

BOARD OF MANAGEMENT – 28 NOVEMBER 2018

Minutes of the one hundred and nineteenth meeting of the Board of Management held at 10.30 am on Wednesday 24 October 2018 at Dundee and Angus College.

Members

- * Mr D Middleton (Chair)
- * Dr J Brown (Chief Executive)
- * Ms E Craig
- * Ms A Davis
- * Mr S Hagney
- * Mrs J Handley
- * Dr W Mayne
- * Mr H McKay
- * Mr G Smith
- * Mr R Stewart
- * Dr K Thomson

* indicates present

Officers

- * Ms J Blair
- * Ms M Cahill
- * Mr L Downie
- * Ms L Ellison
- * Mr J McMorris
- * Ms J Ross
- * Dr G Stewart

Observers

- * Ms L Sheppard, Scottish Government
- * Ms A Kerr, SQA

The meeting of was prefaced with a private discussion between the Chair and members of the Board at which they were informed of the Chief Executive's intention to retire from her position during the course of 2019.

119/1 OPENING REMARKS**1.1 Welcome and Apologies**

The Chair extended a welcome to all members of the Board, including Lesley Sheppard, Interim Deputy Director of Curriculum, Qualifications and Gaelic, who was in attendance from the Scottish Government.

The Board were also updated on the progress to address performance issues experienced in data processing hardware.

1.11 Declaration of Any Conflicts of Interest

There were no conflicts of interest raised.

1.12 Minutes of meeting held on 22 August 2018

The minutes were approved as an accurate record subject to the amendment of two small typos and the recognition of Ken Thomson's title as Doctor.

1.13 Matters Arising**1.3 Chief Executive's Report**

The Chair updated the Board that Ms Lorna Trainer, a valued member of SQA's Advisory Council for many years, had

accepted the honour of the SQA Fellowship 2018, which would be presented at the Star Awards next month.

2.21 Proposed Changes to Committee Remit

In discussion, it was clarified that the *Decisions Reserved for the Board of Management* were appended to the Standing Orders for the Board.

Other

The Chair homologated the Board's approval of the addendum to the Scottish Wide Area Network (SWAN) contract.

There were no other matters arising.

1.14 **Action Grid**

The contents of the action grid were noted.

1.15 **Workplan 2018**

The Board noted the workplan for 2018 and that the re-forecast Q2 update from Q0 Finance paper would be presented to the Board at this meeting instead of November as stated on the workplan.

1.2 **Chair's Report**

The Chair opened with an update on the preparations that he had been involved with for the SQA Star Awards, expressing his particular gratitude to Mr Smith and Dr Mayne for their assistance in judging the entries for the 'Pride o' Worth' award, which was to be presented for the first time this year.

The Chair's other SQA commitments had included various meetings with the Chief Executive, observing an All Staff Briefing held by Dr Brown, attending the SQA Long Service Awards held in Glasgow and the SQA Operations Conference in Lowden, at which he presented awards to Operations colleagues. The Chair noted that discussions were concluding on the membership of committees and that an outline of the spread was included in the Board papers for information.

Scottish Government engagements had included a meeting with Fiona Robertson and meeting with the Deputy First Minister alongside the Chief Executive.

The Chair concluded by updating the Board on his attendance at the launch of the Young Scot #SQAFutures report and SQA's response. He noted that the programme of work had provided a great arena for engagement and had been a hugely positive event. It was agreed throughout the Board that this culture of engagement should be something SQA continued to develop.

The Board noted the update.

1.3 **CHIEF EXECUTIVE'S REPORT**

The Chief Executive presented a full update on her activities since the last meeting of the Board, opening with a reinforcement of the Chair's

commentary on the launch of the Young Scot #SQA Futures report. The event had been very well attended and brought to the fore many interesting viewpoints on the shape of future assessments. She highlighted that in this Year of Young People, Scottish Government had acknowledged this work as a good example of a public body/young people engagement with serious and strategic intent.

The Chief Executive updated the Board on the launch of new SQA Awards in Mental Health and Wellbeing, highlighting that these were already being delivered by several schools across Scotland, with a number of Colleges also indicating that they planned to enter candidates across their campuses in January 2019.

She also updated the Board on SQA's participation in the Malpractice Review being undertaken by the Joint Council of Qualifications (JCQ) and led by an independent Chair. The programme of work would cover the malpractice issues identified in the delivery of both National and Vocational qualifications across the JCQ Awarding Bodies and help to inform any changes SQA may take in its own approach.

The Board noted the content of the Chief Executive's Report.

119/2 PAPERS FOR APPROVAL

2.1 Corporate Parenting Plan 2018-21

The duties of the Children and Young People (Scotland) Act 2014 required SQA to review and update its Corporate Parenting commitments regularly and to publish a revised Corporate Parenting Plan every three years.

Ms Cahill, Director of Corporate Services, presented SQA's revised draft commitments for the period 2018-21. It was highlighted to the Board that these revisions had been informed by the feedback received from engagement with Who Cares? Scotland and the Young People's Champions Board. Ms Cahill commented on the passion and enthusiasm with which SQA approached its Corporate Parenting commitments, often being exemplified in shaping the direction of development in other organisations.

The Board welcomed sight of the plan and embraced the commitments outlined. Highlighting the importance of identifying clear metrics of success, SQA was encouraged to learn from the value of engaging with other agencies to share plans and lessons learned.

Ms Cahill thanked the Board for the number of useful comments for incorporation into the plan.

2.2 Recommendation Report for Assessment Creation and Delivery System

With the current Assessment Creation and Delivery System (ACD) contract due to expire after the 2018 Examination session, a procurement exercise was undertaken to identify an appropriate system to support SQA's needs.

