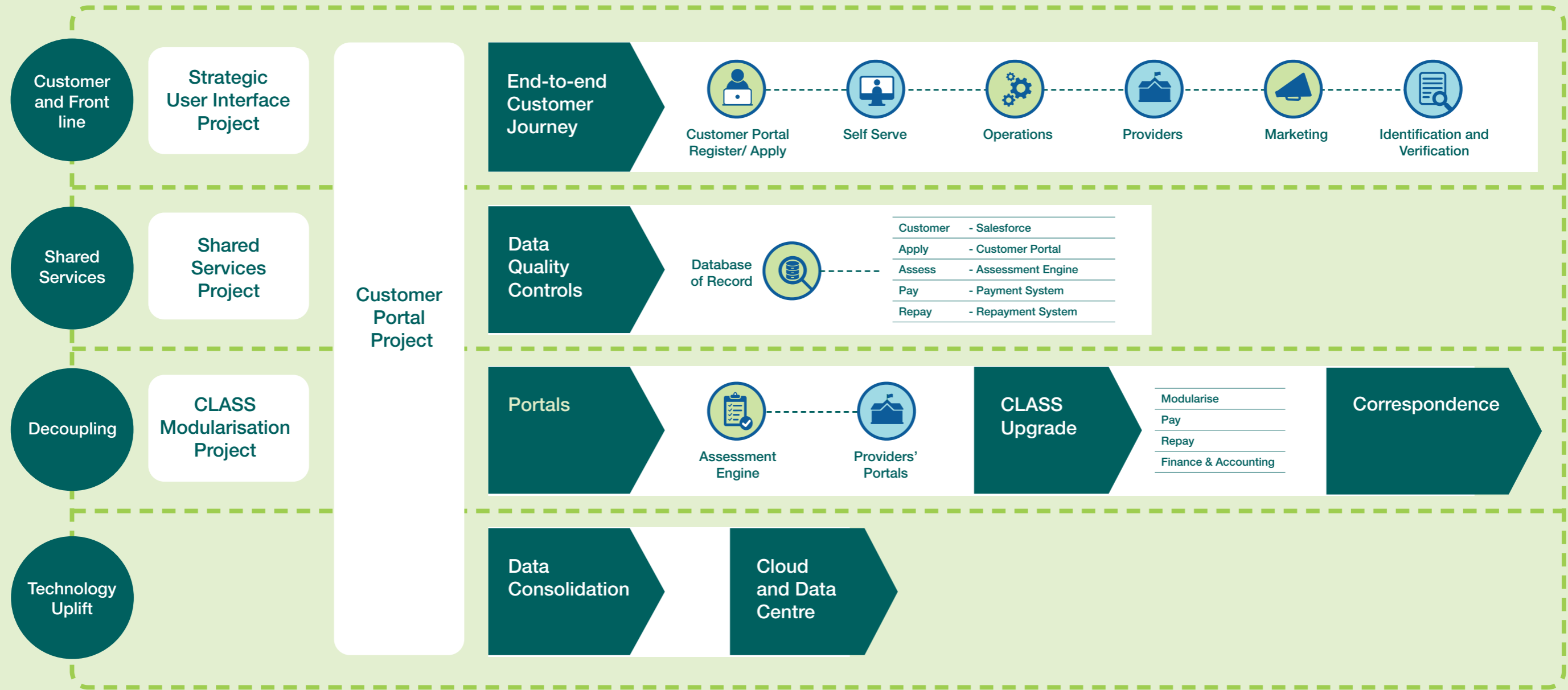
Customer and Front line	**Strategic User Interface Project**		**End-to-end Customer Journey**

End-to-end Customer Journey: Customer Portal Register/ Apply · Self Serve · Operations · Providers · Marketing · Identification and Verification

Shared Services — **Shared Services Project**

Customer Portal Project

Data Quality Controls — Database of Record

Customer	- Salesforce
Apply	- Customer Portal
Assess	- Assessment Engine
Pay	- Payment System
Repay	- Repayment System

Decoupling — **CLASS Modularisation Project**

Portals: Assessment Engine · Providers' Portals — **CLASS Upgrade**

Modularise / Pay / Repay / Finance & Accounting — **Correspondence**

Technology Uplift

Data Consolidation — **Cloud and Data Centre**

Who We Serve: Students · Providers · 3rd Parties · Sponsors · Operations

How We Serve Them: Self-serve Portal · Live Chat · Video · SMS · Email · Website · Telephony · Chatbots

2022-23 will see a reduction in unsupported software, further migration of systems to the cloud, increased use of Software as a Service (SaaS), increased separation and modularisation of our larger systems and increased levels of automation.

