

Business Systems Freedom of Information 2021

December 2021



Business Systems Strategy Plan



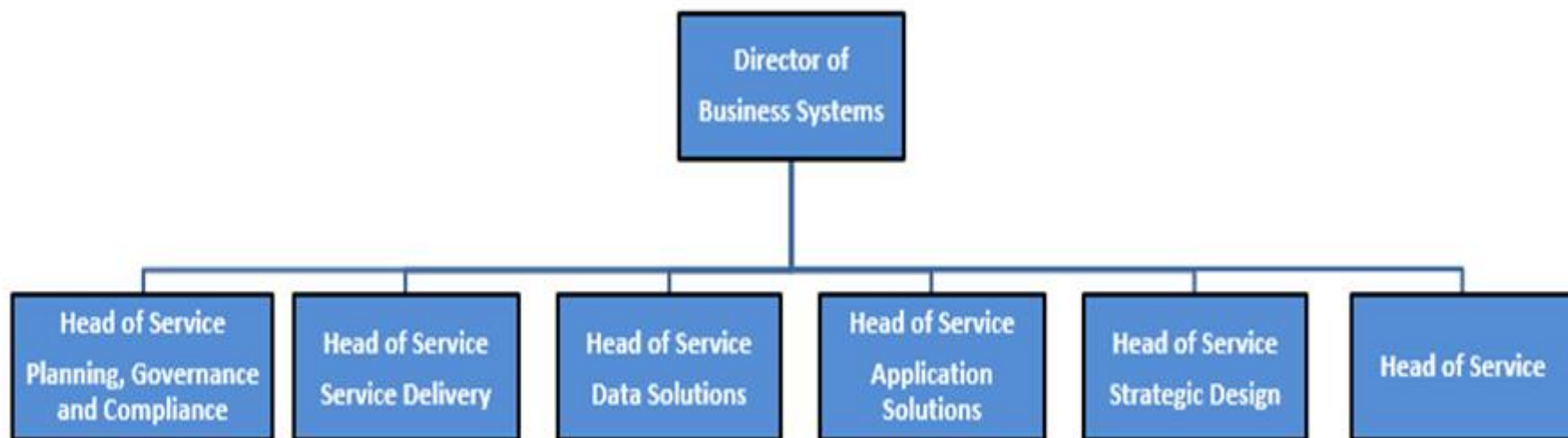
SQA's Mission and Vision 2020-23	Directorate response	Directorate objective	Directorate channels	Directorate outcomes	Directorate measures
<p>Mission SQA provides credible recognition of skills and knowledge through qualifications to support choice and progression in life and work.</p> <p>Vision Quality-assured qualifications provide opportunities to people, supporting progression in the labour market and a sustainable and successful economy.</p>	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 Strategic Priorities 2020-23	Directorate goals & action mapping	Delivery objective	Directorate channels	Directorate outcomes	Dimensions
We provide a credible qualifications system.	Deliver operational excellence Provide assured resilience Reduce strategic risk Rationalisation and consolidation	Operational excellence Resilience and Risk Mitigation	Legislative, Statutory and Compliance Programme Directorate projects	Customer-centric service. Delivery underpinned with operational excellence.	Critical Areas Mitigated Customer Satisfaction IT Service KPIs Size & Complexity of Estate
We are flexible in meeting customer needs.	Provide solutions to manage opportunities Increase customer-centric approach Define quality-based outcomes Deliver solutions that are <i>Fit for Purpose & Fit for Use</i>	Connected Customer Interface for a consistent positive experience and opportunity management Operational Excellence	Continuous Improvement & Growth Programme Directorate projects	Enabling Solutions that easily connect to our platform for an E2E service. A positive customer experience underpinned by an agile, secure, and efficient service.	Connected: Silo Solution, Ratio, Accessibility % of opportunities tracked Customer satisfaction Mean Time to Respond Fit for Purpose/Use benchmark
We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future.	Deliver Value for Money Provide More for Less Provide effective & appropriate governance for programmes & projects. Assure IT service delivery	Engaged Enabling Function	Directorate projects	Effective and measurable financial management Top quartile IT & digital organisation.	Variance volatility TCO & run cost v outcome Specific CSAT on Trusted IT Org & Dig. Maturity Index Sector Benchmark
We are a thriving organisation, with quality jobs and a fair work environment for all our people.	Improve employee engagement Promote values-based culture Embed inherent values of integrity and respect Set the right leadership and management tone	Engaged Enabling Function	Values-led leadership Directorate initiatives	High-performance culture where people want to work, learn, develop and support.	Staff survey results Absence & attrition rates Productivity
We are trusted, respected and valued by our customers, stakeholders and partners.	Build up an enabling function that grows as a trusted partner	Engaged Enabling Function	Directorate projects	Assured customers, stakeholders and partners that trust us to delivery	Reliability of Service Predictability of outcome Programmes on track



