



Cc: [redacted – exemption applies]; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)

Subject: Publication of the ICEA Report

Dear Council Members

Your report will be published on Tuesday 26 June, and we are planning to issue a press release to publicise it. We do expect there to be media interest in the report, and it would be helpful if you could supply a quote from the ICEA that we can use in the press release, and agree amongst yourselves which one of you would be available for any media interview requests on Tuesday or Wednesday next week.

Thanks again for all the hard work you have put into producing the first formal report of the ICEA.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

## **Email Chain 2**

From: Harris Alma [redacted – exemption applies]

Sent: 26 June 2018 13:17

To: [redacted – exemption applies]

Cc: Allison Skerrett; Avis Glaze; Carol Campbell; Chris Chapman; [redacted – exemption applies]; Graham Donaldson; Gadhia, Jayne-Anne; NG Pak Tee (GPL, PLS); Lindsey Watt; Sahlberg Pasi; Andrew Hargreaves; [redacted – exemption applies]; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)

Subject: Re: Publication of the ICEA Report

Great thanks [redacted – exemption applies]

[Professor Alma Harris](#)

On 26 June 2018 at 13:09, [redacted – exemption applies] wrote:

Hi Alma

The link to the press release is attached below.

<https://beta.gov.scot/news/strengthening-scottish-education/>

[redacted – exemption applies]

From: Harris Alma [redacted – exemption applies]

Sent: 26 June 2018 12:34

To: [redacted – exemption applies]

Cc: Allison Skerrett; Avis Glaze; [redacted – exemption applies]; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)

Subject: Re: Publication of the ICEA Report

Thanks [redacted – exemption applies] can you circulate the press release too. Thanks

On Tue, 26 Jun 2018 12:32 , <[redacted – exemption applies] > wrote:

Dear Council Members

I attach a link to the published report.

<http://www.gov.scot/Publications/2018/06/8477>

Kind regards

[redacted – exemption applies]

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From: [redacted – exemption applies]

Sent: 22 June 2018 16:52

To: [redacted – exemption applies] Andrew Hargreaves

Cc:[redacted – exemption applies]; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)

Subject: Publication of the ICEA Report

Dear Council Members

Your report will be published on Tuesday 26 June, and we are planning to issue a press release to publicise it. We do expect there to be media interest in the report, and it would be helpful if you could supply a quote from the ICEA that we can use in the press release, and agree amongst yourselves which one of you would be available for any media interview requests on Tuesday or Wednesday next week.

Thanks again for all the hard work you have put into producing the first formal report of the ICEA.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

**Email Chain 3**

From: Sahlberg, Pasi J [redacted – exemption applies]  
Sent: 26 June 2018 12:58  
To: [redacted – exemption applies]  
Subject: Re: Publication of the ICEA Report

Thanks, [redacted – exemption applies]

Pasi

From: [redacted – exemption applies]  
Date: Tuesday, 26 June 2018 at 13.33  
To: [redacted – exemption applies]; Pasi Sahlberg [redacted – exemption applies] , Andrew Hargreaves [redacted – exemption applies]  
Cc: "[redacted – exemption applies]"  
Subject: RE: Publication of the ICEA Report

Dear Council Members

I attach a link to the published report.

<http://www.gov.scot/Publications/2018/06/8477>

Kind regards

[redacted – exemption applies]

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From: [redacted – exemption applies]  
Sent: 22 June 2018 16:52  
To: [redacted – exemption applies] ; Andrew Hargreaves  
Cc: [redacted – exemption applies] ; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)  
Subject: Publication of the ICEA Report

Dear Council Members

Your report will be published on Tuesday 26 June, and we are planning to issue a press release to publicise it. We do expect there to be media interest in the report, and it would be helpful if you could supply a quote from the ICEA that we can use in the press release, and agree amongst yourselves which one of you would be available for any media interview requests on Tuesday or Wednesday next week.

Thanks again for all the hard work you have put into producing the first formal report of the ICEA.

Kind regards

[redacted – exemption applies]  
[redacted – exemption applies]

## Email Chain 4

From: [redacted – exemption applies]  
Sent: 25 June 2018 08:10  
To: Christopher Chapman  
Subject: Re: Publication of the ICEA Report

Hi Chris  
My mobile is [redacted – exemption applies]

[redacted – exemption applies]

From: Christopher Chapman  
Sent: Sunday, 24 June 2018 19:14  
To: [redacted – exemption applies]  
Subject: Re: Publication of the ICEA Report

Hi [redacted – exemption applies]

We will be around from 11:30. If you send your Mobile I'll call when we arrive.

