

Business Systems Freedom of Information 2020

November 2020



Business Systems Strategy Plan



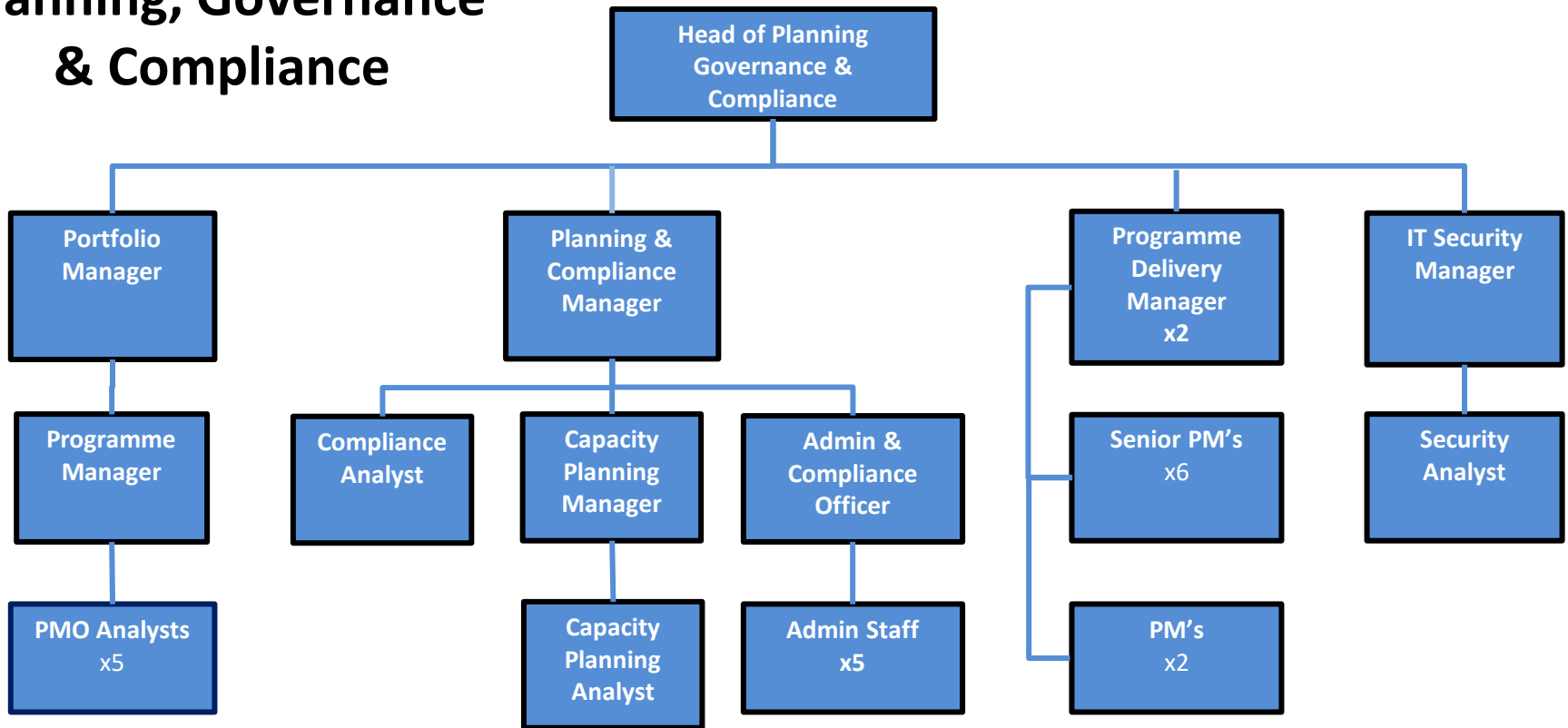
SQA Vision	BS Vision Response	BS Objective	BS Delivery Vehicle	BS Outcomes	BS Measures
We will digitally transform our organisation to offer customer service by delivering efficient, scalable, and new enabling approaches	To be a Leading IT and Digital Organisation that truly enables positive outcomes and value add for our customers and organisation	Key High-Level Deliverables	Approach & Appropriate Governance	Trusted Partner	Strategic: CSAT, EE, VFM & Operational Benchmarks Specific: Productivity; Legacy; Digital Ratio; Agility
SQA Goals	BS Goals & Action Mapping	Delivery Objective	Delivery Vehicle	Outcome Aim	Dimensions
1. Deliver and Maintain Qualifications and Services to support Scotland's people and economy	Deliver Operational Excellence Deliver Assured Resilience Reduce Strategic Risk Rationalisation & Consolidation	Enabling Technical Platform D2D Operational Excellence	Enabling Functions Programme T.BS Directorate Project	Customer Centric Service. Delivery underpinned with operational excellence.	Critical Areas Mitigated Customer Satisfaction IT Service KPIs Size & Complexity of Estate
2. Leadership in a range of areas including quality enhancement	Optimise Data and Information to deliver Value Add	Integrated Information and Knowledge Sharing 'Hub'	Enabling Functions Programme	Integrated Information and Knowledge Sharing 'Hub'	Data Maturity, Insight, SSBI Accessibility, Security, Portability, Response Time
3. Maximise benefits of International Engagement	Provide solutions to manage opportunities	Connected Customer Interface for a consistent positive experience and opportunity management	Continuous Improvement & Growth Programme	Enabling Solutions that easily connect to our platform for an E2E service.	Connected: Silo Solution; Ratio; Accessibility. % of Opportunities tracked.
