Executive Management Team – 26 July 2024

SQA'S CORPORATE PLAN 24-27: CONCLUDING WORKS

Accountable Director	John McMorris
Presented by	Yazmin Raven
Purpose	

SQA Corporate Plan 2024-27: Initial feedback from the Scottish Government (SG) was largely positive about works undertaken to develop the SQA Corporate Plan 2024-27 (CP). Further feedback has been directly focused on the measures and targets against each deliverable, with a strong call from SG that these require further definition. This has been echoed by members of the Performance Committee in July 2024 following a meeting the Director of CSBD and members of the Strategic Planning and Governance area.

[redacted]

Decision /Approval	Assurance	Discussion/Next Steps	Information
☒	☐	☒	☐

Has an EqIA has been completed? Yes/No

Summary of key issues

SQA Corporate Plan 2024-27

Positive feedback from SG and the Performance Committee (PC) has been well received. Further works are requested from both SG and PC members on measures and targets to allow SQA to finalise its CP 24-27. This relates to, each of which have been broken down with further detail below as guidance for EMT members:
1. Performance measures and targets
2. Performance vs Risk
3. EDI

Performance measures and targets

Baseline targets are sought for every deliverable; i.e., what is the end goal. Milestones are also sought throughout the year; this can be every quarter or every 6 months, as long as this is defined now. This allows the SG and PC to reflect on these progression points in terms of the baseline goal / target for the deliverable and comment on progress, challenges, and points of escalations. Without this, it is difficult to assess what 'good' or 'bad' looks like at the PC in terms of the RAG status reported on the QPR.
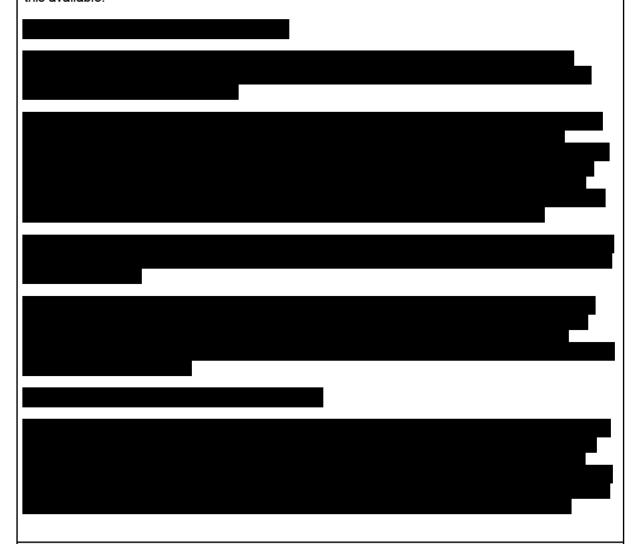
Recently developed Ambition Statements will be added to each page of the QPR for a forward-trajectory look in future.

Performance vs Risk

Agreement for PC members that the AC and PC separation should remain and clarity provided to deliverable owners on how they RAG items in the QPR. Where the performance measure is indication good progress, the RAG should reflect this, while remaining cognisant of the risk that it may contain. Examples given related to potential strike action being the reason for some QPR RAG statuses being marked as Amber, when the performance was yet unimpacted.

EDI

To mainstream inclusion, this deliverable should be mapped to all five outcomes. Additional emphasis was given to deliverables, in that they should contain a commentary on EDI. The same ask was made when operational planning was set out for SLTs and some business areas now have this available.

Recommendation(s)

SQA Corporate Plan 2024-27
- Deliverable owners are asked to review their baseline goal and associated key milestones and measures. These are required to be defined to conclude the CP 24-27.
- Deliverable owners are asked to review the QPR returns and RAG statuses in terms of current performance specifically.

- Deliverable owners are asked to review their deliverable and comment on EDI specifically, in line with the EDI mainstreaming deliverable.

[content redacted]

This work has previously been considered and approved by the following Internal Governance Group(s):			
Executive Management Team	☐	Finance and Performance Group	☐
Standards and Policy Group	☐	People and Culture Group	☐
Code of Practice Governance Group	☐	Portfolio Board	☐
Markets, Products and Commercial Group	☐	Other. Please specify below:	☐

When complete, please submit with any supporting papers to ceo.office@sqa.org.uk by paper deadline. Deadlines can be found by visiting the Corporate Office intranet site.