

***STUDENT AWARDS AGENCY FOR SCOTLAND***

An Agency of the Scottish Executive Enterprise, Transport and  
Lifelong Learning Department

**FRAMEWORK DOCUMENT**

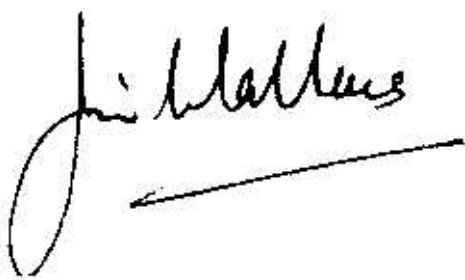
## **FOREWORD**

By the Deputy First Minister and Minister for Enterprise and Lifelong Learning.

The Student Awards Agency for Scotland (SAAS) plays a key role in the delivery of funding for Scottish learners. It deals with applications for support from students in Higher Education, runs the student nurse and midwifery bursary scheme and will be providing the "back office" machinery needed to administer Individual Learning Accounts.

In line with the Government's Partnership Agreement to deliver excellent public services, the Agency plans strategically, is committed to the continuous improvement of its operations and seeks to provide optimum levels of service to its customers. The Agency's agenda is reflected in this Framework Document. The document also sets out clearly the functions and responsibilities that the Scottish Ministers have delegated to SAAS's Chief Executive and what they expect him and his staff to achieve.

The Agency has been very successful in recent years in implementing a succession of major legislative changes in student support. It has also been at the forefront of developing electronic means of delivering public services to citizens. The Agency actively pursues excellence in all parts of its operations and puts a commendable degree of effort into the personal development of its staff. That said, I am in no doubt that the legitimate demands of learners will call for yet further, continuing improvements in SAAS's efficiency and effectiveness. We look forward to working with the Chief Executive of SAAS and his staff to ensure that such demands are met.

A handwritten signature in black ink, appearing to read 'Jim Wallace', with a long horizontal line extending to the right from the end of the signature.

**Jim Wallace**

Deputy First Minister & Minister for Enterprise and Lifelong Learning

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## **1. STATUS, ROLE AND FUNCTIONS**

### **Status of Agency**

1.1 The Student Awards Agency for Scotland (SAAS) is an Executive Agency of the Scottish Ministers. This document sets out the framework for its operations.

1.2 SAAS is part of the Scottish Executive's Enterprise, Transport and Lifelong Learning Department (ETLLD). It is headed by a Chief Executive (CE) who is responsible to the Scottish Ministers, within the terms of this Framework Document, for its management, performance and future development.

### **Function and Aim**

1.3 SAAS's function is to administer such schemes of learner support as may be decided by the Scottish Executive(SE). It aims to do so in accordance with the principles of Best Value, working to:

- makes continuous improvements in performance;
- achieves efficiency and economy;
- measures achievement of the outcomes expected by Ministers, customers and stakeholders; and
- pays due regard to the requirements of the law and in particular the law relating to Equal Opportunities.

### **Objectives**

1.4 SAAS's main objectives are:-

- ◆ to process applications for support in line with published targets (see Annex A);
- ◆ to distribute Hardship and Mature Student Bursary funds to Scottish Further and Higher Educational Institutions on the basis of their assessed needs and to monitor the use institutions make of these resources;
- ◆ to pay to the Student Loans Company Ltd the Scottish share of both loan funds and administration costs, in accordance with arrangements agreed by the Company, DfES and SAAS;
- ◆ to maintain effective working relationships with SLC, DfES and those responsible for student support in Wales and Northern Ireland;
- ◆ to administer Individual Learning Accounts Scotland in partnership with Learndirect Scotland;

- ◆ to maintain the Register of Educational Endowments in accordance with Section 104 of the Education (Scotland) Act 1980;
- ◆ to provide a timely, accurate and helpful service to all customers, in line with best practice in both the public and private sectors;
- ◆ to pay, promptly and accurately, sums due under schemes of learner support and to recover sums owed to the Agency in an efficient and cost-effective manner;
- ◆ to budget and account properly for all funds allocated to the Agency;
- ◆ to reduce over time the unit cost of dealing with applications;
- ◆ to provide operational advice to colleagues responsible for developing learner support policy.