4. Ensure Communication with customers is clear, timely and tailored.	Establish Customer Centric Approach	Connected Customer Interface for a consistent positive experience	Continuous Improvement & Growth Programme	A positive customer experience underpinned by an agile, secure, and efficient service.	Customer Satisfaction Mean Time to Respond
5. High quality, efficient and responsive services for our customers	Define quality-based outcomes Establish Customer Centric Approach Create agility for rapid response Deliver Solutions that are Fit for Purpose & Fit for Use Deliver double digit Productivity Improvements	Connected Customer Interface for a consistent positive experience D2D Operational Excellence Engaged Enabling Function Enabling Technical Platform Customer Channels Delivery Futures Assessment Futures	Continuous Improvement & Growth Programme T.BS Directorate Project Enabling Functions Programme Strategic Change Programme	A positive customer experience underpinned by an agile, secure, and efficient service.	Customer Satisfaction Mean Time to Respond Fit for Use Benchmark Productivity
6. Ensure our Culture and Values promotes staff engagement, wellbeing, and success	Improve Employee Engagement Promote values-based culture Embed Inherent values of Integrity and Respect Set the right Leadership & Management tone	Engaged Enabling Function	T.BS Directorate Project	A High-Performance Culture where people want to work, learn & develop.	EE Score Absence & Attrition Rates Productivity
7. SQA as a leading public body	Create an Enabling Function that becomes a trusted partner	Engaged Enabling Function	T.BS Directorate Project	Top Quartile IT & Digital Organisation.	Specific CSAT on Trusted IT Org & Dig. Maturity Index Sector Benchmark
8. Reduce dependency on public purse	Deliver Value for Money Provide More for Less	Engaged Enabling Function	T.BS Directorate Project	Effective & Measurable Financial Management	Variance Volatility TCO & Run Cost v Outcome
9. Assure Delivery for stakeholders	Provide effective & appropriate governance for programmes & projects. Assure IT service delivery	Engaged Enabling Function	T.BS Directorate Project	Assured Stakeholders that trust us to delivery	Reliability of Service Predictability of Outcome Programmes on Track



