SCOTTISH QUALIFICATIONS AUTHORITY   PC17/3 i

PERFORMANCE COMMITTEE – 16 MAY 2023   For approval

Minutes of the seventeenth meeting of the Performance Committee held on Tuesday 7 February 2023 at 2pm by Microsoft Teams.

Members

* Ms A Davis (Convenor)
* Mrs J Handley
* Ms M Wailes

Officers

* Mr M Baxter
* Ms J Blair
* ██████████
* Mr J Booth
* Mr M Campbell
* Mr A Dickson
* Mrs D Mahmoud
* Mr J McMorris
* Ms Y Raven
* Ms F Robertson
* Dr G Stewart
* Mr M Ware

In attendance

* ████████████, SQA
* Mr S Borley, SQA (PC17/1 – 17/7 only)
* ████████████, SQA
* ████████████, SQA (PC17/1 – 17/7 only)
* ████████████, SQA
* ████████████, SQA
* ████████████, SQA (PC17/7 only)
* ████████████, SQA
* Dr S Pope, SQA (PC17/8 only)
* Mr G Smith, SQA Board member (PC17/7 only)

* indicates present

17/1 **WELCOME AND APOLOGIES**

The Convenor welcomed everyone to the seventeenth meeting including, Ms Michelle Wailes, new Board member and member of the Performance Committee, Mr Martyn Ware in his newly appointed role of Director of Policy, Analysis and Standards, ██████████, ██████████, and ██████████, who were joining the meeting from the Chief Executive's Office.

Apologies for absence were received from Mr Middleton.

17/2 DECLARATION OF ANY CONFLICTS OF INTEREST

There were no conflicts of interest declared on the agenda.

17/3 PREVIOUS MEETING

i **Minutes from previous meeting**

The minutes of the sixteenth meeting held on 8 November 2022 were approved as an accurate record of the meeting.

ii **Action Grid**

The Committee noted that action 16/8 was to close and had been added to the Committee workplan for the meeting on 7 November 2023.

iii **Workplan**

The Committee noted the contents of the workplan.

17/4 MATTERS ARISING

There were no matters arising.

17/5 QUARTERLY PERFORMANCE REVIEW – Q3

Ms Raven introduced the Quarterly Performance Review (QPR) noting that this was based on SQA's Performance Framework to allow the Finance & Performance Group and the Performance Committee to clearly determine the extent to which SQA is meeting its strategic outcomes.

█████ provided a comprehensive overview of the report that covered the period October to December 2022. He reported on the success factors across the report including NQ delivery and Mr Baxter provided a brief update following the announcement of the NQ 2022 evaluation the previous week.

Mr Booth updated the Committee on the refreshed approach to reporting on communications directorate outcomes, this was welcomed by the Committee.

Reporting on internet resilience, █████ noted that the availability of resources and hardware had meant schedule changes in some projects, and this would report as Amber until these changes were scheduled.

The Committee thanked █████ for the update.

17/6 STRATEGIC BEST VALUE AND FINANCIAL IMPROVEMENT PROGRAMME

Mr Dickson provided an overview of the programme of work and the developments to date within the programme, noting the actions required within SQA to move to next level of Best Value Self-Assessment.

Mr Dickson reported that the approach would be a balanced one, with some actions achievable in short course. Priority actions would be identified, and continuous

improvement promoted throughout the organisation. Mr Dickson noted that some actions had been built into Q0 as part of the budget setting process for the organisation that would be undertaken between that time and the end of March.

The Committee noted that these actions would be integrated to report with financial reporting more generally moving forward, extending the focus to include productivity, output and improvement to ensure the most effective use of resource.

17/7 SQA PEOPLE SURVEY 2022

SQA Board member, Mr Grahame Smith joined the meeting as an observer for this item.

The Committee was joined by ███████████, who delivered presentation providing an overview of engagement and key messages emerging from the 2022 SQA People Survey.

███████████ reported that the survey had been conducted between October and November 2022. 738 colleagues completing the survey and engagement showed an increase from the previous survey in 2021.

Full results had been published on the SQA Intranet and the Executive Management Team (EMT) had published their response and intention to review and consider the results more comprehensively at local levels. To achieve this, conversations were planned across directorates and within teams to create management action plans and address points where teams feel that they could be scoring better.

The Committee discussed the impact of reform on the survey results, acknowledging that the process was external with the impact on staff largely out with SQA's control. EMT remain committed to supporting staff fully throughout this process. The Committee suggested that the inclusion of verbatim comments or thematic breakdowns would be useful in the reporting of future surveys.

Mr Smith and ███████████ left the meeting.

17/8 UPDATE ON SQA'S RESEARCH AND ANALYSIS STRATEGY

The Committee was joined by Dr Sue Pope, Head of Research & Evaluation, who delivered a presentational update on progress made against SQA's research and analysis strategy since initial presentation in 2022 and planned next steps.

Dr Pope reported that an important development had been the establishment of the Policy, Analysis and Standards (PAS) Directorate which would ensure that research pertains to organisational needs and allow research evidence analysis to inform decision making and leadership both internally and externally. As Scotland goes through the current period of tremendous educational reform, it would be critical that decisions, wherever possible, are based on evidence and use evidence gathered through evaluation to achieve national aspirations for development and transformation of delivery of qualifications and assessment.

Dr Pope provided an overview of the evaluation of the 2021 alternative certification model and its key findings. Next steps for the strategy would include:

- Completion of evaluations of Awarding 2022 and HNVQ.
- Planning the evaluation of Awarding 2023.
- Developing a code of practice for research, evaluation and analysis in SQA.
- Building internal and external networks, including reference groups.
- Building research capability in PAS and across SQA.
- Identifying priorities for research activity.
- Raising awareness of research activity via the intranet, regular internal and external events.

The Committee discussed the strategic themes of the Hayward review and Withers review of the skills landscape. The Committee agreed that there was an important opportunity here for SQA to use its wealth of qualitative and quantitative data to feed into issues that impact on both the organisation and the wider system.

The Committee thanked Dr Pope and she left the meeting.

17/9 **FOCUS FOR NEXT MEETING**

The Committee considered the items for the next meeting and agreed the agenda would be established from the workplan.

17/10 **ANY OTHER BUSINESS**

There was no further business raised.

17/11 **DATE OF NEXT MEETING**

The next meeting of the Committee would take place on Tuesday 16 May 2023 and would be held by MS Teams.