Best  
C

Sent from my iPad

On 24 Jun 2018, at 17:10, [redacted – exemption applies] wrote:

Hi yes that would be good. I'm only around in the morning. What time suits you?

[redacted – exemption applies]

Sent from my BlackBerry 10 smartphone.

From: Christopher Chapman  
Sent: Sunday, 24 June 2018 16:16  
To: [redacted – exemption applies]  
Subject: Re: Publication of the ICEA Report

Hi [redacted – exemption applies]

I'm in VQ tomorrow. Perhaps we could have a quick chat about this then? I'm interviewing all Wednesday.

With best wishes

Chris

[redacted – exemption applies]

From[redacted – exemption applies]  
Date: Friday, 22 June 2018 at 16:52  
To: [redacted – exemption applies]  
Christopher Chapman [redacted – exemption applies]  
Subject: Publication of the ICEA Report

Dear Council Members

Your report will be published on Tuesday 26 June, and we are planning to issue a press release to publicise it. We do expect there to be media interest in the report, and it would be helpful if you could supply a quote from the ICEA that we can use in the press release, and agree amongst yourselves which one of you would be available for any media interview requests on Tuesday or Wednesday next week.

Thanks again for all the hard work you have put into producing the first formal report of the ICEA.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

## **Email Chain 5**

From: Harris Alma [redacted – exemption applies]  
Sent: 22 June 2018 17:44  
To: [redacted – exemption applies]  
Subject: Re: Publication of the ICEA Report

Thanks [redacted – exemption applies] this is good news. I will alert Andrew to expect the press release.

Best  
Alma

On Fri, 22 Jun 2018 16:52 , [redacted – exemption applies]wrote:  
Dear Council Members

Your report will be published on Tuesday 26 June, and we are planning to issue a press release to publicise it. We do expect there to be media interest in the report, and it would be helpful if you could supply a quote from the ICEA that we can use in the press release, and agree amongst yourselves which one of you would be available for any media interview requests on Tuesday or Wednesday next week.

Thanks again for all the hard work you have put into producing the first formal report of the ICEA.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

## **Email Chain 6**

From: Harris Alma [redacted – exemption applies]

Sent: 01 May 2018 16:57

To: [redacted – exemption applies]

Cc: Graham Donaldson; Andrew Hargreaves

Subject: Re: ICEA Report

Thanks [redacted – exemption applies], I typed up the flip charts from our discussion that's all. We have yet to decide as a group how we are proceeding with the report and the process of writing.

I circulated the notes to all ICEA members.

Best  
Alma

On Tue, 1 May 2018 16:27 , [redacted – exemption applies] wrote:  
Hi Alma

Graham Donaldson mentioned that you were making a start on drafting the ICEA report, is that correct? If so, I will start pulling together the background information that Council members mentioned would be helpful at the meeting last week, and send it on to you.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

## **Email Chain 7**

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From: [redacted – exemption applies]

Sent: 11 May 2018 09:50

To: [redacted – exemption applies]

Cc: [redacted – exemption applies]

Subject: RE: Teleconference - International Council of Education Advisers

Hi [redacted – exemption applies]

Fiona is out of the office in the afternoon on the 21<sup>st</sup> so I have provisionally held the 22<sup>nd</sup> May.

Thanks,

[redacted – exemption applies]

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From: [redacted – exemption applies]  
Sent: 11 May 2018 08:25  
To: [redacted – exemption applies]  
Cc: [redacted – exemption applies]  
Subject: Teleconference - International Council of Education Advisers

Hi [redacted – exemption applies]

I am looking to secure an hour slot in Graeme and Fiona's diary at around 1600 on either 21 or 22 May. This is to participate in a teleconference with all members of the International Council of Education Advisers to discuss progress and next steps going forward. We are looking to have a half hour pre meet and a half hour teleconference, so ideally, if it is not possible to secure an hour in diaries, a half hour slot is fine!

Grateful if you can advise on availability. I am looking to set arrangements today so it would be greatly appreciated if you could get back as soon as possible 😊

Happy to discuss.