## **2. RESPONSIBILITIES**

### **Role of the Scottish Ministers**

2.1 Ministers are responsible for setting the policy and resources framework that the Agency operates in. Thereafter it is the responsibility of the CE to ensure that the Agency delivers the outcomes expected of it.

Ministers are accountable to the Scottish Parliament for what SAAS does. In turn, the CE is answerable to Ministers for running the Agency effectively. Each year, the Agency will update its Corporate Plan and put it to Ministers for approval. Ministers will keep the Agency's key performance measures under regular review. Periodically, they will set performance targets related to these measures which will be achievable but challenging. To help the CE meet these targets, Ministers will allow him full managerial authority for the Agency and the maximum financial freedom permissible within the normal rules of the Scottish Public Finance and Procurement Policy Manuals.

2.2 The Scottish Ministers will discharge their responsibilities in the light of advice from the Head of ETLCD and others they consider appropriate (including the Chief Executive of the National Health Service for Scotland in relation to the Nursing and Midwifery Bursary Scheme), by:-

- ◆ approving the Framework Document and any revisions to it;

- ◆ making appropriate Regulations governing the schemes for which the Agency has responsibility;
- ◆ approving SAAS's Corporate and Business Plans; and
- ◆ setting targets and monitoring SAAS's performance.

2.3 The Scottish Ministers will decide the appointment and pay of the CE. Employment will normally be on a permanent basis. However, the appointment to carry out the specific duties as CE of SAAS may be for a fixed term, with arrangements for review and extension as CE depending on performance.

2.4 The Scottish Ministers will not normally intervene in the day to day management of SAAS.

### **Role of Head of ETLLED**

2.5 The Head of ETLLED has the following responsibilities in respect of SAAS:-

- ◆ to advise the Scottish Ministers in the exercise of their responsibilities as in 2.1-2.4 above;
- ◆ to exercise his duties and responsibilities as the Departmental Accountable Officer for the SE budget from which the Agency is funded; and
- ◆ to ensure that SAAS receives support services that the SE has agreed to provide.

2.6 The Head of ETLLED has appointed the Head of the Lifelong Learning Group to be the Fraser Figure to exercise the first and third of the responsibilities listed in paragraph 2.5 above. The Head of Group will ensure that the CE is consulted before ETLLED puts any proposals to Ministers which would affect the schemes administered by SAAS (and vice versa).

2.7 The Head of Group also acts as a focal point within the SE for supporting and facilitating the work of the CE in meeting the Agency's objectives and targets. He advises the Head of ETLLED as necessary on how SAAS's proposed plans fit into wider Departmental policy objectives and on the level of resources required by SAAS.

2.8 The Head of ETLLED will formally discuss with the CE each year any policy issues arising in the course of preparation of the Corporate Plan. He will offer advice when requested by the CE on any major policy issues arising during the year which are not covered in the Corporate Plan and on any novel or contentious casework.

2.9 In exercising these functions, the Head of ETLLD may require the CE to supply appropriate information.

### **Role of the Chief Executive of the National Health Service in Scotland**

2.10 The Chief Executive of the National Health Service in Scotland has appointed the Management Executive's Director of Nursing as his adviser on policy matters relating to the Nursing and Midwifery Bursary Scheme. The Chief Executive of the National Health Service in Scotland is the Accountable Officer for the SE Budget from which funding for Nursing and Midwifery Bursaries comes.

### **Role of the Chief Executive, SAAS**

2.11 The SAAS CE is answerable to Ministers for the results achieved by the Agency and for planning its future development.

2.12 The principal duties of the CE are: -

- ◆ to supply leadership and direction;
- ◆ to achieve the performance targets set by Ministers (these will be based on the key performance measures set out in Annex A);
- ◆ to be responsible for SAAS's overall financial performance, efficiency and cost-effectiveness;
- ◆ to provide advice and information to Ministers and other parts of the SE on the operational aspects of learner support;
- ◆ to ensure that the Agency's activities remain customer focussed;
- ◆ to act as the final adjudicator in SAAS's formal complaints procedure;
- ◆ to install and maintain appropriate systems of financial control, corporate governance and risk management;
- ◆ to take responsibility for those personnel management responsibilities delegated to SAAS, including recruitment, motivation, development of staff, promotion and maintenance of good employee relations and provide a personnel management and training environment designed to attract and retain staff;
- ◆ to act in accordance with the ethical standards of the Civil Service Code and the precepts of the Code on

