Implementation plan – Final Report (March 2013)

Provider name/consortia members	New College Nottingham
Project title	Streamlining the Learner Journey organisational process
Project summary	Our project supports dissemination of the learning experience business process review that streamlines the learner journey organizational process for prospective, current and past learners, allowing them to better communicate with their college. Our project will lead to efficiencies that are expected to save over £200,000 in the first three years.
What were the aims of the project?	• To streamline 'learner journey' organisational processes, which are currently disparate and not wholly effective. • To further increase the enquiry to enrolment to 'start' ratios, with the corresponding positive impact on retention and therefore funding. • To disseminate the learning experience and benefits of a wholly integrated learner journey administrative process.
What did you do?	The first phase of the project was the Business Process Review, which provided details on strengths, pinch points and issues that the original learner journey had and producing suggestions to address those pinch points and issues. Phase two identified where savings could be made as a result of implementing recommendations, across staffing and non-staffing. Phase three provided a short period which allowed the changes to have an initial effect, and provided the key information to identify progress against the original issues identified, and the recommendations made. Phase four will take place post project, to further review and measure the impact of the project, and to identify how it can be best rolled out across the sector. Top things to do to emulate these results 1. All aspects of business must focus on improvement of the start to end learner journey, not just what each area is responsible for. 2. Ensure that the 'hand shakes' are right between each stage of the process. 3. Look for a system-based solution that reduces manual interventions and with an automatic monitoring of KPI and targets. 4. Put the customer first – be the customer and not the provider. 5. Embed a mystery shopper to test changes to the process, and the effectiveness of the overall learner experience. 6. Speak to other colleges – they are more helpful than you think. Top things NOT to do to avoid mistakes and cost overruns 1. Don't rush to seek external support; there may be talent within the organisation, but just need the time to develop and implement the project. Other hints and tips 1. You cannot 'over' communicate.

	2. Be realistic about timescales and resources necessary. 3. Make the learner feel special. It is still firmly the intention of the college to develop 'myncn' , so that the functional improvements identified by the Quscient report will put students fully in charge of their learning experience - from when they make their first enquiry, through interview, application, enrolment to achievement and success and alumni. The college has, with the support of the Strategic Systems Development Group, developed manual systems as a result of the recommendations and observations of the Quscient review and report, and the e-systems will be based on this. The paper system allows an opportunity to act as a beta test, maximising the effectiveness of the e-system when that is introduced.
What did the project cost, including LSIS funding?	The cost of the project was £68,310, of which LSIS contributed £20,000 through the Organisational Effectiveness Fund. The major areas of expenditure were on the Business Process Review, project management and project support.
Impact	The project has enabled the college to review the learner journey, identify the strengths, pinch points and areas for development and opportunity. As a result, significant savings have been made, some of which will be replicated year on year.
What were the benefits of the project?	The Quscient review kick-started a changing thought focus. It was the start point for the beginning of our journey, and we are still defining the Learner Experience characteristics that make ncn no ordinary college.
What were the savings and benefits?	The financial benefits accrue from a range of measures: staff efficiencies, non-pay efficiencies (e.g. reduction in postal costs) and improved retention of funding through increased conversions from applications and retention.

Type	£ by 28/3/13	£ by 1/11/13
NON-STAFFING	3,574	540,000
	£ by 28/3/13	£ by 1/8/13
STAFFING	421,574	627,000
OVERALL	421,574	1,167,000

How did you calculate them?	These savings are based on the college's management accounts, provided by the Financial Management Accountant.
What were the lessons learned?	The original scope of the project was based on a recognised need, presenting an opportunity at a key point in the life of the college, having a new management team in place. Whilst the project successfully provided a real focus for streamlining the learner journey, other emerging priorities have led to a need to extend the timeframe of some activities beyond the original plan. In summary, we have therefore achieved the cost savings and a model of

	what we wanted to achieve, but have yet to finish the development and implementation of the system. Focus on customer retention has to start when there is an enquiry, and not at the point of enrolment. Developing approaches and activities that make students feel part of the college long before they start is an absolutely vital differentiation strategy. The scope of the learner journey is wide, and in order to develop an appropriate, viable, system is a big commitment both financially and in time commitment. It is possible that many aspects and processes are already in place, and require only to be brought together and existing software amended to implement an overall organisational process.
What tips do you have for other providers?	
Further information and key resources	Key resources were drawn from within all departments within the college that impacted upon or were impacted by the project, along with the inclusion of an external Business Process Review facilitator.
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Impacts and outcomes from original proposal

Impact / Output	Measurement	Progress/Achievement
One stop shop for the full range of learner enquiries	No of 'ticket issues' generated and the % responded to and resolved in line with the SLA and KPIs.	Amber, progressing to Green
Innovative keep warm processes	Increased conversion of enquiry to 'start'	Green
Identifying at risk students	Increased numbers of at risk students identified Improved services to support at risk students, resulting in enhanced successful interventions	Green
Centralised institutional knowledge base	Streamlined and more successful resolution of common enquiries, often requiring a standard response	Amber progressing to Green
Efficiencies	Reduction in wage costs	Green
	Improved job satisfaction (from survey) Positive impact on overall customer service levels	To be measured
Savings	Reduction in staffing and equipment costs	Green
ROI	Saving £150,000 within 12 months	Green
Sustainable impacts	Reinvestment of savings	Green
	Application to other areas	To be decided
Impacts for learners	Improved student success and employability	To be measured at year end
	24/7 access for enquiries	To be measured at year end
	Easier recruitment for international students	To be measured at year end
	On-line ability for potential learner to book appointments at a time that suits the learner	To be measured at year end
	Keeping warm activities schedule	Green
	Issue resolution process improved, including easier to lodge complaints	Green