Thanks  
[redacted – exemption applies]

[redacted – exemption applies]

### **Email Chain 8**

From: Harris Alma [redacted – exemption applies]  
Sent: 15 May 2018 08:53  
To: [redacted – exemption applies]  
Cc: Allison Skerrett; Avis Glaze; Carol Campbell; Chris Chapman; [redacted – exemption applies]; Graham Donaldson; Gadhia, Jayne-Anne; NG Pak Tee (GPL, PLS); Lindsey Watt; [redacted – exemption applies]; [redacted – exemption applies]

Subject: Re: Teleconference - Tuesday 22 May

Yes, I am happy to participate.

Best



Alma

Professor Alma Harris

On 15 May 2018 at 08:35, [redacted – exemption applies] wrote:

Good afternoon,

Following on from the fourth meeting of International Council of Education Advisers, I would be very grateful for your participation in a teleconference on Tuesday 22 May at 1630 to discuss the drafting of the report .

Grateful for confirmation if you are able to attend by close of play Thursday 17 May. Calendar invite to follow in due course once attendance confirmed.

Thank you in advance.

Best wishes,  
[redacted – exemption applies]

[redacted – exemption applies]

## **Email Chain 9**

From: Allison Skerrett [redacted – exemption applies]  
Sent: 15 May 2018 13:14  
To: NG Pak Tee (GPL, PLS); Lindsey Watt; Christopher Chapman; Graham Donaldson  
Cc: [redacted – exemption applies]  
Subject: Re: Teleconference - Tuesday 22 May

I can be on the call.

Thanks,  
Allison

Allison Skerrett, Associate Professor  
Department of Curriculum & Instruction  
The University of Texas at Austin

From: "NG Pak Tee (GPL, PLS)" [redacted – exemption applies]  
Date: Tuesday, May 15, 2018 at 6:19 AM  
To: Lindsey Watt [redacted – exemption applies]  
Christopher Chapman [redacted – exemption applies] Graham Donaldson [redacted – exemption applies]  
Cc: [redacted – exemption applies]; Allison Skerrett [redacted – exemption applies]  
Subject: RE: Teleconference - Tuesday 22 May

Dear all,

I am afraid I am travelling on that day and will not be able to make a teleconference call. My apologies!  
So sorry!

Best wishes,  
Pak Tee

From: Lindsey Watt [redacted – exemption applies]  
Sent: Tuesday, May 15, 2018 6:57 PM  
To: Christopher Chapman [redacted – exemption applies]; Graham Donaldson [redacted – exemption applies]  
Cc: [redacted – exemption applies]; NG Pak Tee (GPL, PLS) [redacted – exemption applies]  
Subject: Re: Teleconference - Tuesday 22 May

Dear All  
I'm afraid I'll be delivering Headteacher Leadership Academies on Skye at this time. I'm so sorry I won't be able to contribute to the teleconference call. I'm up here for three weeks. It's hard work but perhaps one of the most beautiful places in the world?  
Best wishes  
Lindsey

Lindsey Watt

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From: Christopher Chapman [redacted – exemption applies]  
Sent: Tuesday, May 15, 2018 9:08 am  
Subject: Re: [SPAM?] Re: Teleconference - Tuesday 22 May  
To: Graham Donaldson [redacted – exemption applies]  
Cc: [redacted – exemption applies]

I can join th is call

Best  
Chris

Sent from my iPad

On 15 May 2018, at 08:53, Graham Donaldson [redacted – exemption applies] wrote:  
Lauren

Thank you. Yes, looks possible at the moment.

Graham

Sent from my iPhone

On 15 May 2018, at 08:35, [redacted – exemption applies] wrote:  
Good afternoon,

Following on from the fourth meeting of International Council of Education Advisers, I would be very grateful for your participation in a teleconference on Tuesday 22 May at 1630 to discuss the drafting of the report .

Grateful for confirmation if you are able to attend by close of play Thursday 17 May.  
Calendar invite to follow in due course once attendance confirmed.

Thank you in advance.

Best wishes,  
[redacted – exemption applies]

[redacted – exemption applies]

## **Email Chain 10**

From: [redacted – exemption applies]  
Sent: 18 May 2018 11:20  
To: [redacted – exemption applies]  
Cc: [redacted – exemption applies]  
Subject: RE: Teleconference - Tuesday 22 May

Dear [redacted – exemption applies],

I'm afraid Jayne-Anne won't be able to join the call on Tuesday afternoon as she is speaking at an event that afternoon and her panel runs on until 17:00.