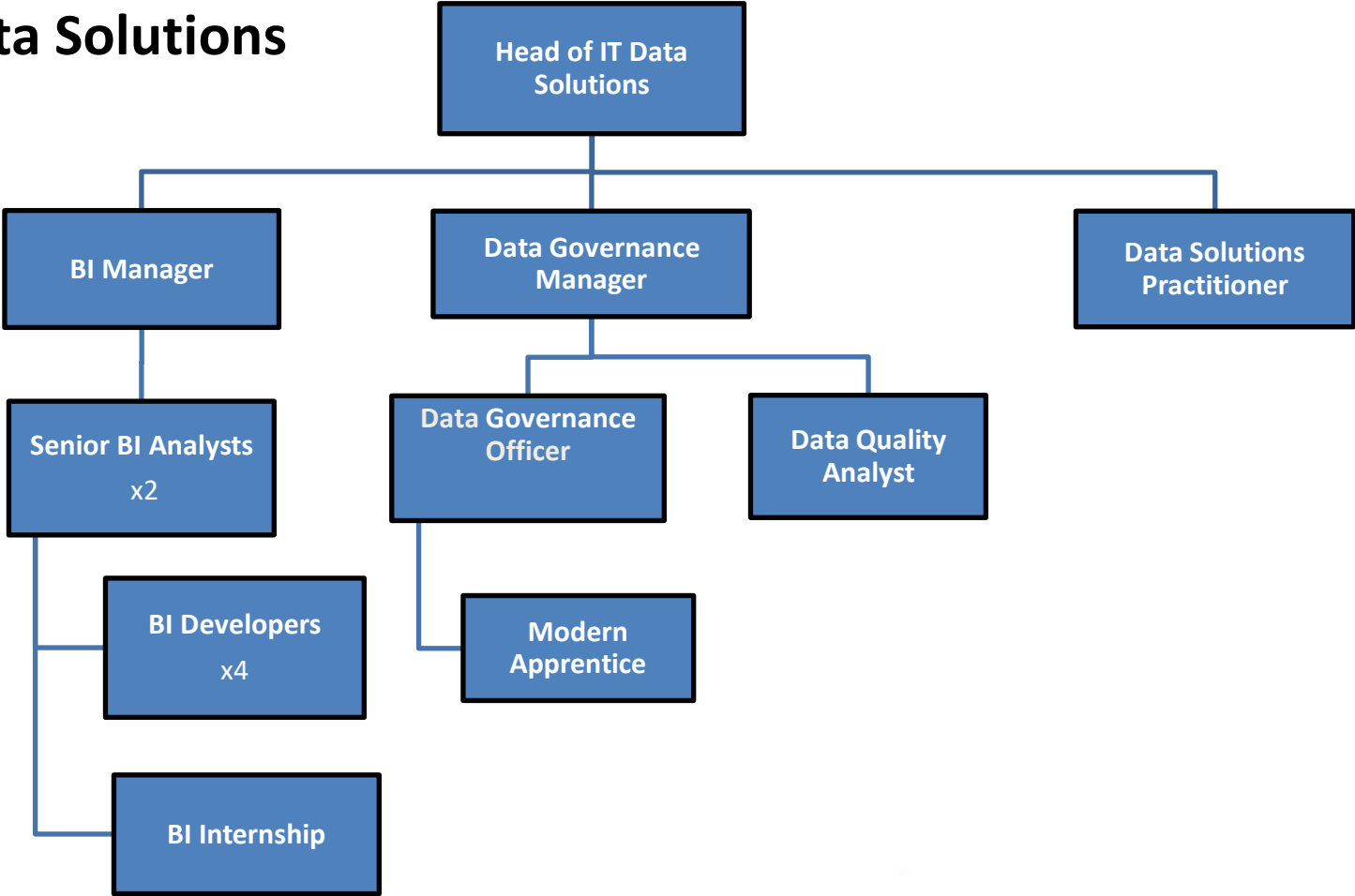
Business Systems Org Chart



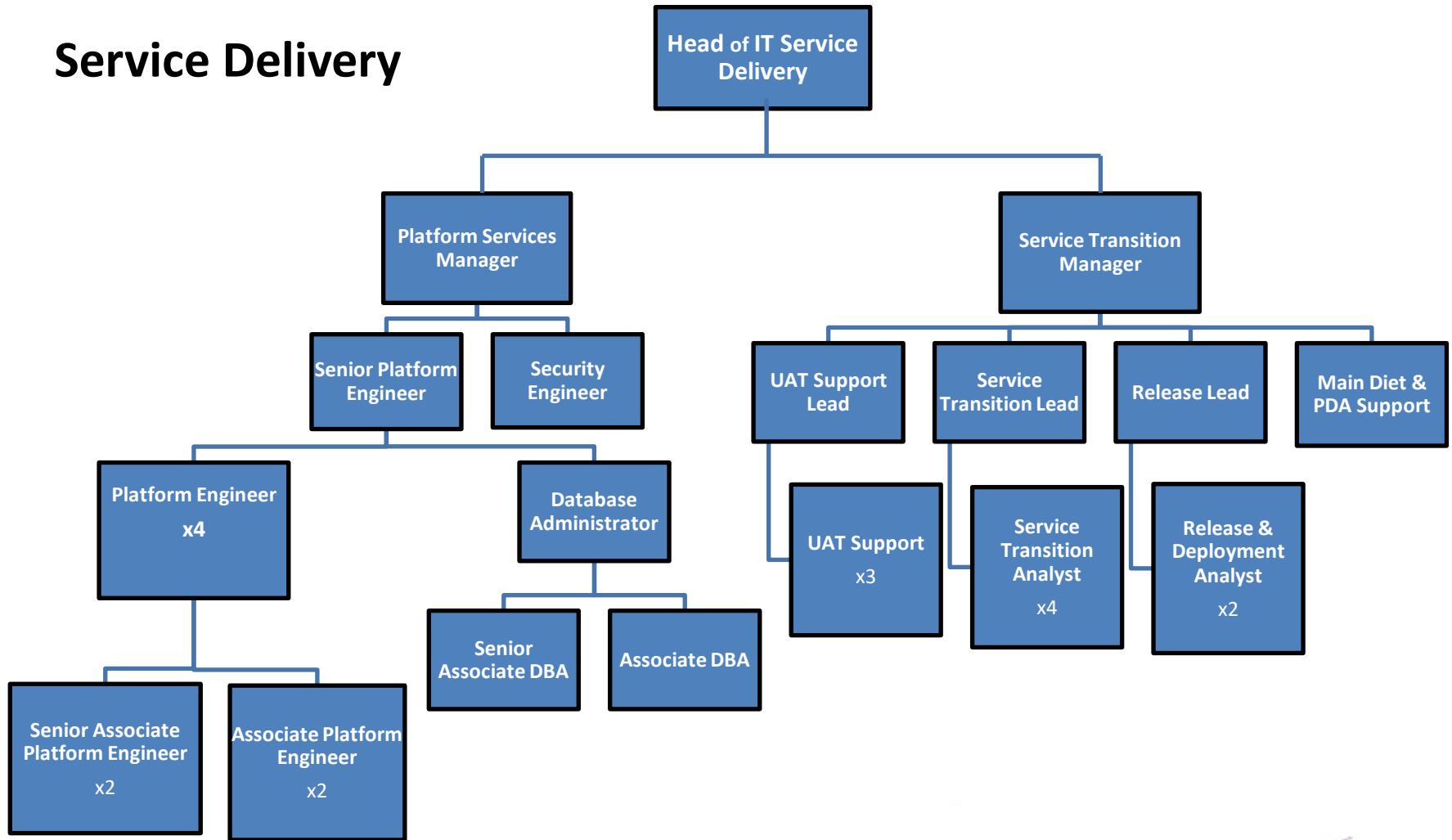
Planning, Governance & Compliance



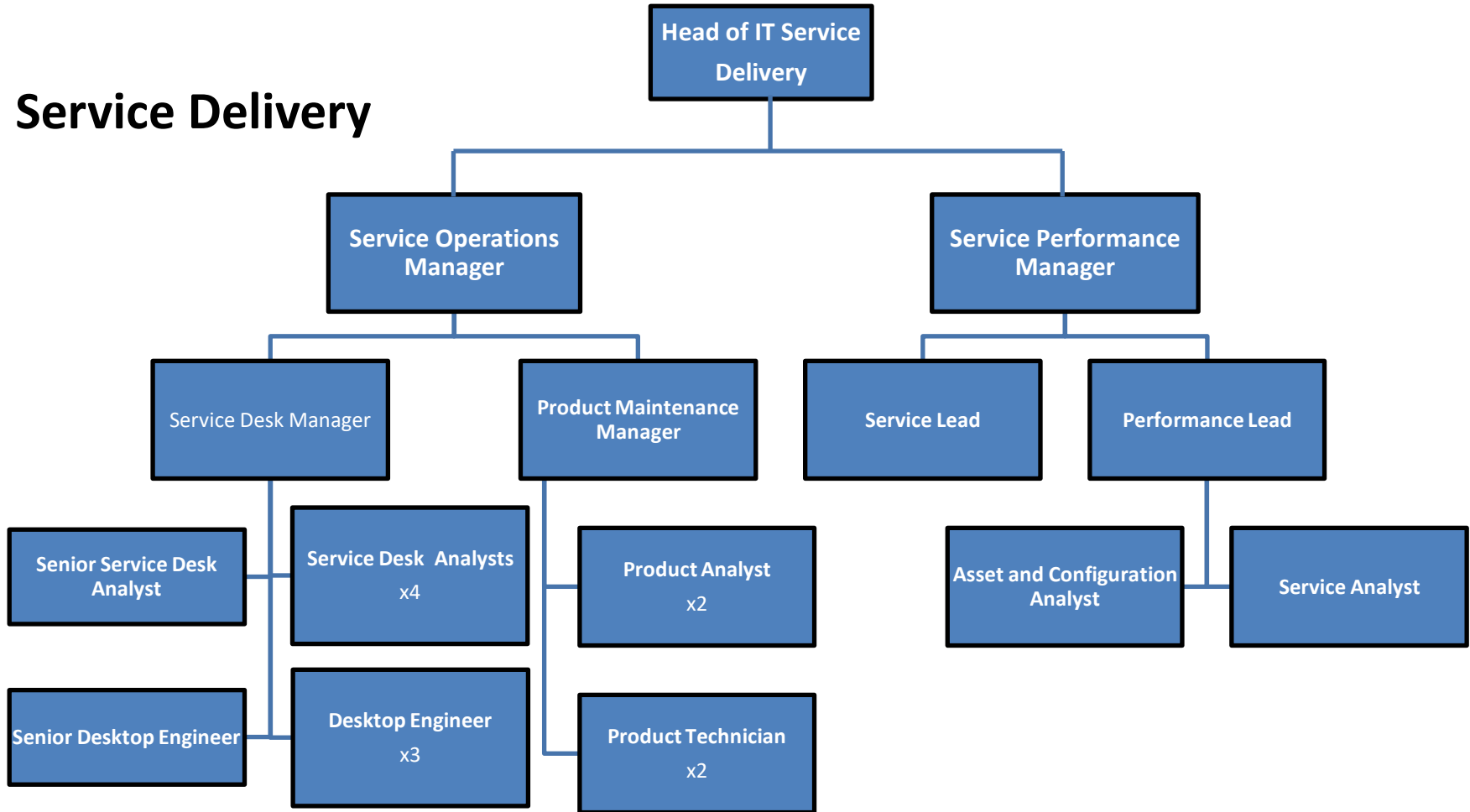
Data Solutions



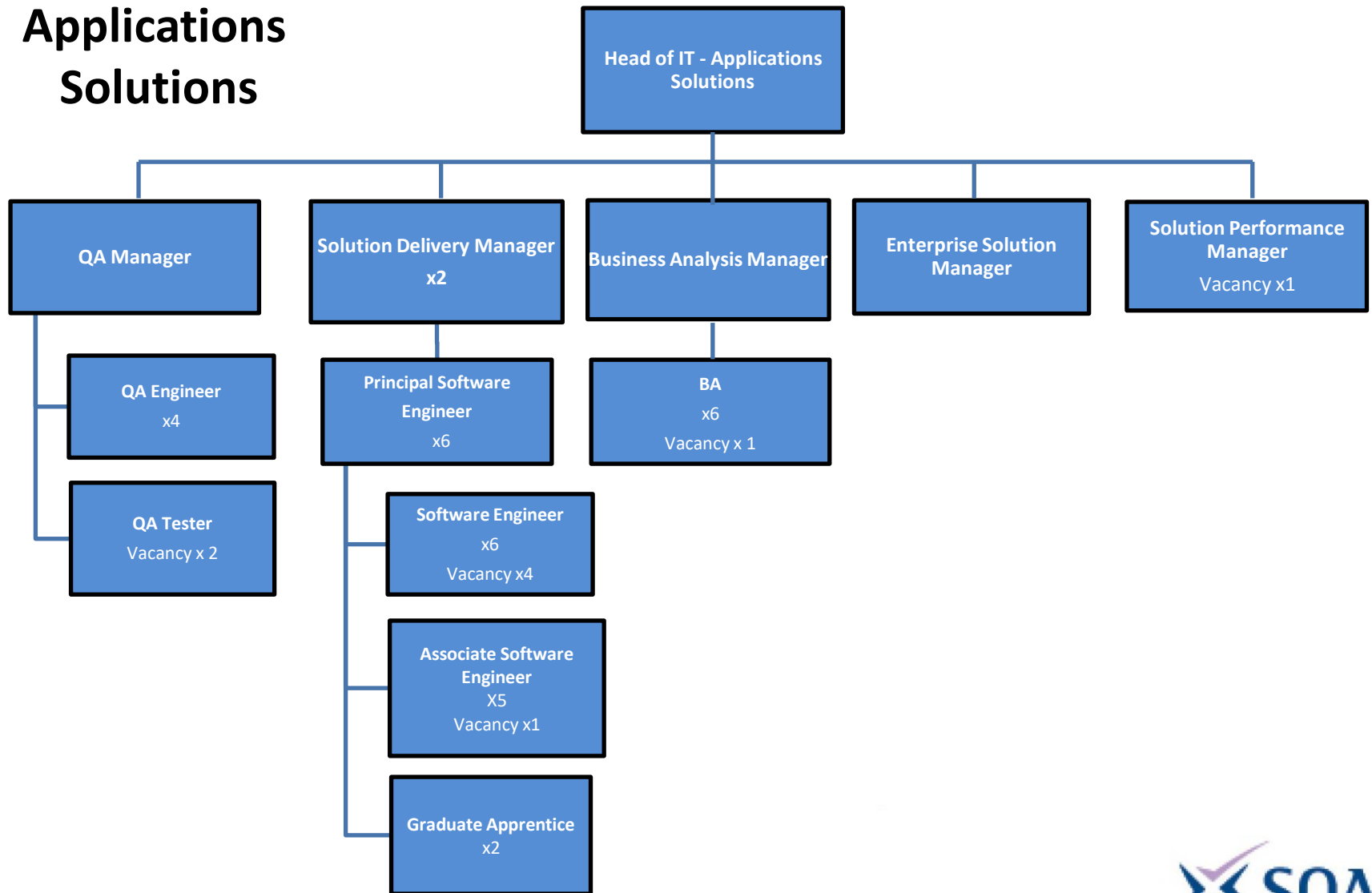
Service Delivery



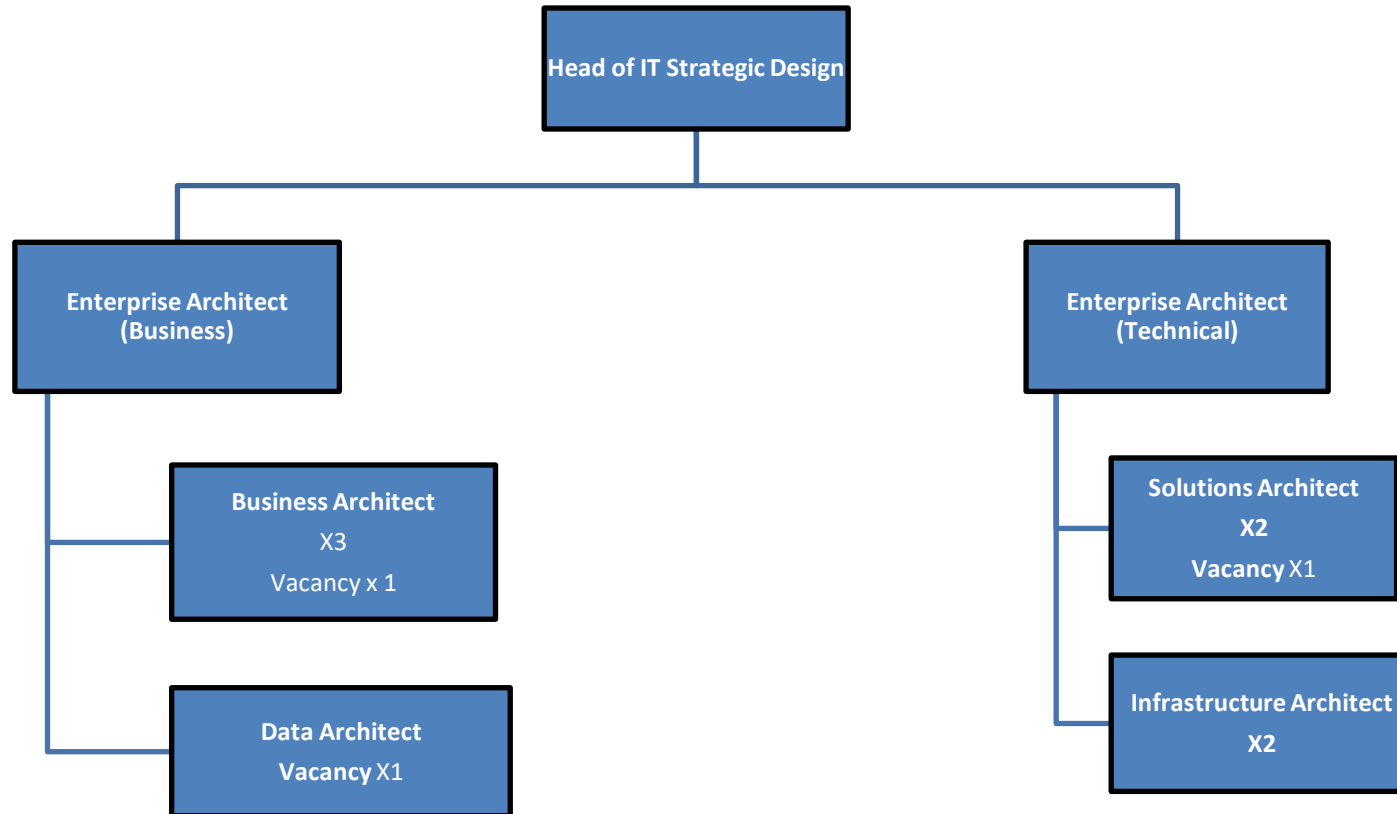
Service Delivery



Applications Solutions



Strategic Design



Business Systems 2020-21 Operational Plan



Business Systems	Operational Plan 2020/21				
Free Text	Pick From List	Auto completes for you - no need to touch it!			
Detail about your deliverable	Maps to.....	Which means it also maps to....			
Departmental Deliverable	SQA Deliverables	SQA Outcomes			