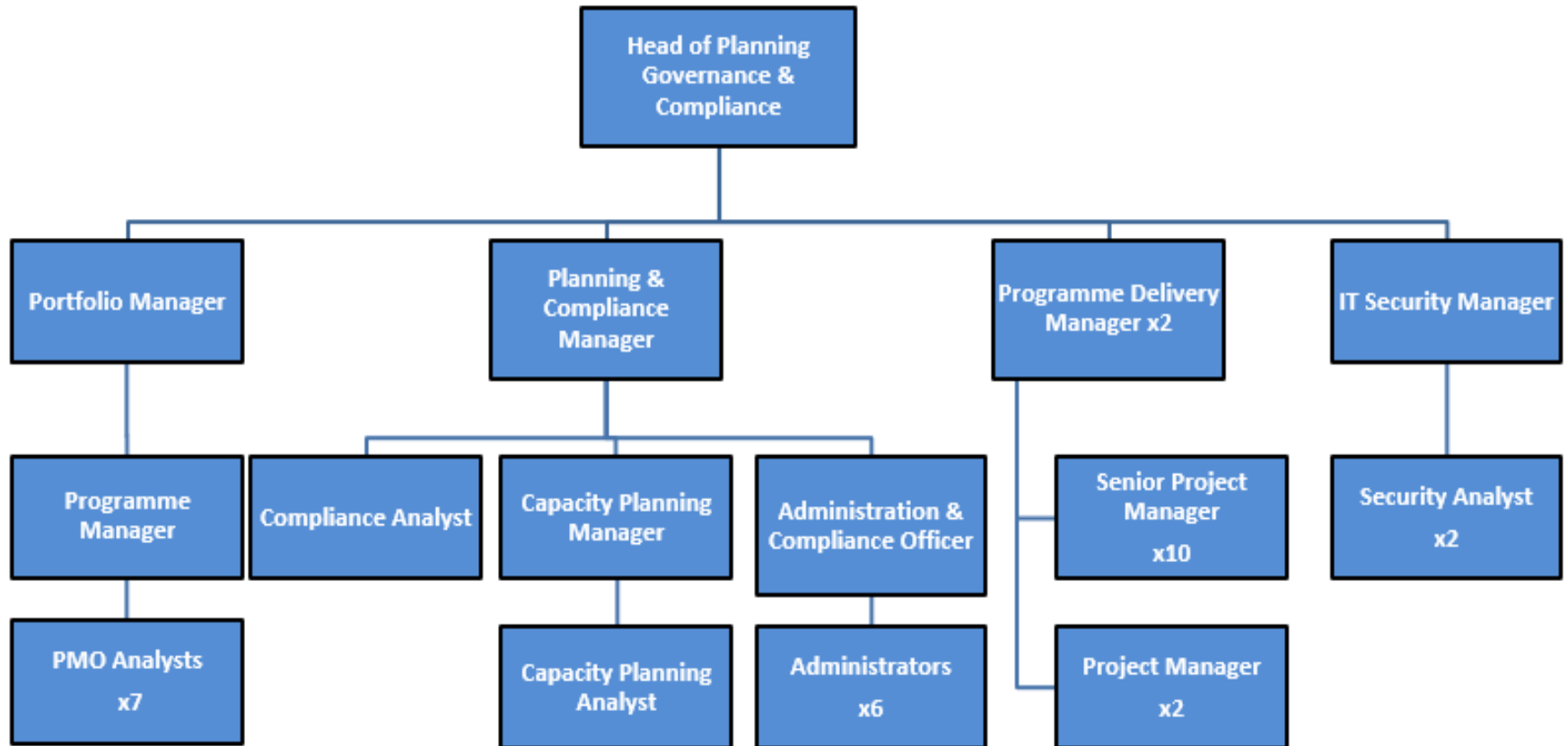
Business Systems Org Chart



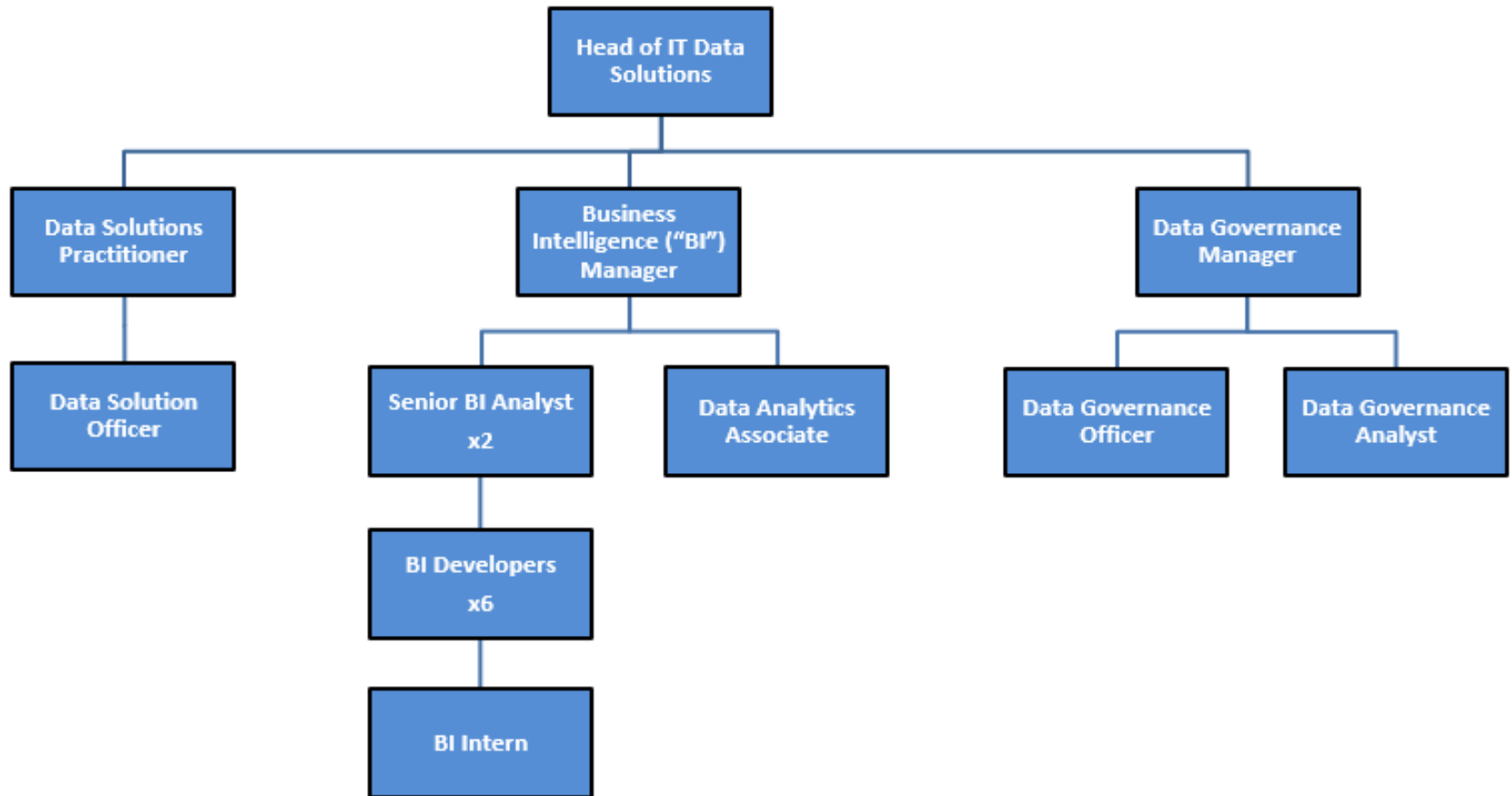
Business Systems



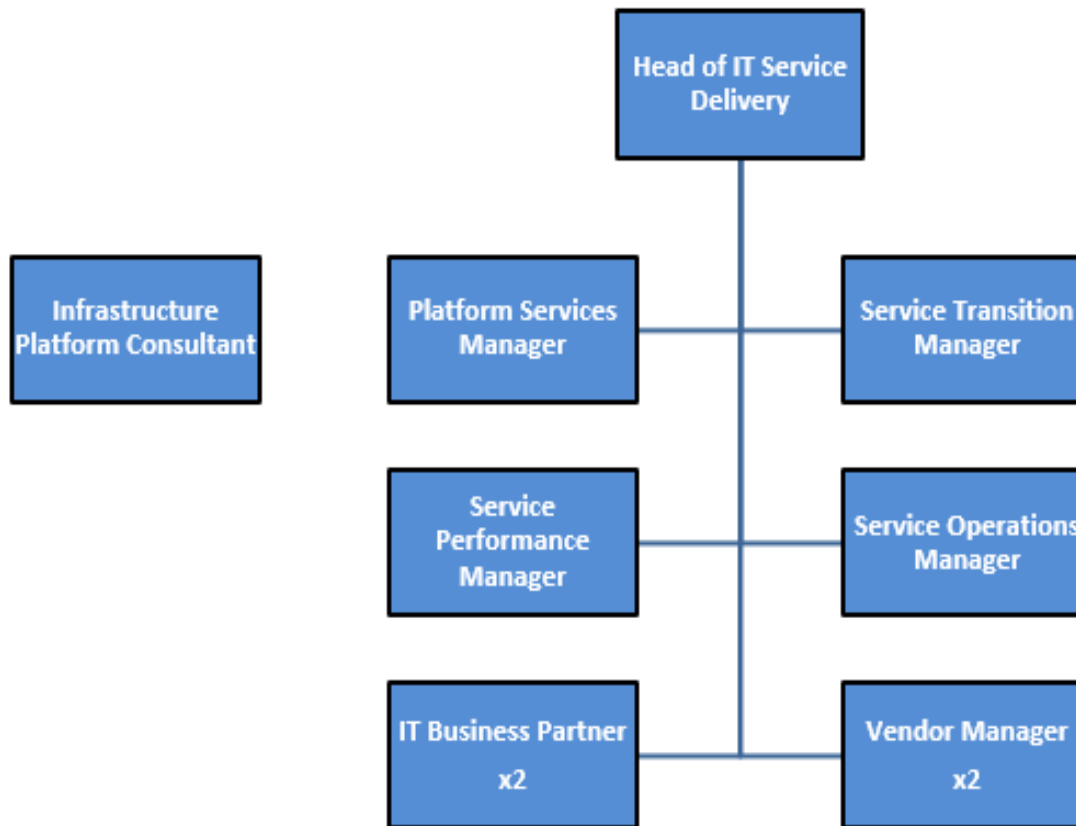
Planning, Governance & Compliance



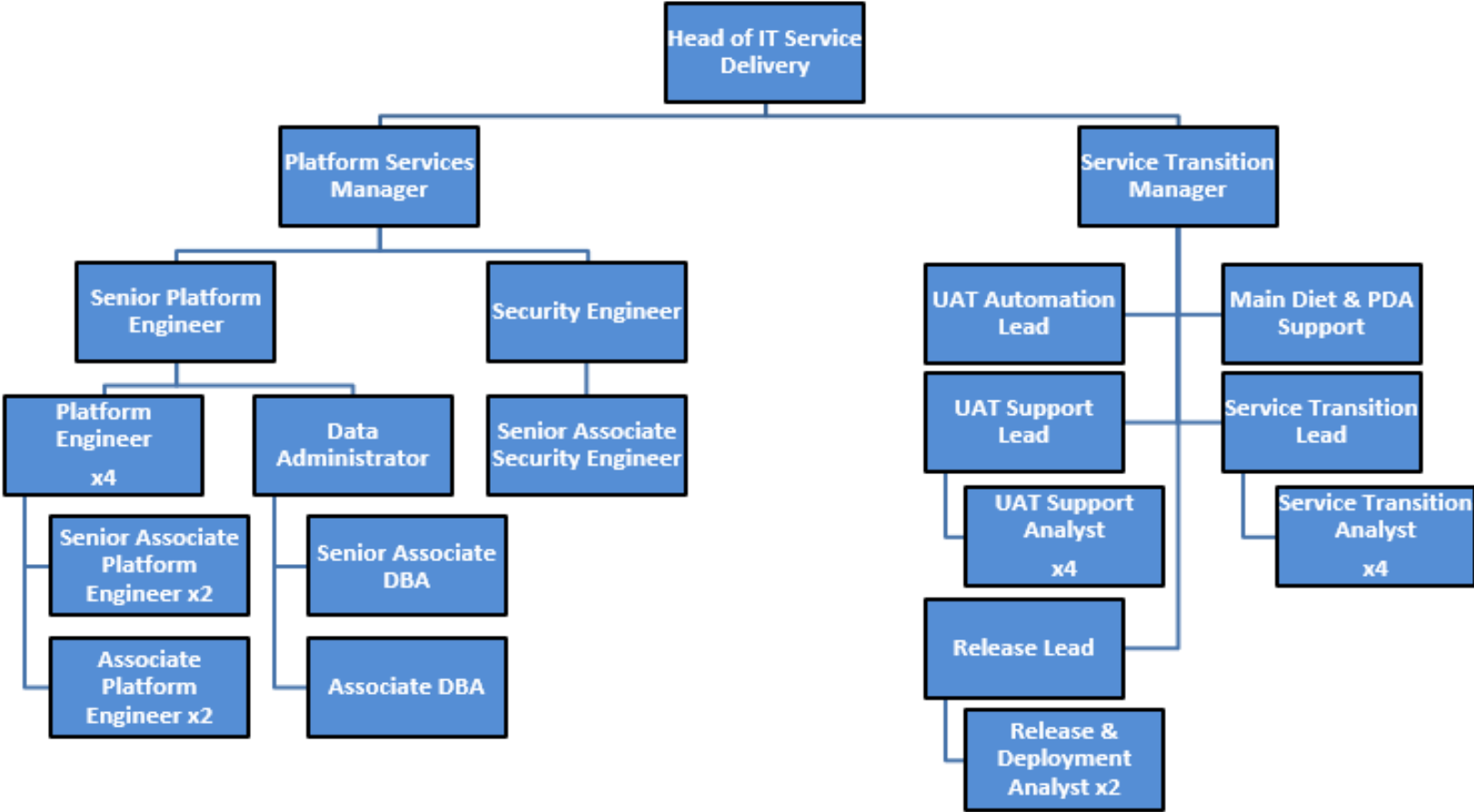
Data Solutions



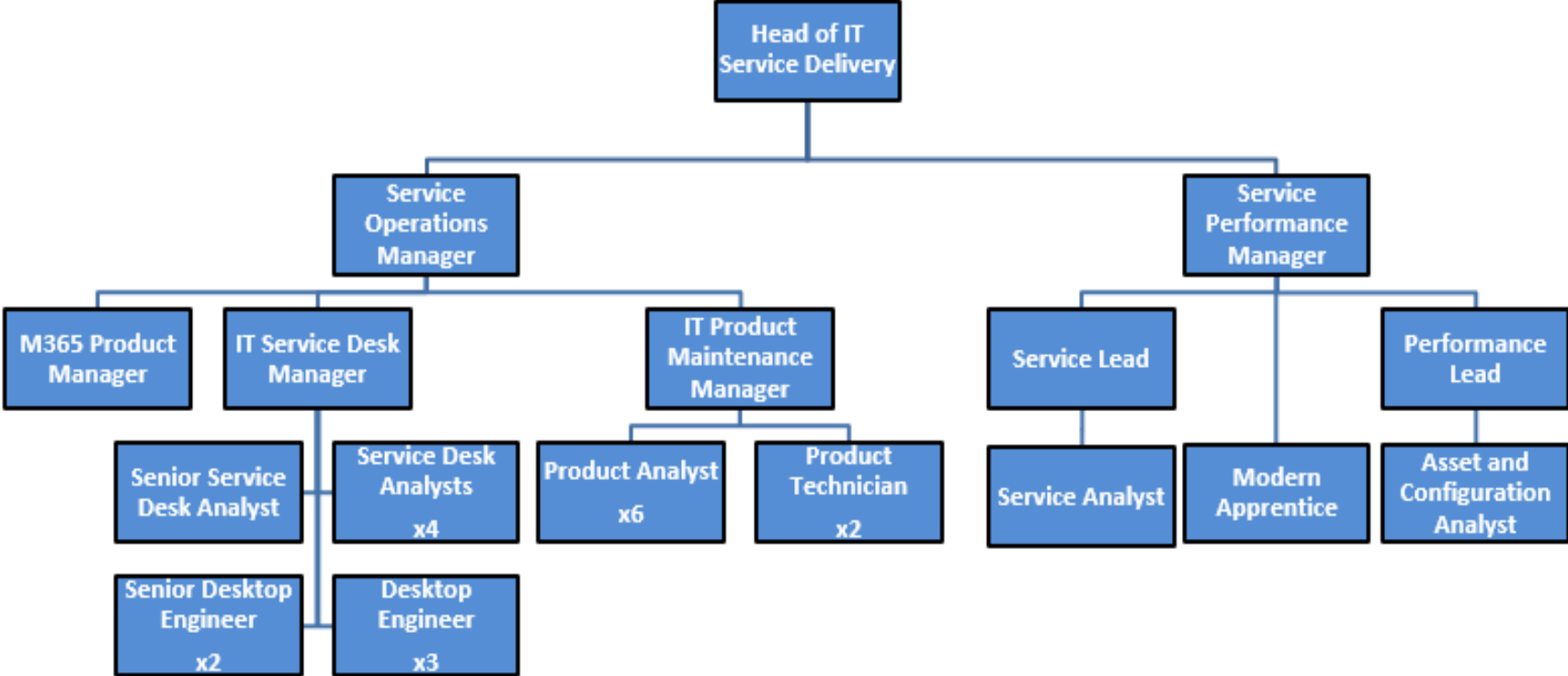
Service Delivery



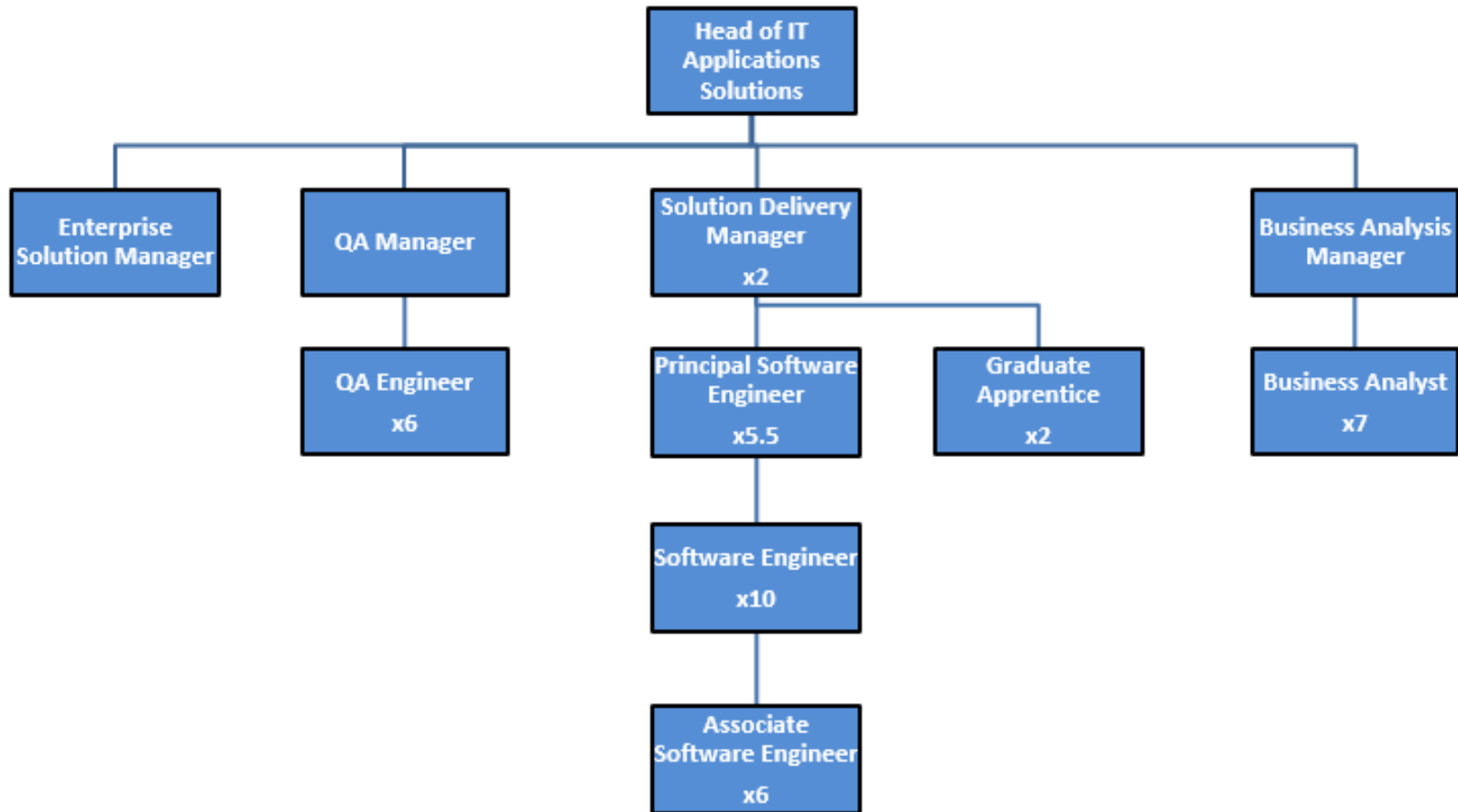