Access to SE Information (and the Freedom of Information (Scotland) Act 2002 when it is implemented on 1 January 2005);

- ◆ to act as Agency Accountable Officer for SAAS Running Costs (including the capital costs of IT) and to oversee the expenditure and receipts of SAAS Programme Expenditure, for which the Head of ETLLD, is the Departmental Accountable Officer;
- ◆ to prepare annual Corporate and Business Plans, propose performance targets and bid for resources;
- ◆ to submit to the Scottish Ministers and publish SAAS's Annual Reports and Accounts;
- ◆ to keep under review the provisions of the Framework Document and advise the Scottish Ministers of any desirable changes;
- ◆ to ensure arrangements are in place to secure Best Value.

### **3. ACCOUNTABILITY**

#### **The Scottish Ministers**

3.1 Ministers will answer to the Scottish Parliament for the functions of SAAS.

3.2 Ministers will encourage MPs and MSPs to communicate directly with the CE on operational matters within his authority. The CE will provide Ministers with any information necessary to answer Parliamentary Questions or deal with any other parliamentary business about matters for which SAAS is responsible.

#### **Accountable Officer Arrangements**

3.3 The Permanent Secretary of the SE is the Principal Accountable Officer for the Scottish Administration. He designates the Head of ETLLD as the Departmental Accountable Officer for the Budget provision from which the SE funds the Agency. The Principal Accountable Officer also designates the CE as the Agency Accountable Officer.

3.4 The CE is responsible for the preparation and signature of the Agency's annual accounts. The CE will provide ETLLD with such information as is necessary to prepare the resource accounts, which are signed by the Permanent Secretary. The CE will also report to the Head of ETLLD during the year, on a basis agreed between them,

on the progress of expenditure from the budget provision from which the Agency is funded.

3.5 The CE, as Agency Accountable Officer, is accountable for the proper, efficient and effective use of resources provided to the Agency (including Budget provision funding). Accountability is exercised in accordance with the allocation of responsibilities set out in this Framework Document. The CE is also responsible for ensuring that the relevant guidance and requirements of advice issued by SE Finance are met, and for putting into effect any recommendations accepted by Ministers or the Scottish Parliament. The CE's accountability is subject to the respective overall responsibilities of the Permanent Secretary of the SE as the Principal Accountable Officer, and the Head of ETLLD and the CE of the National Health Service in Scotland as Accountable Officers.

3.6 The CE, the Head of ETLLD and the CE of the National Health Service in Scotland, in their respective Accountable Officer roles are liable to be summoned to appear before the Audit Committee of the Scottish Parliament on the discharge of the responsibilities allocated to them in this Framework Document. It will continue to be for Ministers to decide who should represent them at other Parliament Committee hearings. In practice, where a Committee's interest is confined to the day to day operations of SAAS, Ministers will normally regard the CE, who will call on such specialist or technical support as he or she may require, as the person best placed to appear on their behalf.

### **Scottish Public Sector Ombudsman**

3.7 The Agency will maintain a customer complaints and appeals procedure which it will publicise in guidance (including that on the SAAS website). The activities of SAAS may be subject to investigation by the Scottish Public Sector Ombudsman. The Ombudsman will deal directly with the CE on any case where a complaint is made.

## **4. RESOURCE PLANNING AND MANAGEMENT**

### **Strategy and Management**

4.1 The CE will establish a Board to provide oversight of the direction and operations of the Agency. The Board will comprise:

- key Agency personnel as determined by the CE; and
- at least 2 independent external members, appointed through a fair, open and transparent process, who will provide an independent perspective.

### **Financial Provision**

4.2 The use of resources by SAAS is financed by expenditure authorised by the Scottish Parliament in the Budget Act. Forward provision is based on the forecast requirement for the payment of student support and nursing bursaries; the provision of agreed funding to qualifying institutions; the payment of the estimated sums required by the SLC and the payment of learning providers from Individual Learning Accounts.

4.3 SAAS may also, with the Scottish Ministers' agreement, undertake additional services on a repayment basis.

### **Financial Delegations**

4.4 The financial authorities set out in Annex B are delegated to the CE. They are designed to provide flexibility to make the most efficient use of resources. The delegations will be reviewed regularly with a view to maximising them.

4.5 The CE will be responsible for ensuring that relevant financial procedures are followed and may delegate authority in accordance with relevant guidance in the Scottish Public Finance Manual. The Agency will also put into effect any relevant recommendations of Scottish Parliamentary Committees or other parliamentary authority accepted by the SE.