Please note her apologies.

Kind regards,  
[redacted – exemption applies]

[redacted – exemption applies]

[redacted – exemption applies]

From: [redacted – exemption applies]  
Sent: 15 May 2018 08:35  
To: [redacted – exemption applies]; Gadhia, Jayne-Anne [redacted – exemption applies]  
Cc: [redacted – exemption applies]  
Subject: Teleconference - Tuesday 22 May

Good afternoon,

Following on from the fourth meeting of International Council of Education Advisers, I would be very grateful for your participation in a teleconference on Tuesday 22 May at 1630 to discuss the drafting of the report .

Grateful for confirmation if you are able to attend by close of play Thursday 17 May.  
Calendar invite to follow in due course once attendance confirmed.

Thank you in advance.

Best wishes,  
[redacted – exemption applies]

[redacted – exemption applies]

## Email Chain 11

From: Alma Harris [redacted – exemption applies]  
Sent: 21 May 2018 14:46  
To: Christopher Chapman; Robertson FMG (Fiona) (Director of Learning); Logan G (Graeme)  
Cc: [redacted – exemption applies]  
Subject: Re: Text for ICEA First Draft Report

Thanks Chris.

I will be travelling at the time of the call but will be able to connect in the car. I may have the same problem as last time with being heard but will definitely be on the call.

Thanks

Professor Alma Harris PhD, FAcSS, FLSW, FRSA  
Professor of Educational Leadership and Policy  
Department of Education, University of Bath  
[redacted – exemption applies]  
Editor of '[School Leadership and Management](#)'

Latest Publications:

Harris, A. Jones, M. and Huffman, J. (2017) *Teachers Leading Educational Reform: The Power of Professional Learning Communities* Routledge, London

Jiang, S. Perera, J. Sunintono, B. Harris, A. and Jones, M. (2017) The Training, Preparation and Professional Development of Principals in Henan Province Leadership, China: Contemporary Evidence *The Asia Pacific Education Researcher*  
<https://doi.org/10.1007/s12564-017-9513-6>

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From: Christopher Chapman [redacted – exemption applies]  
Sent: Monday, May 21, 2018 6:43 AM  
To: [redacted – exemption applies]  
Cc: [redacted – exemption applies] Alma Harris; [redacted – exemption applies]; Andrew Hargreaves; Jayne-Anne Gadhia; Allison Skerrett; Avis Glaze; Lindsey Watt; PLS NG Pak Tee  
Subject: Text for ICEA First Draft Report

Dear Fiona and Graeme

Please find attached some initial text for the ICEA report. We look forward to working on the next iteration and clarifying the the next stage of the process.

With best wishes

The ICEA

## **Email Chain 12**

From: Christopher Chapman [redacted – exemption applies]  
Sent: 22 May 2018 14:23  
To: [redacted – exemption applies]  
Subject: Re: Text for ICEA First Draft Report

Hi [redacted – exemption applies]

No need. They both have it.

With best wishes

Chris

Sent from my iPad

On 22 May 2018, at 13:59, [redacted – exemption applies]wrote:  
[Hi Chris](#)

[Thanks for providing this so quickly. I noticed that Carol and Graham don't appear to be on the cc list, do you want me to send it on to them?](#)

[Cheers](#)

[redacted – exemption applies]  
[redacted – exemption applies]

From: Christopher Chapman [redacted – exemption applies]  
Sent: 21 May 2018 06:43  
To: Robertson FMG (Fiona) (Director of Learning); Logan G (Graeme)  
Cc: [redacted – exemption applies]; Alma Harris; [redacted – exemption applies]; Andrew Hargreaves; Jayne-Anne Gadhia; Allison Skerrett; Avis Glaze; Lindsey Watt; PLS NG Pak Tee  
Subject: Text for ICEA First Draft Report

Dear Fiona and Graeme

Please find attached some initial text for the ICEA report. We look forward to working on the next iteration and clarifying the the next stage of the process.

With best wishes

The ICEA

### **Email Chain 13**

-----Original Message-----

From: Allison Skerrett[redacted – exemption applies]

Sent: 22 May 2018 16:45

To: [redacted – exemption applies]; [redacted – exemption applies]

Cc: [redacted – exemption applies]; Robertson FMG (Fiona) (Director of Learning)

Subject: Re: Dial in for teleconference

Still trying...