<i>Develop a IT solution for the Enhanced Estimating Model</i>	National Qualifications delivery to plan	We provide a credible qualifications system			
<i>Develop a IT solution for the Alternative Awarding Model</i>	National Qualifications delivery to plan	We provide a credible qualifications system			
<i>Create a Security Operating Centre (SOC) for SQA</i>	Ensure SQA is compliant with all legislative, statutory and regulatory requirements (including qualifications regulators)			We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future	We are trusted, respected and valued by our customers, stakeholders and partners
<i>Review Business Systems Organisational Structure</i>	Deliver a People Strategy	We provide a credible qualifications system	We are flexible in meeting customer needs	We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future	We are a thriving organisation, with quality jobs and a fair work environment for all our people
<i>Create a People Plan for Business Systems</i>	Deliver a People Strategy	We provide a credible qualifications system	We are flexible in meeting customer needs	We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future	We are a thriving organisation, with quality jobs and a fair work environment for all our people
<i>Develop a Directorate Strategy for Business Systems</i>	Deliver a People Strategy	We provide a credible qualifications system	We are flexible in meeting customer needs	We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future	We are a thriving organisation, with quality jobs and a fair work environment for all our people
<i>Develop a Performance Management Dashboard for Business Systems</i>	Implement an operational excellence methodology for SQA		We are flexible in meeting customer needs	We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future	We are trusted, respected and valued by our customers, stakeholders and partners
<i>Create a management plan for Business Systems Risk & Audit Actions</i>	Ensure SQA is compliant with all legislative, statutory and regulatory requirements (including qualifications regulators)			We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future	We are trusted, respected and valued by our customers, stakeholders and partners
<i>Establish Consistency in Delivery Methods within Business Systems</i>	Implement an operational excellence methodology for SQA		We are flexible in meeting customer needs	We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future	We are trusted, respected and valued by our customers, stakeholders and partners
<i>Review Governance Structure for SQA's Portfolio of Projects</i>	Implement an operational excellence methodology for SQA		We are flexible in meeting customer needs	We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future	We are trusted, respected and valued by our customers, stakeholders and partners