Increased maturity of the Technology Group's operating model will include further partnering with strategic suppliers. Building effective third-party partnerships will increase our delivery capacity and capability and, by contracting more work on an outcomes-basis, ensure that maximum value is delivered.

As a trusted delivery partner to our shareholders, we will provide robust and resilient technology solutions to our customers and the business by:

- De-risking our platforms, by ensuring that software is always the latest version (known as "evergreening") and delivering agreed business maintenance and continuous improvement priorities (Q4)

- Implementing the Bothwell Street Data Centre Exit and the Disaster Recovery strategy (Q4), enabling the move to our new office facility and providing business continuity in the event of a crisis or emergency

- Delivering the 2022-23 Security Programme (Q4), ensuring our customer and business information is secure and safe, and that it complies with cyber-security best practice

- Working closely with Customer Analytics to monitor and report performance on our customer-facing platforms, to implement improvements for our customers

Further elements of the Technology Strategy are detailed below in 14.2 Change.

14.2. Change Portfolios

SLC currently manages six change portfolios: Policy; Evolve; Repayments; Technology; Corporate; and Higher Education Reform (including LLE). We aim to deliver change projects on time, within budget and to agreed quality specifications. Each has been designed to improve the services that we offer to customers and make our systems easier to use.

- **The Policy Portfolio**: SLC will aim to launch all academic year services on time. During the financial year, this will include work to roll over undergraduate, postgraduate and further education services for all four UK government administrations for their 2022/23 academic cycles, and also preparations for the 2023/24 launches of full- and part-time undergraduate services.

- **The Evolve Portfolio**: 2022-23 includes planned deliveries for: CEM Phase 2 (Postgraduate, Advanced Learner Loans, Further Education and Agent Desktop; Disabled Students Allowance (Private Beta, Public Beta and Partner Portal); sponsor redesign; inbound and outbound communications; and, Excellence in Data.

- **The Repayments Portfolio**: 2022-23 includes new anti-fraud tooling, ORS enhancements and preparations for the replacement of the Collections System.

- **The Technology Portfolio's** deliverables include Phases 3 and 4 of the LA Portal uplift; Customer Portal decoupling; Netezza upgrade; CLASS modularisations; FE Portal uplift and cloud migration; and strategic partner contract transitions.

- **The Corporate Portfolio's** deliverables include GDPR Phase 2 projects; Home Office Data Share and various process simplifications.

- **The LLE and HE Reforms Portfolio** includes the HE Short Course trial, Higher Technical Qualifications, and Level 4 and 5 Fee limits.

Our delivery roadmap for 2022-23 and beyond ﹥﹥﹥﹥﹥﹥﹥﹥﹥﹥﹥﹥﹥﹥﹥

FROM APRIL 2022   TO MARCH 2023

1. CUSTOMER ENGAGEMENT MANAGEMENT

- Postgraduate and Advanced Learner Loan products onto Salesforce to provide a whole customer view which can be leveraged for many other processes and drive many other CX and operational benefits.
- DSA customer journey on Salesforce to improve the experience of this customer base and to remove manual inefficiencies and data breaches.
- Sponsor customer journey on Salesforce which delivers the benefit of using HMRC data for the verification of household income and vastly simplifies the sponsor journey.

2. DATA

- Implementation of the information strategy to provide essential insight for the business.
- Further consolidation of data roles to eliminate duplication.
- Data governance and data quality monitored closely by the data and the executive team.
- Continued clean-up of legacy/ new data quality issues to drive better customer experience, reduce complaints and data breaches.
- Enhanced data skills and capabilities.

3. PEOPLE

- Further rollout of career pathways to other parts of the business so that colleagues can see the full range of career opportunities available to them.
- Implementation of new organisation design in Operations to multi skill teams and allow for more flexibility and capacity where needed.

4. POLICY COMMISSIONING - PRODUCT SIMPLIFICATION

- Continued working with DfE on reforms which includes simplification of the product stack.

5. WORKING PRACTICES TRANSFORMATION

- Transition new working practices into broader change portfolios to provide better transparency and control on change activity.
- Ready business for larger change agenda including Evolve, Technology Strategy, CX, HE Reform/ LLE (cross working with TG).
- Continue to embed LEAN across the business.
- Support existing robots and move Robotics into BAU, exploit the use of this technology.

6. APPS & PORTALS

- ORS Y2 will build upon the online capabilities delivered in 2020-21 enabling customers nearing the end of their repayment period to switch to direct debit online, reducing credit balances and removing the need for customers to call for this service.
- Collections System Replacement and Optimisation will replace the out of support Tallyman system with a new Collections and Campaign Management system for repayment customers. This will enable the business to much more closely monitor customers who are falling out of compliance and be more agile in contact strategies.
- Inbound Communications Management will build upon Alfresco capabilities to simplify and rationalise processes, templates and technologies – leading to consolidated and centralised document management. This will enable customers to more easily upload evidence in a secure way and avoid white mail.
- Consolidated Outbound Communications will centre on digital self-serve over print, determining where possible the reduced need for print based correspondence. Removes the need for us to send white mail to customers.
- Legacy Platform Decommission will target the decommissioning of obsolete and out of support systems and products. This will reduce spend on out of support systems, for which support costs can be costly.