### **Corporate and Business Planning**

4.6 The Agency will maintain a Corporate Plan covering a forward three-year period. This plan will be updated and submitted to Ministers annually for agreement. It will form the main basis for judging the performance of the Agency and will be used as an aid to its internal management. In particular, Heads of Units in the Agency will use the Corporate Plan as the basis for their annual business plans which in turn will determine the performance targets for teams and individual members of staff.

4.7 Exceptionally, if policy or circumstances change significantly in the course of the year, Ministers or the CE may propose revisions to the Plan, including changes to targets and financial resources. The CE will consult the Fraser Figure and/or the Head of ETLLED as appropriate on all such changes. Revisions will be subject to approval by the Scottish Ministers

### **Audit Committee**

4.8 An Audit Committee will be established in accordance with the relevant guidance in the SPFM to assist the Board in evaluating the effectiveness of the financial and management controls within the Agency. This committee will comprise the CE, external independent members and other key personnel as determined by the Board. The

Head of Internal Audit and a representative of Audit Scotland will also normally attend meetings.

### **Risk Management**

4.9 The CE will maintain a comprehensive risk management policy for the Agency which will be formally reviewed every two years and updated as necessary. The plan and outputs for risk management activities will be made available to Internal Audit and SE Finance Standards Branch as required.

### **Internal Audit**

4.10 The CE, in consultation with SE Audit Services, will establish an internal audit service in line with Government Internal Audit Standards and in a way which best demonstrates value for money. SE Audit Services will have right of access to SAAS, where required and after consultation with the CE, in order to give independent assurance to the ETLLD and the National Health Service Management Executive Accountable Officers in discharging their responsibilities.

### **External Audit**

4.11 SAAS will be subject to external audit by the Auditor General for Scotland.

### **Annual Reports and Accounts**

4.12 The CE will sign and present annually to Ministers an Annual Report and Accounts. The Annual Report will review SAAS's performance over the previous year and show whether targets and performance measures set by Ministers have been achieved. The accounts, in respect of those resources for which the Agency has policy responsibility i.e. administration costs, shall be prepared in accordance with a direction given by Ministers in accordance with Article 19(4) of the Public Finance and Accountability (Scotland) Act 2000. The Annual Report and audited Accounts will be laid before the Parliament and published before 31 December. The accounts must not be laid before they have been formally sent by the Auditor General to the Scottish Ministers and must not be published before they have been laid.

4.13 The Agency will operate financial and management accounting systems which enable management to review performance continuously against budgets and targets.

## **5. PERSONNEL**

### **Status of Staff and Conditions of Service**

5.1 The CE and SAAS's permanent staff are Civil Servants within the SE and will continue to be employed on Civil Service terms and conditions of service. They are also covered by the Principal Civil Service Pensions Scheme unless they opt otherwise.

5.2 The CE may review the terms and conditions of service of Agency staff in the business interests of SAAS. Variations to suit the Agency's particular circumstances may be introduced with the approval of Ministers after full consultation with the Head of Corporate Services, the Agency's staff and staff representatives.

### **Personnel Management**

5.3 The CE is responsible for determining the number and grades of staff in SAAS up to and including Band C Range 1.

5.4 The Agency aims to offer its staff career development opportunities and is committed to continuous learning. The CE is responsible for ensuring equal opportunities within SAAS. He is also responsible for ensuring the adequacy of personnel management arrangements and the provision of advice on training and personal and career development.

5.5 All staff can transfer between SAAS and other parts of the SE as a consequence of career planning and promotion, subject to the agreement of the CE and the Head of Corporate Services. Where staff are to transfer from other parts of the SE to SAAS, the CE will be directly involved in their selection.

5.6 The CE may recruit directly casual staff and external candidates to fill selected posts up to Band B or equivalent level in accordance with the provisions of the Civil Service Commissioners Recruitment Code. The CE and the Head of Corporate Services will consider sympathetically and positively requests from staff to pursue careers wholly or for an extended period within SAAS, in line with SAAS's need for developing specialised skills and experience.

5.7 The CE, in consultation with the Head of Corporate Services, will review at appropriate intervals the extent of SAAS's personnel responsibilities with a view to maximising the Agency's freedom to manage its staff.