Allison Skerrett, Associate Professor  
Department of Curriculum & Instruction  
The University of Texas at Austin

On 5/22/18, 10:37 AM, [redacted – exemption applies]wrote:

Hi Allison

You probably need to use the international code for the UK which is 44 so you would dial

Dial in: [redacted – exemption applies]

Code: [redacted – exemption applies]

[redacted – exemption applies]

-----Original Message-----

From: Allison Skerrett [[redacted – exemption applies]

Sent: 22 May 2018 16:34

To: [redacted – exemption applies]

Cc[redacted – exemption applies]; Robertson FMG (Fiona) (Director of Learning)

Subject: Re: Dial in for teleconference

Hello everyone,

I'm sorry; I'm trying to dial in with these details but I am not getting through. I've tried using both my home land line and cell phone. I'm not sure if I need to enter a country code or some additional numbers in order for the call to connect.

[redacted – exemption applies], if you could please advise if you see this message during the call I'd appreciate it.

Thanks,  
Allison

Allison Skerrett, Associate Professor  
Department of Curriculum & Instruction  
The University of Texas at Austin

On 5/22/18, 10:26 AM, [redacted – exemption applies] wrote:

At the moment there are 5 of you who said you could dial in, you, Graham, Alma, Allison, and Avis, so Fiona would prefer to go ahead. The chances of getting everyone to dial in at any one time are very low.

Cheers

[redacted – exemption applies]

-----Original Message-----

From: Christopher Chapman [redacted – exemption applies]  
Sent: 22 May 2018 15:30  
To: [redacted – exemption applies]  
Cc: [redacted – exemption applies]  
Subject: Re: Dial in for teleconference

Thanks [redacted – exemption applies]

I now understand there are only three members of the Council dialling in. Is this correct? If so, Alma and I suggest that we rearrange the call so there are more voices in the conversation.

Best wishes

Chris

Sent from my iPhone

> On 22 May 2018, at 3:06 pm, [redacted – exemption applies] wrote:  
>  
> Hi Chris  
>  
> The dial in details were included in the original calendar invitation from [redacted – exemption applies], but I have set them out again below.  
>  
> Dial in: [redacted – exemption applies]  
> Code: [redacted – exemption applies]  
>  
> Cheers  
>  
> [redacted – exemption applies]  
>

> -----Original Message-----

> From: [redacted – exemption applies]

> Sent: 22 May 2018 14:54  
> To: [redacted – exemption applies]  
> Subject: Fw: Dial in for teleconference  
>  
>  
>  
> Sent from my BlackBerry 10 smartphone.  
> Original Message  
> From: Christopher Chapman [redacted – exemption applies]>  
> Sent: Tuesday, 22 May 2018 14:48  
> To: [redacted – exemption applies]  
> Subject: Dial in for teleconference  
>  
>  
> [redacted – exemption applies]  
>  
> I don't think that we have the dial in details for the teleconference?  
>  
> Best  
> Chris  
>  
> Sent from my iPad  
>  
>

#### **Email Chain 14**

From: [redacted – exemption applies]  
Sent: 22 May 2018 15:13  
To: [redacted – exemption applies]  
Subject: RE: Teleconference

Hi Avis

The teleconference is today at 16:30 UK time, so that would make it 8.30 your time. The dial in details are:

Dial in: [redacted – exemption applies]  
Code: [redacted – exemption applies]

We are still trying to track down the taxi driver. It is proving complicated, as there are a number of different taxi firms that serve Aberdeen airport.

Kind regards

[redacted – exemption applies]

From: [redacted – exemption applies]  
Sent: 18 May 2018 18:01  
To: [redacted – exemption applies]  
Subject: Teleconference

Dear [redacted – exemption applies]



Greetings. Just confirming that we do have a teleconference on Monday morning, 8:00 am my time.

Avis

Sent from my Samsung Galaxy smartphone.

