

Business Systems Freedom of Information 2022/23

August 2022



Please note:

- ◆ SQA operates on an April to March financial and planning year.
- ◆ The following information highlights SQA's current and future objectives until 31 March 2023.
- ◆ Objectives for 2023/24 will not be available until after the start of the financial/planning year. (Subject to approval at both corporate and directorate level)

Business Systems Strategy Plan

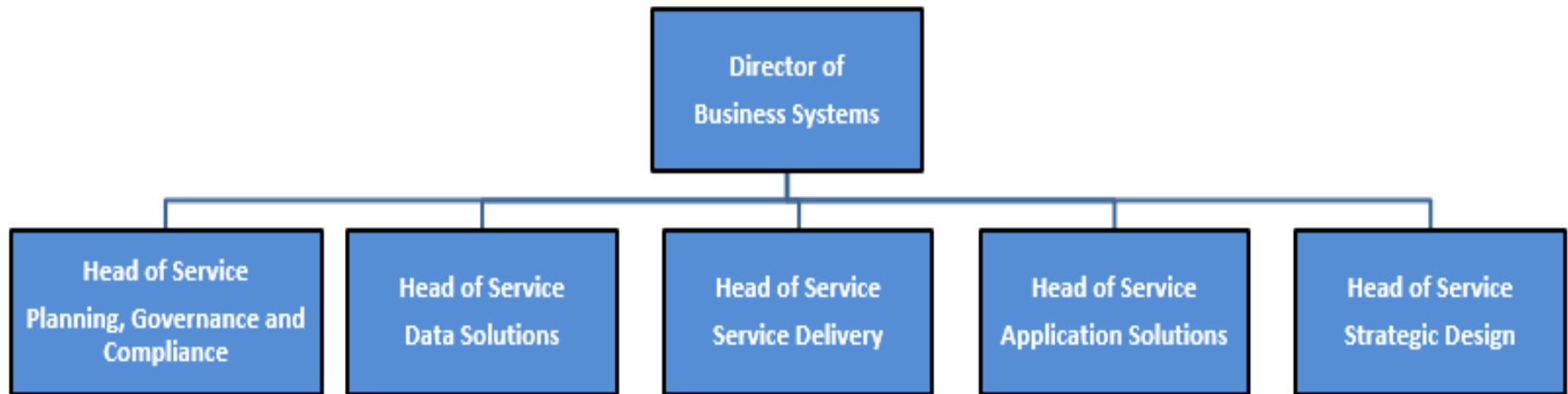


SQA's Mission and Vision 2020-23	Directorate response	Directorate objective	Directorate channels	Directorate outcomes	Directorate measures
<p>Mission SQA provides credible recognition of skills and knowledge through qualifications to support choice and progression in life and work.</p> <p>Vision Quality-assured 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