Forecast total lifecycle benefits

£433.8m

(£140.3m DfE Cashable, £202.4m HMT Cashable and £91m Non Cashable)

14.3. People and Estates

People Strategy

During 2021-22 we implemented a new pay and grading framework, including the Government's Digital, Data and Technology (DDAT) competency framework, which delivered higher pay for many of our technical roles. We will build on this progress with our Careers Pathways, Leadership Development, Employer of Choice and Emerging Talent projects, alongside Blend.

These are important investments to ensure we maintain a good employee value proposition in a challenging recruitment market.

This year we will continue to:

- Strengthen our presence in the external market as an Employer of Choice, to improve attraction and to aid retention (Q1)

- Support and develop our 'emerging talent' programme (which 103 colleagues are currently engaged in) whilst increasing our use of the apprenticeship levy to enable us to continually grow opportunities for new talent to join SLC (Q1-Q2)

- Embed our Career Pathways and launch our on-line competency mapping functionality to enhance performance management and offer a more joined-up, integrated and structured approach to support colleague development and progression (Q1-Q4)

- Refocus our overall pay and reward strategy towards our lower paid staff. We will continue to benchmark and monitor our Total Reward package to ensure that employees are fairly rewarded with packages that are competitive for a public sector organisation - pay guidance (Q1), PCS engagement and plan submission (Q1-Q2), pay remit implemented (Q3)

- Build a talent acquisition function to identify the talent and skills that we need in our future workforce, and look to build this from within, in support of our ambition to be a modern, responsive, and sustainable organisation

- Continue work on our action plans underpinning our EDI objectives set in 2020, to take forward our commitment to sustain a positive, supportive and inclusive workplace where everyone is respected and treated fairly, and to embed equality and fairness in everything we do.

Blend

SLC has adopted blended working, with colleagues working between the office and home, balancing business needs and colleagues' personal circumstances. Our model supports colleague development, while safeguarding our commitments to our customers and stakeholders.

We believe that spending time with colleagues in the office enables teams to ignite ideas, foster collectiveness and promote SLC behaviours. The office and the emotional connection that it allows plays an important role in maintaining a strong and cohesive organisational culture. We began implementing Blend though pathfinder projects in summer 2021 and launched it for all colleagues in January 2022. This year we will:

- Support all colleagues to work in a blended way by Q2

- Support managers to 'manage in a blended environment' over Q1 to Q4, in recognition of the new skills that managers will need

- Evaluate, reflect and refine Blend Q2 to Q4

Office environment

We will provide colleagues with a fit for purpose, flexible environment that supports Blend across our estate. This year we will agree the plans for our new Glasgow city centre office and the exit from our current Bothwell Street premises, which have been SLC's home since we were established in 1989.

Net Zero

We plan further progress towards Net Zero, with new targets set, communicated and embedded in Q1 and full reporting by Q4.

14.4. Finance

Our Chief Finance Officer Directorate covers Finance, Commercial, and Enterprise Compliance and Risk. The Directorate has been undergoing a number of changes to ensure that it offers a sustainable, fit for purpose corporate function that supports SLC in meeting and measuring its corporate objectives. Our priorities for 2022-23 are:

- Ensuring appropriate operating models and systems are in place across the directorate to support coherent responsive service delivery
- Balancing the need for a strong internal control environment with the flexibility and agility to respond to change and business need
- Enabling achievement of value for money and value for taxpayers
- Effective management of risk
- Appropriate data structures and reporting to support the provision of timely insightful information such as forecasting and resource allocation, to enable effective decision-making across the organisation

Financial Plans

SLC has a one-year funding settlement agreed through the Annual Performance and Resource Agreement (APRA) letter from DfE for 2022-23. The total budget requirements of SLC for 2022-23 are greater than the amount of funding which has been formally allocated to SLC by DfE in the APRA letter. DfE will work with SLC to review budgets and forecasts throughout the year and will continue to support in its sponsor role.