## **Email Chain 15**

From: Christopher Chapman [redacted – exemption applies]  
Sent: 02 June 2018 20:54  
To: [redacted – exemption applies]  
Cc: [redacted – exemption applies] G (Graeme); Robertson FMG (Fiona) (Director of Learning); [redacted – exemption applies]  
Subject: Re: ICEA Report

Dear [redacted – exemption applies] & colleagues

Thank you to you and your colleagues work on the draft which has rounded some of the rough edges off the initial text. Given the extremely tight time frame we are now facing and in order to meet your proposed deadline of Friday 8<sup>th</sup> June we suggest the following process:

1. Council members send me their initial comments by close of play (5pm Sunday UK time). I will then summarise these and send them on to SG colleagues cc ICEA. This will be a collective response regarding the direction of travel and tone with a few initial specifics. Given I will be working on a tight schedule with keynotes and ministerial meetings etc in Chile I will circulate this to all asap.
2. Council members will then send any further detailed comments and edits to be incorporated in track changes directly to [redacted – exemption applies] and ccd to me by COP (5pm) Tuesday.
3. The SG team will the address the comments and incorporate the ICEA edits into a second draft and recirculate to ICEA by COP (5pm) Thursday 7<sup>th</sup>
4. Council members will review this second draft and email [redacted – exemption applies] ccd to me to indicate whether they approve this version for publication or not. In order to proceed to publication ALL Council members must respond positively. Clearly, this will require engagement from all ICEA members on Friday.

We are hopeful the above will get us to where we all want to be on Friday. However, given the loss of a whole week for us to work on the report, if necessary, we may require a further week to finalise it.

As ever, thanks to everyone for their input and commitment to this important process to support Scottish education.

With best wishes

ICEA

Professor Christopher Chapman PhD MA BSc (Hons) FRSA  
[redacted – exemption applies]

From: [redacted – exemption applies]  
Date: Friday, 1 June 2018 at 11:36  
To: [redacted – exemption applies]  
Christopher Chapman [redacted – exemption applies]  
Cc: [redacted – exemption applies]  
Subject: ICEA Report

Dear Council Members

Thank you again for producing your draft report in such a short space of time. Following our teleconference last week, I now attach a revised copy, which includes the additional information you asked us to include, and the reorganisation of the document that we discussed (including putting your recommendations into an Executive Summary at the start). We will provide a few more pictures to be included throughout the document, but I have included the one that was taken of all of you at the first meeting (minus Lindsey, sorry) on the front page.

At the teleconference last week, Chris kindly agreed to co-ordinate the Council's further drafting of the report, so I'd be grateful if you could get in touch with Chris as soon as possible, to enable him to provide a near final copy to us by close on Friday 8 June. This will allow us time to get the report formatted and ready for online publication in the week beginning 11 June.

Finally, we have been thinking about the launch of your report, and it would be good to have a photo opportunity with one or a few of you handing the report over to the DFM/FM. It would probably be more practical for those of you who are based in the UK to do this, but let me know who might be available for this during week beginning 11 June – we will confirm the exact time once we know who from the Council is available

Please don't hesitate to contact me if any of this is unclear, or if you need anything else from the Secretariat.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

## **Email Chain 16**

From: Christopher [redacted – exemption applies]  
Sent: 05 June 2018 00:50  
To: [redacted – exemption applies]  
Subject: Re: ICEA Report

Ok- That's great. Any comments that I have will be with you before open of play Weds.

With best wishes

Chris

Professor Christopher Chapman PhD MA BSc (Hons) FRSA  
[redacted – exemption applies]

From [redacted – exemption applies]  
Date: Monday, 4 June 2018 at 22:24  
To: Christopher Chapman [redacted – exemption applies]  
Subject: RE: ICEA Report

Hi Chris

Thanks, that would be great. Alma may be able to join you. I will run the potential dates past you both once we have a final version of the report.

Cheers

[redacted – exemption applies]

From: Christopher Chapman [redacted – exemption applies]  
Sent: 04 June 2018 01:04  
To: [redacted – exemption applies]  
Cc: [redacted – exemption applies]; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)  
Subject: Re: ICEA Report

Hi [redacted – exemption applies]

I could be available on my return from Chile on Friday 15th.

Best  
Chris

On 1 Jun 2018, at 11:35, [redacted – exemption applies] wrote:

Dear Council Members

Thank you again for producing your draft report in such a short space of time. Following our teleconference last week, I now attach a revised copy, which includes the additional information you asked us to include, and the reorganisation of the document that we discussed (including putting your recommendations into an Executive Summary at the start). We will provide a few more pictures to be included throughout the document, but I have included the one that was taken of all of you at the first meeting (minus Lindsey, sorry) on the front page.