### **Pay and Performance Incentives**

5.8 The CE's pay is determined by the Scottish Ministers (paragraph 2.3). The CE exercises the pay and allowances flexibilities generally available to Departments and Agencies in relation to all other SAAS staff. The CE may consider incentive schemes for all staff, or groups of staff. Staff representatives will be consulted on any such proposals and they will be subject to approval by the Minister for Finance and Public Services. A note to the Annual Report will record

any performance payments and their relationship to the achievement of published objectives.

### **Flexible Working Arrangements**

5.9 The CE is free to develop new working arrangements for all SAAS staff, subject to consultation with staff representatives and with the Head of Corporate Services, as appropriate.

### **Staff Relations**

5.10 The CE will determine, after consultation with staff and staff representatives, what arrangements are necessary to foster good staff relations. SAAS is committed to effective communication with all its staff and their representatives.

### **Training and Development**

5.11 The CE is committed to the training and development of all his staff. He will draw up, implement and keep under review a training and staff development strategy for the Agency. The Strategy will take account of SAAS's business priorities, as set out in its Corporate Plan, and the development needs of individual members of staff.

### **Health and Safety**

5.12 The CE is responsible for Health and Safety and will aim to achieve the highest standards of Health and Safety in the Agency's operations. The Agency will continue to receive advice from the SE's Health and Safety Adviser.

### **Welfare**

5.13 The Agency will continue to have access to the SE's Counselling and Welfare Service and the Employee Assistance Programme. The welfare of staff in terms of their physical working environment will be the responsibility of the CE.

## **6. SUPPORT SERVICES**

### **General**

6.1 The Agency is responsible for corporate planning, financial and personnel management (as described in sections 3, 4 and 5), accommodation and the development and maintenance of its computerised processing system. The Agency is also responsible for arranging its stationery supplies and costs associated with printing and public relations. The Agency will continue to utilise support services of the SE for media and communications, security, internal audit and accountancy services, central accounting and banking,

procurement advice (as provided by the Scottish Public Finance Manual and the Procurement Policy/ Instructions Manuals), library services, ICT systems support, accommodation and corporate responsibility advice. The Agency will participate in SE call off contracts whenever possible in order to achieve value for money.

### **Support Services Budgets**

6.2 Subject only to the requirements not to exceed the total budget, the CE may switch provision among services and obtain them from whichever supplier offers best value for money. Budgets for individual support services will reflect their full economic costs.

### **Legal**

6.3 As an Executive Agency for which Ministers are responsible SAAS will continue to receive legal services through the Office of the Solicitor to the SE (OSSE). Those services may be provided direct by OSSE or OSSE and the Agency may arrange for such services to be provided by an external supplier under OSSE's ordinary arrangements for outsourcing legal work. The provision of such services would be managed and monitored by OSSE Business Group.

### **For the Future**

6.4 The CE will from time to time review the provision of support services with appropriate parts of the SE. The criteria to be applied in this process will give proper consideration to the efficiency and effectiveness of the Agency and the SE as a whole.

## **7. REVIEW AND DEVELOPMENT**

### **Amendment and Review**

7.1 This Framework Document will be reviewed at three yearly intervals. Changes to the document on an ad hoc basis may also be proposed in the light of experience or changed circumstances.

7.2 The Head of ETLLD, the Head of Lifelong Learning Group, the Principal Finance Officer, the Head of Corporate Services and the Director of Corporate Development will be consulted as appropriate on any proposed changes prior to submission to the Scottish Ministers for approval. Where the proposed changes relate to staff terms and conditions of service they will also be the subject of consultations under the arrangements established in paragraph 5.10 of this document.

### **Publication**

7.3 Copies of this Framework document, and of any subsequent changes, will be placed in the library of the Scottish Parliament.

### **Enquiries**

7.4 All enquiries on the Framework Document should be addressed in the first instance to:

The Chief Executive  
The Student Awards Agency for Scotland  
Gyleview House, 3 Redheughs Rigg  
EDINBURGH, EH12 9HH  
Telephone number 0131-244-5867

## **ANNEX A**

### **STUDENT AWARDS AGENCY FOR SCOTLAND**

#### **Key Performance Measures**

1. To ensure that SAAS achieves the outcomes they want the Scottish Ministers have set 5 key performance measures and associated targets for the Agency. Each is concerned with an important and measurable aspect of SAAS's work. The targets are monitored during the year and SAAS's annual report shows whether they have been achieved. The targets are then reviewed by Ministers in consultation with the CE and adjusted as necessary.