Service Delivery



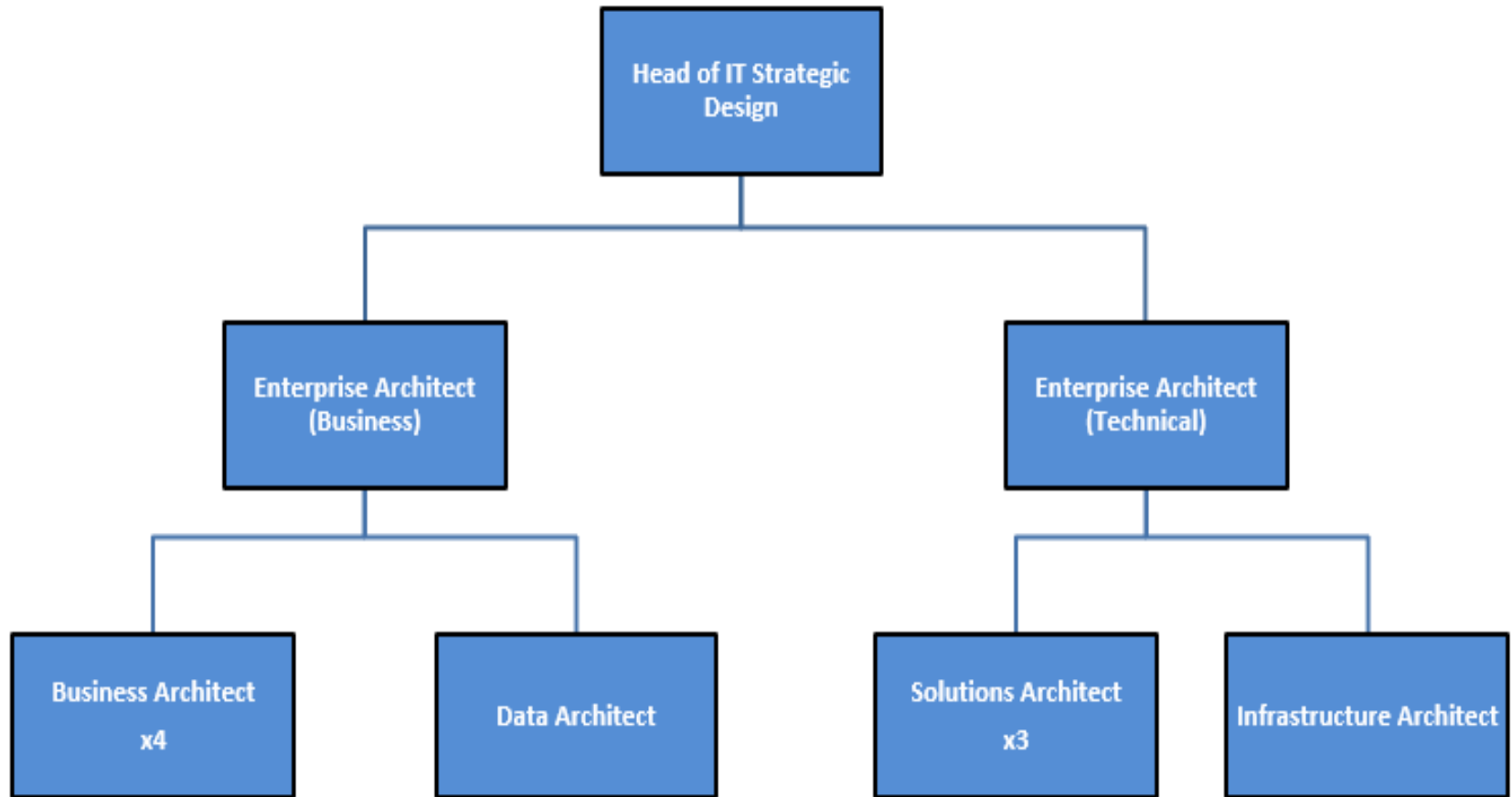
Service Delivery



Application Solutions



Strategic Design



Business Systems 2021-22 Operational Plan



Business Systems		Operational Plan 2021/22				
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				
Develop a Directorate Strategy for Business Systems including staff survey action plan and wellbeing evolution plan	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	
Establish Consistency in Delivery Methods 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 Technology Strategy and 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 Strategic Workforce Plan for Business Systems	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	
Transform Time to Deliver/to Market	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



Establish Enabling Tool Set for 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
Review SQA's current relationship with A2C and determine what the future engagement model will be.	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 and develop Stakeholder Communication and Re-alignment Plan	Develop and embed a Stakeholder Engagement 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
Define SQA's Strategic Change Programme						
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
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
Develop operating model for Business Systems function	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
Deliver operational improvements that will increase functional maturity levels 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
Initiate a Cyber Resilience Programme and deliver phase one during 2021 / 2022	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
Introduce measures to improve efficiency in the management of contracts with a view to delivering better value for money.	Implement the duty of Best Value in line with the Scottish Public Finance Manual			We have a sustainable business operating model that is appropriately resourced in order to deliver our remit now and in the future		



Business Systems Financial Budget 2021-22



Financial budget for current and future ICT projects or goals.

- ICT capital budget is £4.35m.
- Revenue budget for ICT is £22.406m.
- Total ICT budget is £26.756m