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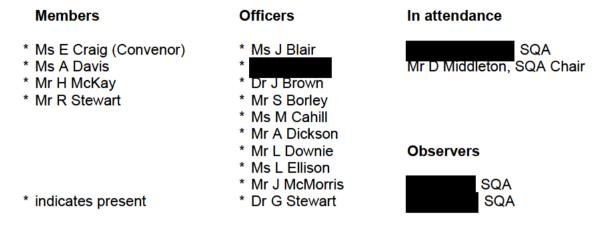
PERFORAMNCE COMMITTEE – 20 MAY 2019   **For approval**

Minutes of the first meeting of the Performance Committee held on Monday 18 February 2019 at 11 am in Forth, the Optima Building, Glasgow.

Members	Officers	In attendance
* Ms E Craig (Convenor)	* Ms J Blair	██████████ SQA
* Ms A Davis	* ██████████	Mr D Middleton, SQA Chair
* Mr H McKay	* Dr J Brown	
* Mr R Stewart	* Mr S Borley	
	* Ms M Cahill	
	* Mr A Dickson	
	* Mr L Downie	**Observers**
	* Ms L Ellison	
	* Mr J McMorris	██████████ SQA
* indicates present	* Dr G Stewart	██████████ SQA

1/1 WELCOME AND APOLOGIES

The Convenor, Ms Craig, welcomed members to the first meeting of SQA's newly constituted Performance Committee.

A welcome was also extended Mr David Middleton, SQA Chair, ██████████ and ██████████ from the Corporate Office, SQA.

There were no apologies.

1/2 DECLARATION OF ANY CONFLICTS OF INTEREST

There were no conflicts of interest declared on the agenda.

1/3 MINUTES OF THE FINAL MEETING OF THE INTERNATIONAL AND COMMERCIAL COMMITTEE

The Convenor explained that the last meeting of the International and Commercial Committee had taken place on 30 July 2018.   The minutes had been presented and noted by the SQA Board on 22 August 2018; but had not been formally approved.

Given the similar membership, this Committee would be invited to approve the draft minutes of the final meeting of the International and Commercial Committee and bring the Committee's business to a close.

The minutes from the final meeting of the International and Commercial Committee held on 30 July 2018 were approved as an accurate record of the meeting.

1/4 DRAFT STANDING ORDERS

The Convenor presented the draft Standing Orders to the Committee that set out the formal constitution and arrangements for conducting the business.

During the ensuing discussion the Committee suggested and agreed the following amendments to the Standing Orders:

▪ *Section 1 - Membership and Appointments*

In the future, the Committee may seek individuals with specialist advice or skills that could not be met from within existing membership; therefore, narrative to allow the option to appoint co-opted members to the Committee would be included.

Narrative to be included to clarify who shall hold voting rights, and that the Chief Executive would normally attend meetings of the Committee.

▪ *Section 4 - Quorum*

The quorum of the Committee would be the Convenor/Deputy Convenor and two non-executive members (4.1).

▪ *Section 11 - Delegated Authority and Duties of the Performance Committee*

The narrative around significant policy decisions reserved for approval by the SQA Board had related to the preceding International and Commercial Committee, and would be removed (11.2).

The narrative referring to the Committee as working group based on SQA's corporate objectives would be removed and replaced with the Committee's remit (11.3).

One of the Committee's primary functions was to monitor the achievement of best value and benefits realisation, it was agreed that specific narrative around this would be included (11.3.4).

▪ *Section 12 - Approval and Amendment to the Standing Orders*

As a newly established Committee, it was agreed that it would be sensible to review the Standing Orders annually (12.2).

Subject to the above, the Committee agreed that the Standing Orders would be presented to the SQA Board for formal approval at its next meeting on 27 March 2019.

The SQA Chair took the opportunity to advise that Standing Orders for all sub-Committees of the SQA Board would be aligned to annual reviews in due course.

1/5 **WORK OF THE PERFORMANCE COMMITTEE**

i **Corporate planning process and impact on Performance Committee**
ii **Strategic Goals Deep-dives**

The Convenor lead on a presentation that provided an overview to the Committee on the Strategic Plan and quarterly performance review (QPR) processes. She explained that the QPR presented that day (Q3) and the May meeting (Q4) would be based on SQA's current Corporate Plan 2018-21. From the August meeting, the QPR would be based on SQA's 2019-22 Corporate Plan.