2. Targets have been set covering the following aspects of performance:-

2.1 The quality of service provided to scheme users and educational institutions (as determined by the results of annual customer surveys) and also response times to incoming mail and telephone enquiries.

2.2 The timeliness of application processing, the promptness and accuracy of payment, as measured by the number of awards processed and payments made within specified periods and the nature and number of complaints received as a proportion of the total number of awards processed.

2.3 The timeliness and accuracy of payments to the Student Loans Company Ltd and Educational Institutions.

2.4 The efficiency and cost-effectiveness of administration measured against a range of financial and operational performance indicators.

2.5 The timeliness and accuracy of advice provided to the SE Enterprise, Transport and Lifelong Learning Department and Ministers.

## ANNEX B

### STUDENT AWARDS AGENCY FOR SCOTLAND

#### Financial and Purchasing Delegations

Within agreed overall budgetary provision, and subject to the guidance in the Scottish Public Finance and Procurement Policy Manuals, SAAS has delegated authority as set out below.

1. Students' Allowances Scheme, Postgraduate Students' Allowances Scheme, and Nursing and Midwifery Bursary Scheme costs.

In respect of student allowances, studentship scheme and nursing bursaries and receipts from overpayments the CE has authority, within the limits set out, to:-

- (1.) Commit expenditure and authorise payments Unlimited.
- (2.) Accept receipts; Unlimited but receipts in excess of those authorised by Budget Act must be surrendered to the Scottish Consolidated Fund.
- (3.) Authorise write-offs and make special or ex gratia payments; Up to a limit of £10,000 for write-off of an overpayment of an award or bursary and up to a limit of £2,000 for special or ex gratia payments.  
  
SE Finance should be consulted about any cases irrespective of the amount of money concerned, which are novel or involve important questions of principle.
- (4.) Incur contingent liabilities. Unlimited subject to departmental Finance Team being consulted about any proposals to incur contingent liabilities outside the normal course of business.

2. Student Loans and Hardship Funds.

In respect of student loans and Hardship Funds and receipts from student loans, the CE has authority, within the limits set out, to:-

- |                          |                                                                                                                           |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------|
| (1.) Authorise payments; | Unlimited                                                                                                                 |
| (2.) Accept receipts     | Unlimited but receipts in excess of those authorised by Budget Act must be surrendered to the Scottish Consolidated Fund. |

3. Student Loans Company Ltd running costs.

In respect of the Student Loans Company Ltd running costs, the CE of SAAS has authority within the limit set out, to:-

- |                                                                     |            |
|---------------------------------------------------------------------|------------|
| (1.) Authorise the Scottish contribution towards SLC running costs. | Unlimited. |
|---------------------------------------------------------------------|------------|

4. Agency Administrative costs.

In respect of SAAS's running costs the CE has authority within the limits set out, to:-

- |                                              |                                                                                                                                                                                                                                                    |
|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (1.) Commit expenditure; authorise payments; | Unlimited.                                                                                                                                                                                                                                         |
| (2.) Accept receipts;                        | Unlimited but receipts in excess of those authorised by Budget Act must be surrendered to the Scottish Consolidated Fund.                                                                                                                          |
| (3.) Let contracts;                          | Unlimited (but in accordance with EU legal requirements and Procurement Policy Manual rules on Non-Competitive Action).                                                                                                                            |
| (4.) Commission Consultants;                 | For individual contracts let by competitive procedures, up to a limit of £10,000 excluding VAT, and any follow-on work that might be expected.<br>A business case is required for all consultancy contracts likely to cost over £10,000 (exclusive |

of VAT). Business cases must be approved by Ministers and, for contracts likely to exceed £50,000 (exclusive of VAT), the First Minister's approval must be obtained.

(5.) Authorise losses and special payments;

a) Unlimited, apart from the categories listed below which are subject to a limit of £1,000:  
- losses arising from failure to make adequate charges for services/ use of property;  
- claims waived or abandoned;  
- special payments

(6.) Authorise Capital Expenditure; Unlimited.

(7.) Authorise Capital Expenditure on Information Technology.

Unlimited  
Business cases will be prepared for all projects and cleared with the Agency's Information Systems Steering Committee on which CISD and Finance are represented.