Mr Downie, Director of Business Systems, presented the Tender Evaluation Report to the Board for approval, detailing the procurement process and outlining the potential benefits for SQA.

It was essential that SQA could continue to deliver on its commitments and that the new contract period would allow time for the further definition of any changes that could emerge from SQA's Change Programme.

The Board approved the awarding of the contract to BTL Group, covering a four year period.

119/3 PAPERS FOR DISCUSSION

3.1 Certification 2018 Lessons Learned

A presentation was delivered to the Board with input from all business areas, detailing opportunities for improvement to service delivery in 2018-19 that were identified through.

The Board welcomed the update and that a strategic review of the diet was being led by the Director of Business Development and was for completion by the year end. This work sought to identify any fundamental changes and improvements that should be undertaken over the longer term.

The Board acknowledged the significant undertaking involved in lessons learned exercises and supported the approach it represented to continuous improvement through these types of activities.

3.2 Financial Performance Report to 30 September 2018 – Q2 Update

Ms Ellison, Director of Finance, tabled a paper setting out the Quarter 2 (Q2) forecast, an update of the 2018-19 Q0 forecast, reflecting the amalgamation of recent submissions from the business.

Ms Ellison highlighted change in financial position, noting the reduction in additional grant requirement from the Q0 position. Ms Ellison indicated that ongoing discussions with Scottish Government were taking place on the requirement for additional capital funding.

The Board noted the forecast position for 2018-19 and the movement from the Q0 position.

3.3 NQ Certification Programme Group Report

Ms Blair, Director of Operations, presented an update on the National Qualifications Certification Programme Group and highlighted that the SQA Investment Proposal item would address those factors reported on amber.

The Board noted the contents of the report.

3.4 HN, Vocational and International Certification Programme Group Report

Ms Blair, Director of Operations, presented an update on the HN, Vocational and International Certification Programme Group and highlighted that the SQA Investment Proposal item would address those factors reported on amber.

The Board noted the contents of the report

3.5 **RNQ Programme Report**

The RNQ Programme Report that had not been included in the papers due to an oversight. Copies of the report were circulated to the Board and presented by Dr Stewart, Director of Qualifications Development.

The Board noted the update on the RNQ Programme, and was pleased that the status of the overall programme was green.

3.6 **Corporate Risk Register**

Ms Cahill, Director of Corporate Services, presented the current status of the Corporate Risk Register, highlighting those changes as a result of deliberations at the recent meeting of the Audit Committee.

The Board discussed and noted the Corporate Risk Register.

3.7 **SQA Investment Proposal 2018-19 – 2020-21**

Mr Downie, Director of Business Systems, presented to the Board the SQA Investment Proposal that had been submitted to the Scottish Government in August 2018, seeking funding to support changes to processes in line with the SQA Change Programme.

Mr Downie informed the Board that discussions on the document had taken place with the Scottish Government Sponsor Team, Finance Business Partner and Chief Information Officer, although with significant pressures on the Scottish Government Education Budget, the proposal remained under consideration.

Mr Downie explained that the proposal prioritised those services required to ensure safe delivery of certification and the development of systems that provide agility to respond to changing requirements and future business needs.

The Board thanked Mr Downie and Mrs Ellison for their input in developing such a detailed and comprehensive proposal. It was acknowledged that SQA required the requested additional investment to support future delivery of its commitments.

Mr Downie provided assurance to the Board as to SQA's cyber security approach.

The Chair assured the Board that he would continue to keep updated on the situation through regular contact with the Chief Executive.

119/4 **PAPERS FOR INFORMATION**

4.1 **Change Programme Highlight Report**

The Board noted the report on progress against the various workstreams of the SQA Change Programme.

4.2 **Business Development Report**

The Board noted the Business Development activity in all key markets as at P6 (30 September 2018) against Q2 forecasts.

4.3 **Cash Position**

The Board noted the position for the year based on the 2018-19 Q0 accruals forecast, accepting it as an assurance on the current position

4.4 **Equality Update**

Due to time pressures, it was agreed that the Equality Update would be brought back to the Board at its meeting on 28 November 2018.

4.5 **SQA Performance Committee**

The Board noted the outline of the Committee remit, and that Ms Craig would convene the inaugural meeting of the Committee in November.

NOTE - the Performance Committee did not hold its inaugural meeting as planned in November and the meeting was to be rescheduled for early in 2019.

4.6 **Committee Reports**

4.61 **Audit Committee – 30 July**

The minutes of the Audit Committee were noted by the Board.

4.62 **Advisory Council – 29 August**

The Board noted that the minutes would be available for the Board to note at the next meeting.

4.63 **Qualifications Committee – 19 September**

The Board noted that the minutes would be available for the Board to note at the next meeting.

4.64 **Accreditation Committee – 25 September**

The minutes of the Accreditation Committee were noted by the Board.

4.7 **Committee Membership**

The paper detailing Board Members' Committee Membership was noted by the Board.

4.8 **Meeting Dates 2018**

The Board noted and agreed to diarise the Board of Management meeting dates for 2019.

119/5 **ANY OTHER BUSINESS**

The Chair closed the meeting with a reminder to the Board that Mr Ritchie, Principal of Dundee and Angus College and his Senior Management Team would be joining

the Board after the conclusion of the meeting for informal discussion with members and a tour of the College facilities.

There were no matters raised under any other business.

119/6 DATE OF NEXT MEETING

The next meeting of the Board would take place on Wednesday 28 November 2018 at 10am in Optima.