Mr Borley went on to provide an overview of the proposed deep-dives into SQA's Strategic Goals, the rationale behind the spread of responsibility across Directorates and the grouping of the Goals. The proposed schedule was consistent with the SQA Board workplan and would take cognisance of peak activity within and across Directorates. The Committee agreed that the annual plan should be included in the flow chart that detailed the strategic plan timetable.

Noting that Goal 9 related to SQA Accreditation and would be omitted from the deep-dives, the Committee proposed that the Accreditation Committee discuss and monitor the performance of its Goal. Mr Stewart, Convenor of the Accreditation Committee, endorsed the approach.

During discussion, the Committee agreed that there should be sufficient time to fully discuss each deep-dive. It was highlighted that, in time, the QPR would evolve to a format that clearly indicated any areas that required deep-dives. It was decided to agree the focus of discussions at the preceding meeting.

iii **Benefits Realisation Overview**

Ms Ellison provided an overview of the process introduced at the beginning of 2017-18 to capture and report on the realisation of benefits under seven identified categories across SQA.

The Committee discussed the importance of capturing and reporting on both financial and non-financial benefits, and in particular the challenge of identifying the impact of benefits in the wider education sector. Ms Ellison advised that the cross organisational Benefits Realisation Group had made progress, and had unveiled improvements to the approach for identifying and tracking benefits. There remained some instances where benefits were being delivered but not captured.

Noting the overview, the Committee agreed that there would be an update on Benefits Realisation provided to every meeting.

iv **Workplan**

The Convenor led on the discussion around the development of a workplan for the Committee, and that standing items for every meeting would include the QPR and Benefits Realisation updates.

The Committee agreed that the May meeting would focus on the outcomes, deliverables and metrics for the proposed new 2020-23 Strategic Plan.

Regarding the deep-dive areas of the Strategic Goals, the Committee agreed that the topics would be decided following discussion on the QPR, the deep dive topic(s) would be identified and would then be presented at the next Committee meeting, i.e. areas for deep dive would be identified and agreed during the May meeting for presentation at the August meeting etc. Noting, that this approach may not provide sufficient preparation time for SQA Officers, it was agreed that as a newly established Committee, the approach would be monitored. It was also agreed that the agenda would be kept sufficiently fluid to address any urgent performance issues, which may arise.

1/6   **QUARTERLY PERFORMANCE REVIEW**

The Chief Executive led on presenting the executive summary and was pleased to advise that the overall position was at green. The following areas were covered in the course of discussion:

- Strategic Goal 1

  There were a number of critical success factors reporting at amber and the Committee was reassured that contingency plans were in place and would be closely monitored by the Executive Management Team (EMT).

  There was a performance issue with hardware, which following comprehensive testing has now moved into the 'live' stage. No further failure points had been identified and additional contingencies were under development.

  The Committee was assured that a contingency plan had been developed for Brexit and would be discussed with the Scottish Government.

- Strategic Goal 7

  Issues with a number of major projects with external suppliers remained closely monitored and the Incident Management Team (IMT) met regularly to ensure no slippage.

The Committee were reminded that detailed breakdown of the KPMs were discussed at the quarterly Management Team meetings, where the executive summary on SQA's progress were agreed; namely the first page of the QPR document presented to the Committee (this format had been previously agreed by the Audit Committee). The supporting pages of the document remained unchanged from Management Team meeting, hence why some critical success factors were reported at amber. The Committee were reassured that the current status would always be presented for discussion.

It was reiterated that the nature and content of the QPR was under development and the current format of the report would continue to be used. Considering the evolution of the QPR, the Committee suggested that narrative could be included about measure impact and influence, and the inclusion of trends on variations in year and on previous years. In the intervening period, the Committee requested that if there are any changes in critical success factors post Management Team meeting, then narrative should be included to explain the change to the Committee. Also agreed, was that going forward the RAG of the QPR report would be presented in A3 format.

1/7   **ANY OTHER BUSINESS**

There was no other business raised for the consideration by the Committee.

1/8   **DATE OF NEXT MEETING**

The next meeting of the Committee would take place on Monday 20 May 2019 in the Optima Building, Glasgow.