<i>Improve Financial Control & Reporting within Business Systems and SQA's Portfolio of Projects</i>	Meet financial targets for (i) income and (ii) expenditure			We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future		
<i>Develop a IT solution for the Alternative Results & Certification Model</i>	National Qualifications delivery to plan	We provide a credible qualifications system				
<i>Develop a IT solution for the Post Certification Review & Appeals Model</i>	National Qualifications delivery to plan	We provide a credible qualifications system				
<i>Deliver the Enabling Functions programme including all Programme Closure Documentation</i>	Deliver the Strategic Change Programme		We are flexible in meeting customer needs	We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future		We are trusted, respected and valued by our customers, stakeholders and partners
<i>Deliver all outstanding actions associated with the Business Systems Restructure and formally close out the action plan.</i>	Deliver a People Strategy	We provide a credible qualifications system	We are flexible in meeting customer needs	We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future	We are a thriving organisation, with quality jobs and a fair work environment for all our people	
<i>Develop SQA's Technology Strategy</i>	Implement an operational excellence methodology for SQA		We are flexible in meeting customer needs	We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future		We are trusted, respected and valued by our customers, stakeholders and partners
<i>Establish Data Access Mechanisms</i>	Develop a Data Strategy that determines the data SQA keeps, uses and shares		We are flexible in meeting customer needs			We are trusted, respected and valued by our customers, stakeholders and partners
<i>Create a Strategic Workforce Plan for Business Systems</i>	Deliver a People Strategy	We provide a credible qualifications system	We are flexible in meeting customer needs	We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future	We are a thriving organisation, with quality jobs and a fair work environment for all our people	
<i>Transform Time to Deliver/to Market</i>	Implement an operational excellence methodology for SQA		We are flexible in meeting customer needs	We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future		We are trusted, respected and valued by our customers, stakeholders and partners
<i>Establish Enabling Tool Set for Business Systems</i>	Implement an operational excellence methodology for SQA		We are flexible in meeting customer needs	We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future		We are trusted, respected and valued by our customers, stakeholders and partners
<i>Review SQA's current relationship with A2C and determine what the future engagement model will be.</i>	Ensure SQA is compliant with all legislative, statutory and regulatory requirements (including qualifications regulators)			We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future		We are trusted, respected and valued by our customers, stakeholders and partners



Raise Profile of Business Systems with internal stakeholders	Implement a reviewed and refreshed Brand Strategy	We provide a credible qualifications system	We are flexible in meeting customer needs			We are trusted, respected and valued by our customers, stakeholders and partners
Define SQA's Strategic Change Programme	Deliver the Strategic Change Programme		We are flexible in meeting customer needs	We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future		We are trusted, respected and valued by our customers, stakeholders and partners
Provide Cyber Essentials Plus (CE+) certification for SQA	Ensure SQA is compliant with all legislative, statutory and regulatory requirements (including qualifications regulators)			We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future		We are trusted, respected and valued by our customers, stakeholders and partners
Deliver all outstanding actions associated with the OCIO Action Plan and formally close out	Deliver the Strategic Change Programme		We are flexible in meeting customer needs	We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future		We are trusted, respected and valued by our customers, stakeholders and partners
Review current working arrangements within Business Systems and investigate options for co-location of staff	Deliver a People Strategy	We provide a credible qualifications system	We are flexible in meeting customer needs	We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future	We are a thriving organisation, with quality jobs and a fair work environment for all our people	
Review Functional Maturity for key areas within Business Systems	Implement an operational excellence methodology for SQA		We are flexible in meeting customer needs	We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future		We are trusted, respected and valued by our customers, stakeholders and partners
Develop Processes Maps for all Business Systems functions	Implement an operational excellence methodology for SQA		We are flexible in meeting customer needs	We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future		We are trusted, respected and valued by our customers, stakeholders and partners
Develop Technical standards for all Business Systems functions (where applicable)	Implement an operational excellence methodology for SQA		We are flexible in meeting customer needs	We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future		We are trusted, respected and valued by our customers, stakeholders and partners
Create a Main Diet Horizon Roadmap for Business Systems	National Qualifications delivery to plan	We provide a credible qualifications system				
Develop a Data Strategy that determines the data SQA keeps, uses and shares	Develop a Data Strategy that determines the data SQA keeps, uses and shares		We are flexible in meeting customer needs			We are trusted, respected and valued by our customers, stakeholders and partners
Develop SQA's Service Design Strategy	Develop SQA's Service Design Strategy		We are flexible in meeting customer needs	We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future		We are trusted, respected and valued by our customers, stakeholders and partners



Business Systems Financial Budget 2020-21



Financial budget for current and future ICT projects or goals.

- ICT capital budget is £3.3m.
- Revenue budget for ICT is £20.1m.
- Total ICT budget is £23.4m