The company's budget and financial plans are set out in the tables below:

2022-23 APRA Budget (DEL)	Non-Ring-Fenced DEL (£m)	Ring-Fenced DEL (£m)	Total (£m)
Admin	42.6	10.8	53.4
Programme	193.0	32.3	225.3
Capital	42.0	0.0	42.0
Total	277.6	43.0	320.6

Non-Ring-Fenced DEL	Admin (£m)	Programme (£m)	Capital (£m)	Total (£m)
Operating Expenditure	38.5	148.9	15.8	203.2
Change	8.6	31.0	12.8	52.4
Evolve	0.0	24.5	0.3	24.8
HE Reform	0.0	2.0	8.0	10.0
Central Adjustment	-4.5	-13.5	5.0	-12.9
Total	42.6	193.0	42.0	277.6

During 2022-23 we will conduct a wholesale review of the budget setting process including the 'recharge' methodology currently used for project costing and explore with DfE the potential for budget management at portfolio level.

Commercial

A key priority for the year ahead is to build on progress made to date and create a consolidated commercial function, incorporating commercial functions currently carried out in Vendor Management. We will implement a phased transition with:

- approvals, Q1
- consultation, Q2,
- agreed end-state design, Q3

We intend to manage our Commercial Demand Pipeline with stakeholders, and further develop the Commercial Planner and Delivery Dashboard (Q1), with business-wide engagement to include 12 to 24 months pre-planned commercial demand and activity (Q2).

Value for Money

SLC will work to further refine its unit calculations to demonstrate the increasing value for money that SLC delivers to the taxpayer. Building on refined methodology and channel shift that will be delivered via CEM, we will drive further efficiencies.

Enterprise Risk and Compliance (ERC) and Financial Crime Prevention

We are working to strengthen our first line of defence to ensure we have robust and reliant risk management across SLC. Continuing the build out of our risk and compliance capability, we will establish SLC's first Financial Crime Prevention Unit (Q4) and activate the ERC Framework through the Governance Risk and Compliance tool (Q3), supported by mandatory training (Q1) and role-based training (Q2).

14.5. Key Performance Targets for the Corporate Lens

- Variance from approved Administration budget is to be between 2% (underspend) and 0% (overspend)
- Variance from approved Programme budget is to be between 5% (underspend) and -1% (overspend)
- Variance from approved Capital budget is to be between 5% (underspend) and -5% (overspend)
- Employee Engagement to be ≥ 6.6
- Policy Portfolio RAG Status to be "green"
- Evolve Portfolio RAG Status to be "green"
- Technology "green days" to be ≥ 87%

In addition to the APRA targets listed above, SLC Directorates monitor a range of metrics, including benefits realisation, sickness absence, learning days per capita, headcount, attrition and the RAG-status for all six change portfolios. During 2022-23 we will be developing enhanced reporting on vacancies, time to recruit and a set of standard measures for software and solution delivery (based around agile). New Net Zero reporting will be broadened to cover EDI and ESG.

15

Risks and Issues

The principal risks and issues that SLC has identified and is actively managing are:

- An effective employee proposition and operating model in the post-pandemic environment, including retaining the expertise we need to deliver our business objectives
- Handling and processing of data
- The risk of cyber attack
- Managing our complex change environment

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Further Information

SLC has arrangements in place to ensure good corporate governance, and the Framework Document, which can be found at **www.gov.uk/slc**, provides comprehensive detail of the roles and responsibilities of Executives, Board members and Shareholders, as well as of the key Board Committees – the Audit and Risk Committee (ARC) and the Remuneration Committee.

The Responsible Minister accounts for SLC's business in the Parliament of the United Kingdom. The sponsor department (DfE), acting on behalf of the devolved administrations, is responsible for appointing the SLC Chair and Non-Executive Directors and determining their terms and conditions. Appointments are made for a period of three years and comply with the Code of Practice for Ministerial Appointments to Public Bodies. The sponsor department also approves the Board's appointment of the Chief Executive, (again, also acting on behalf of the devolved administrations).

16.1. Non-Executives

Peter Lauener
Chair

Mary Curnock Cook CBE
Non-Executive Director

Charlotte Moar
Non-Executive Director

Gary Page
Non-Executive Director

Rona Ruthen
Non-Executive Director

Stephen Tetlow MBE CEng FIET FIMechE
Non-Executive Director

Professor Andrew Wathey CBE FRHistS FRSA FSA
Non-Executive Director

16.2. Executives

Paula Sussex
Chief Executive

David Wallace
Deputy Chief Executive
and Chief Customer
Officer

Audrey McColl
Chief Financial Officer

Stephen Campbell
Chief Information Officer

Chris Larmer
Executive Director,
Operations

Bernice McNaught
Executive Director,
Repayments and
Customer Compliance

Morven Spalding
Executive Director,
People

16.3. Company Secretary

Gary Womersley
Company Secretary
and Senior Information
Risk Owner (SIRO)

16.3. Offices

Glasgow

Hillington

Sarn Mynach,
Llandudno Junction

Darlington

SLC is established as a company limited by shares under the Companies Act with its registered office at Memphis Building, Lingfield Point, McMullen Road, Darlington, DL1 1RW