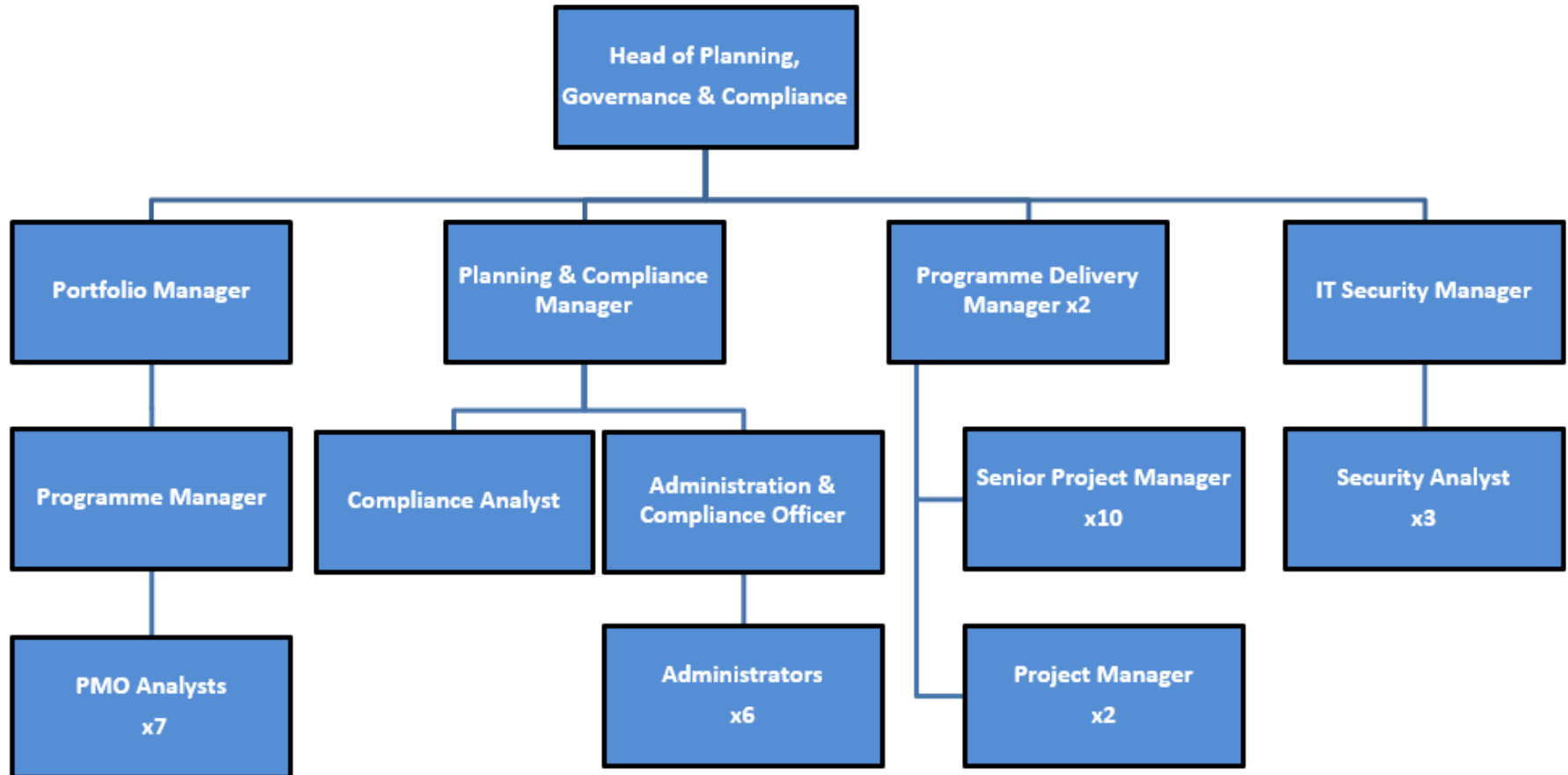
Business Systems Org Chart



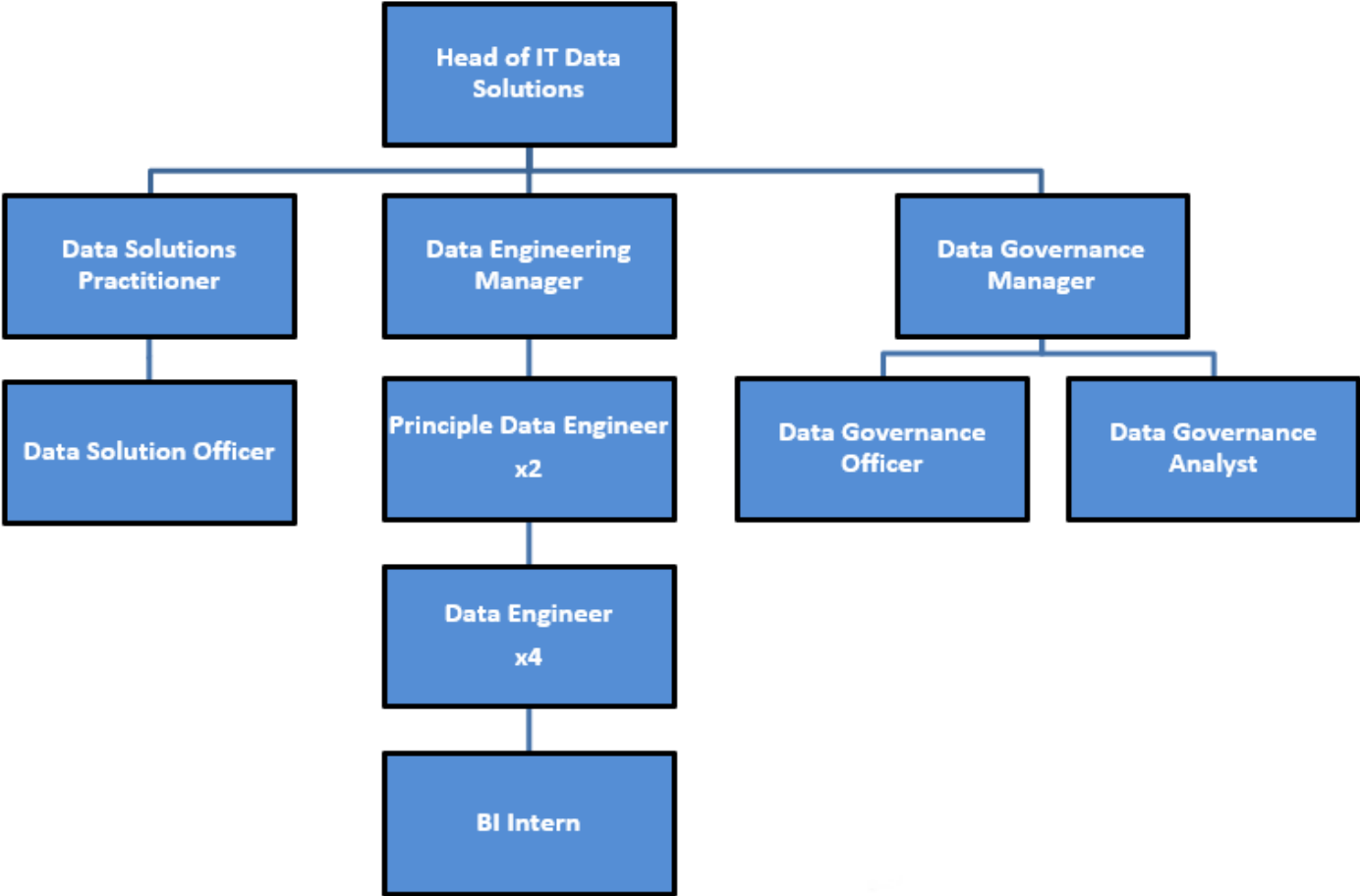
Business Systems



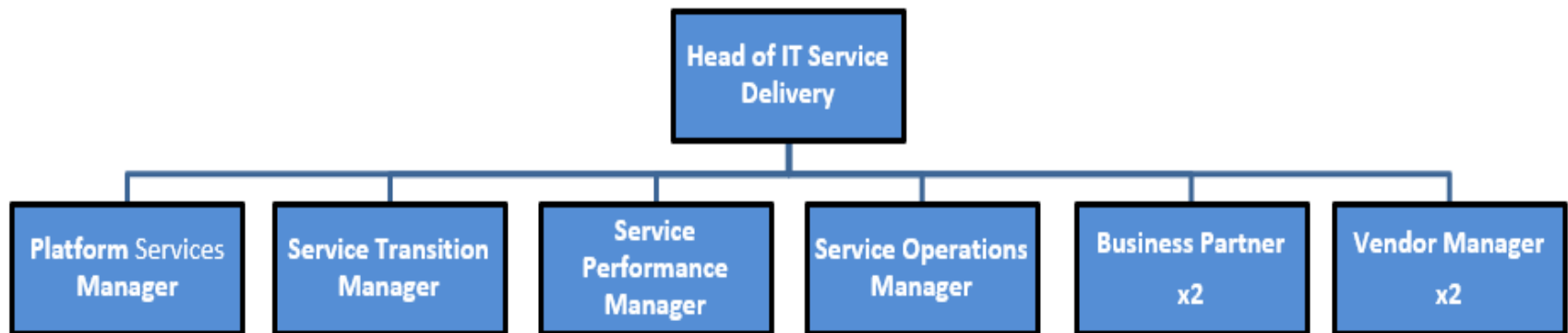
Planning, Governance & Compliance



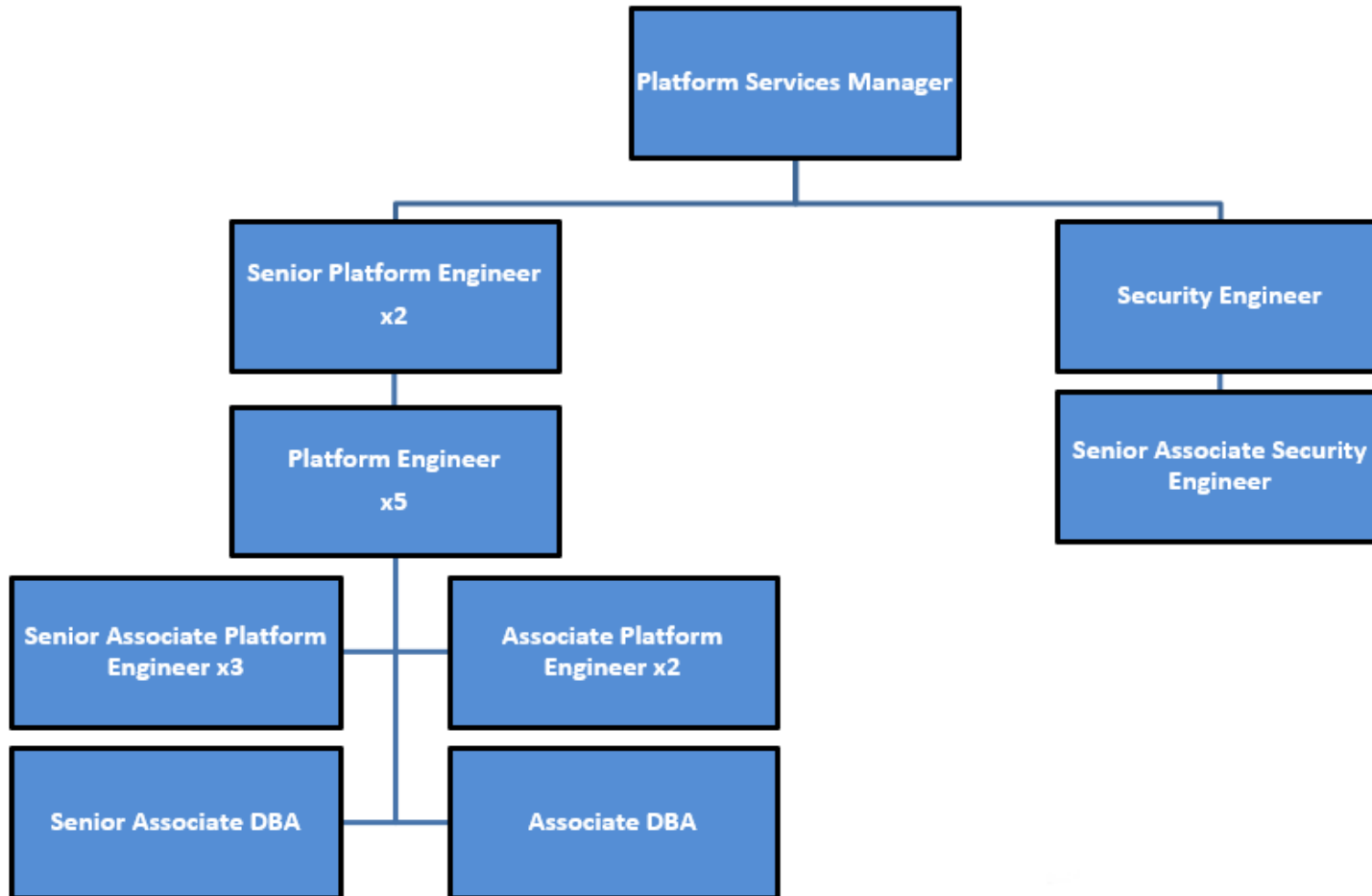
Data Solutions



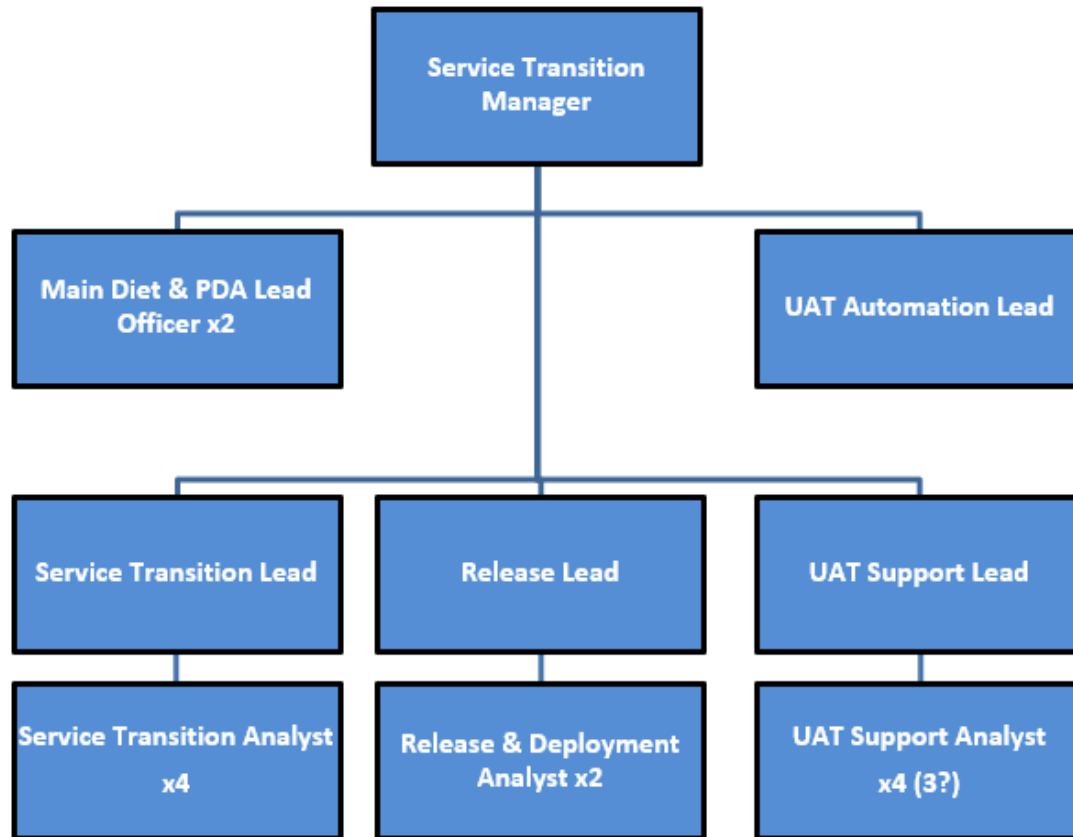
Service Delivery



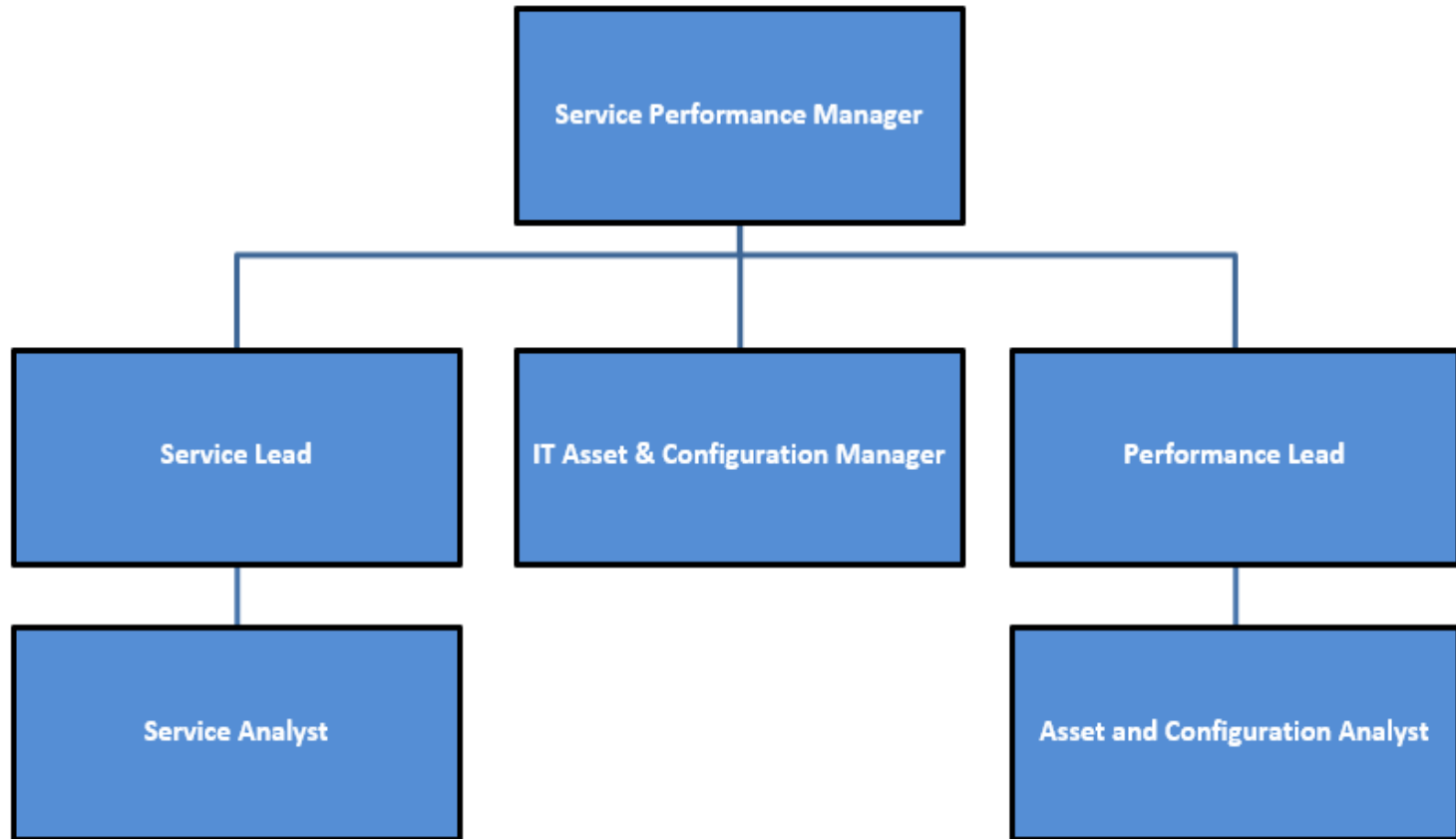
Service Delivery



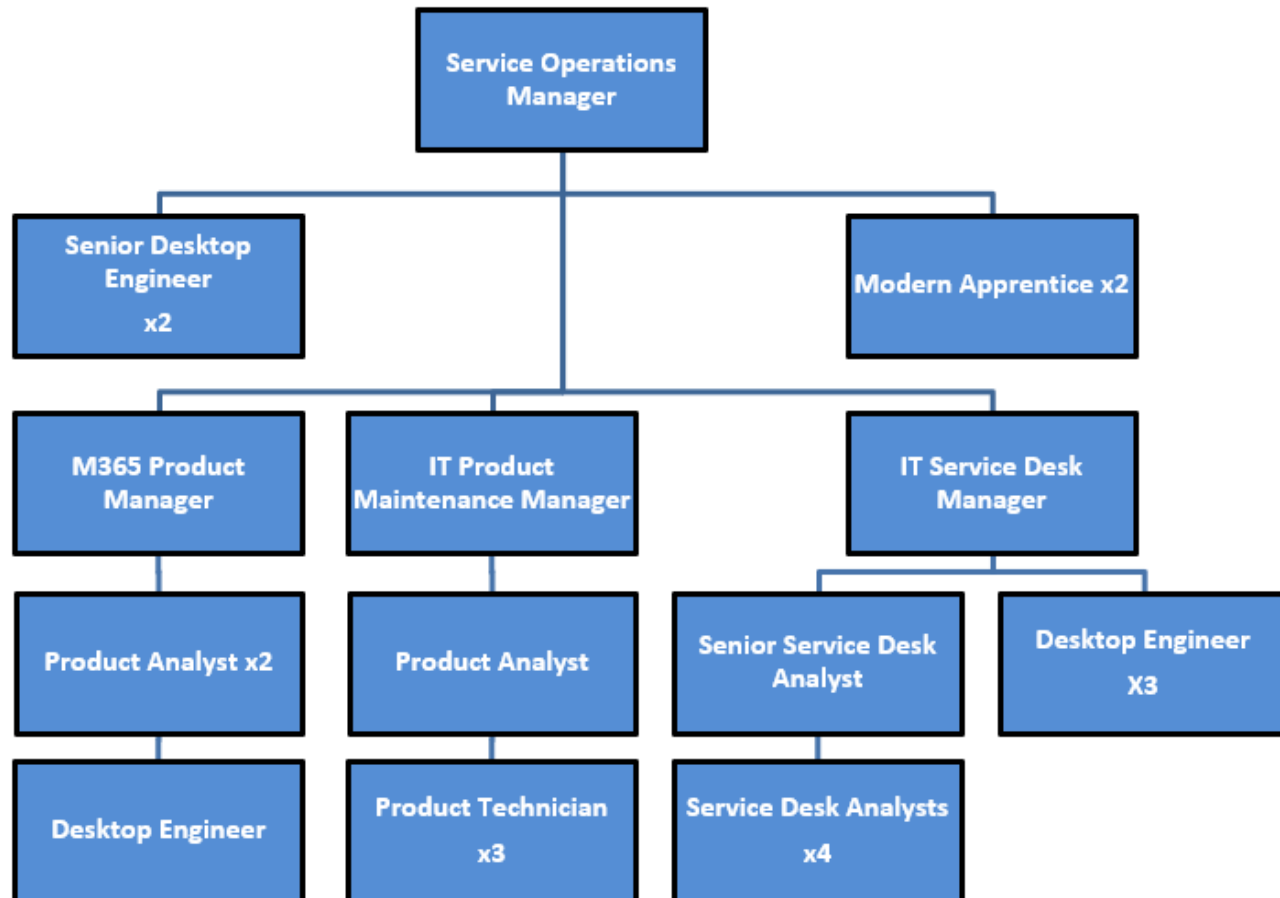
Service Delivery



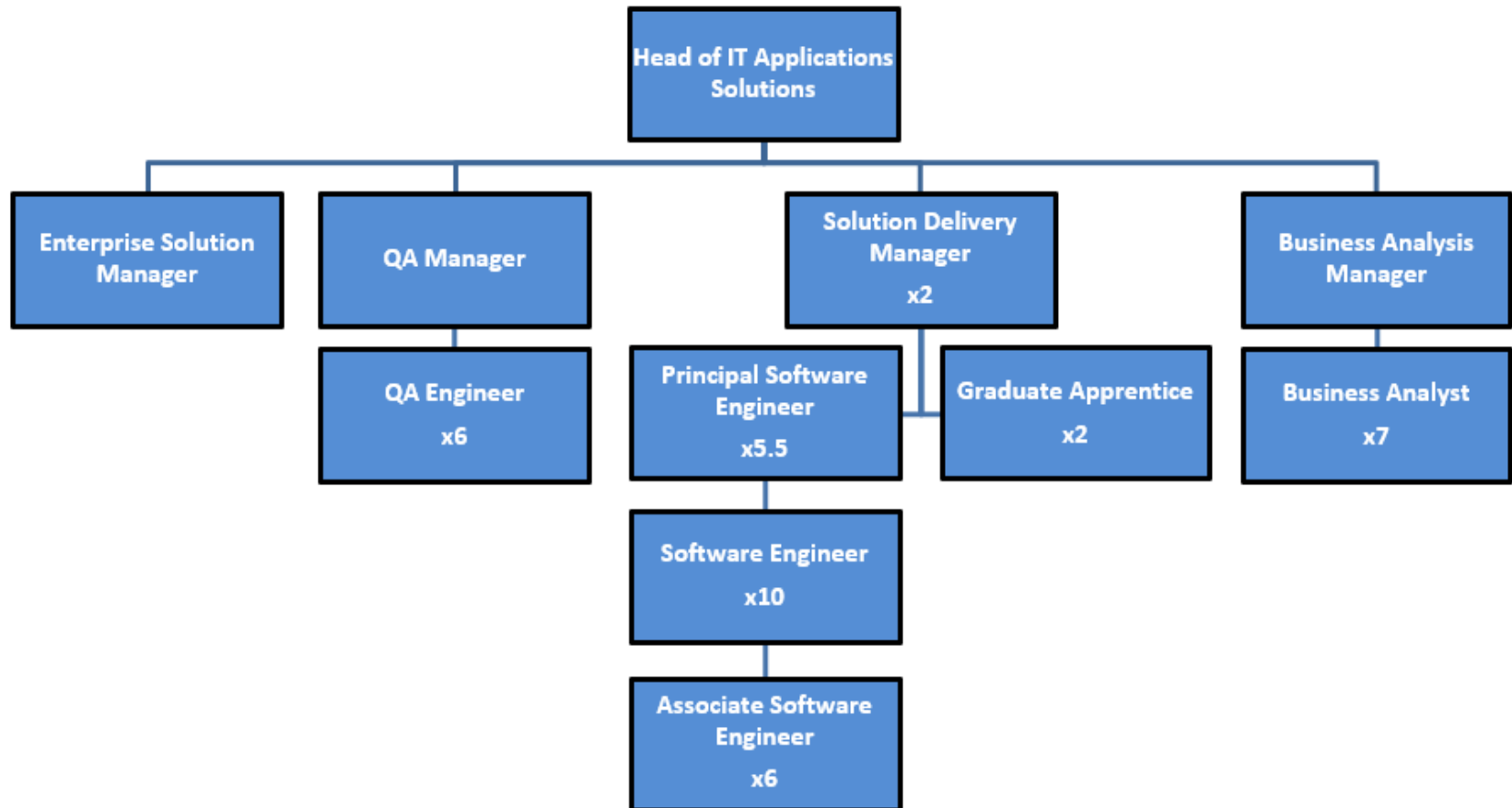
Service Delivery



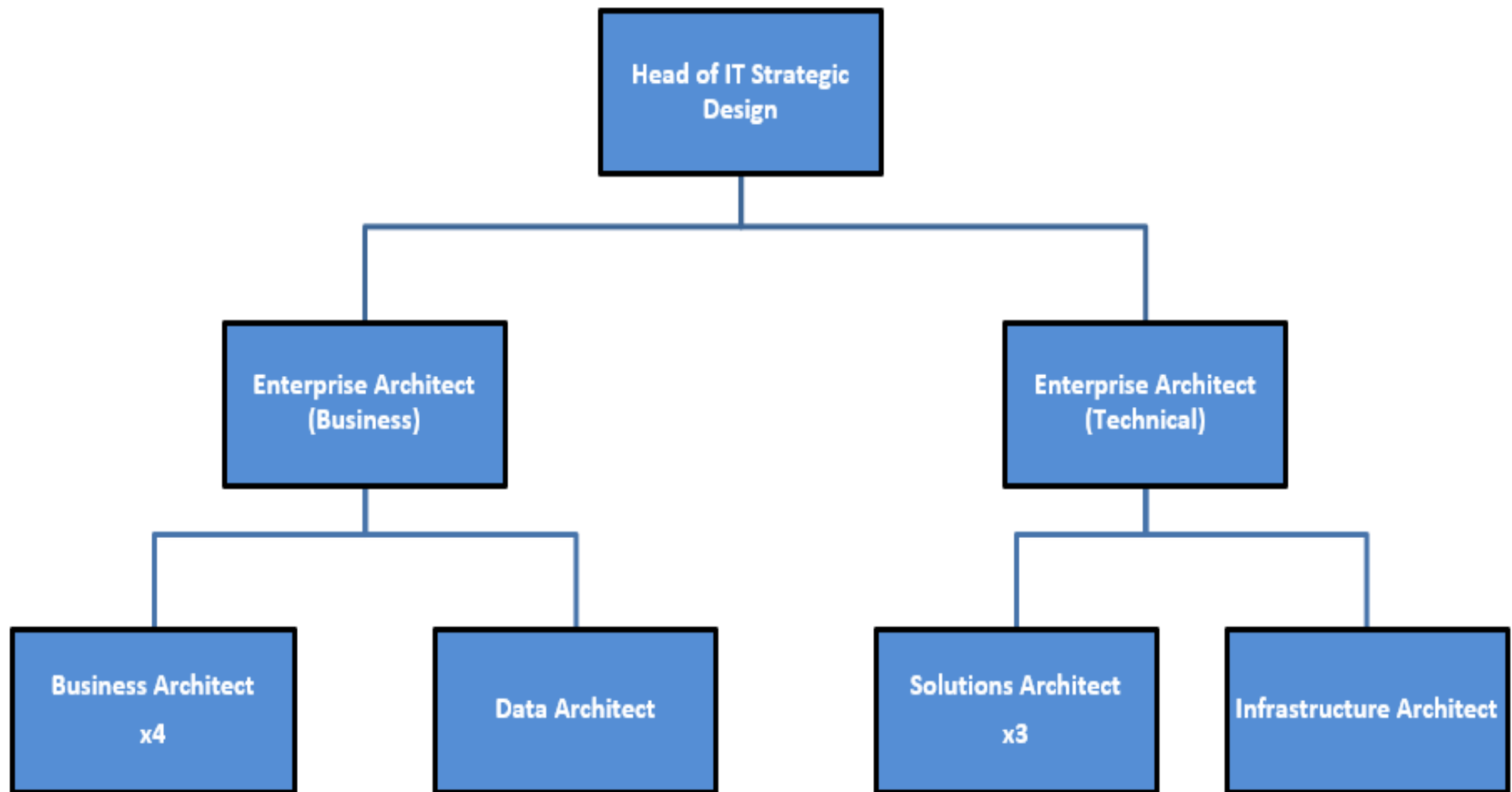
Service Delivery



Application Solutions



Strategic Design



Business Systems 2022-23 Operational Plan



Business Systems Operational Plan 2022/23

Departmental Deliverable	SQA Deliverables	SQA Outcomes				
Delivery of change portfolio programme, and Awarding 2022 and potential Awarding 2023 programmes.	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
Prepare foundations of an organisational wide data strategy in readiness for consideration and implementation when SQA transitions into the new organisation.	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

Establish Consistency in Delivery Methods within Business Systems - Iterative Development	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
For key legacy systems improve operational resilience through the development and quality assurance of runbooks.	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
Revise, Create, Publish, Maintain and implement Standards in line with Technical Strategy (not yet completed)	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
Development Opportunities	Deliver the 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	

Business Systems Financial Budget 2022-23



Financial budget for current and future ICT projects or goals.

- ICT capital budget is £4.6m
- Revenue budget for ICT is £26.27m
- Total ICT budget is £30.87m