At the teleconference last week, Chris kindly agreed to co-ordinate the Council's further drafting of the report, so I'd be grateful if you could get in touch with Chris as soon as possible, to enable him to provide a near final copy to us by close on Friday 8 June. This will allow us time to get the report formatted and ready for online publication in the week beginning 11 June.

Finally, we have been thinking about the launch of your report, and it would be good to have a photo opportunity with one or a few of you handing the report over to the DFM/FM. It would probably be more practical for those of you who are based in the UK to do this, but let me know who might be available for this during week beginning 11 June – we will confirm the exact time once we know who from the Council is available

Please don't hesitate to contact me if any of this is unclear, or if you need anything else from the Secretariat.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

<ICEA - Fourth meeting - Draft 2 year Report - 31 May 2018#2.docx> - Document attached

## **Email Chain 17**

From: [redacted – exemption applies]

Sent: 04 June 2018 17:18

To: Christopher Chapman; [redacted – exemption applies]

Cc: Lindsey Watt; Sahlberg, Pasi J; Harris Alma; NG Pak Tee (GPL, PLS); Graham Donaldson; Andrew Hargreaves; Carol Campbell; Avis Glaze; Allison Skerrett; [redacted – exemption applies]; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)

Subject: RE: Initial feedback on ICEA report

Dear Council Members

Thank you for providing such quick feedback on the revised version of your report which I sent to you on Friday. I have now also received track changed comments from a number of you, which is very helpful. I shall aim to let you have a new version of the report, taking into account all your comments, by tomorrow.

I should just like to clarify that, while the version I sent you on Friday was a revised version, the language used in it was substantially that which had been provided by you in your initial draft, and that the changes were about adding clarity and removing duplication as per the discussions we had at our teleconference on 22 May.

For example, the statement that “the ICEA notes the considerable progress being made with CfE in Scottish schools”, is the text that was provided to us in the original version of the report that you drafted. We would not have included that wording otherwise. As Chris has said, the key thing now is that you all, as a Council, agree on the wording to be used in the final report; so it will be very important that you all sign off on the final version.

I also agree that some of the language used in the report is a little difficult to understand. In the next version, I will prepare some revised text for your agreement that might clarify the “what and the how” of the Council’s recommendations. I may have to come back to you for

clarification of some of the phrasing, and in some cases you may decide that it may well be better to remove some of the more opaque language altogether.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

From: Christopher Chapman [redacted – exemption applies]

Sent: 04 June 2018 00:51

To: [redacted – exemption applies]

Cc: Lindsey Watt; Sahlberg, Pasi J; Harris Alma; NG Pak Tee (GPL, PLS); Graham Donaldson; Andrew Hargreaves; Carol Campbell; Avis Glaze; Allison Skerrett; [redacted – exemption applies]; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)

Subject: Initial feedback on ICEA report

Dear Colleagues

Thank you for all of your work on the report. As promised, I am forwarding on ICEA's initial comments. The next phase of the Process will involve ICEA colleagues forwarding on their further comments and edits as track changes in the report directly to [redacted – exemption applies] by close of play Tuesday. As per the previous email we then will receive the revised report with all comments and edits incorporated to us by close of play Thursday (or sooner if possible) when hopefully only minor revisions will be required to so we can sign off by COP Friday.

The general ICEA feedback is as follows:

We encourage Government and key actors in Scotland to think carefully of the language and concepts used in the texts related to education, whether official policies or those coming with school improvement efforts. What we have in mind is that we should recommend that in Scotland, as we see it, the era of 'education reform' is coming to an end more professional, collaborative and self-organised era of 'development' or 'improvement and innovation' is about to begin. We think this may have a positive empowering impact on many key players in the system. That is why we would like to see the terminology also changed in our report.

The notion of 'trust' in teachers, Headteachers and schools pivotal if Scotland is to build a more networked and self-improving system and most importantly to maintain social cohesion. This aspect is missing in the current version.

The report is Report is too confident in some of its assertions about CfE. Where is the evidence for "considerable progress" being made? And what is the definition of considerable progress? This is not clear and our messages are not consistent. Our recommendations address this issue to some extent but we wonder if SG can better define/explain and provide some data about "considerable progress" around CfE? Furthermore, we make an early very positive statement but qualify it later in the report. The earlier statements need to be tempered. The key positive messages about CfE needs to be that its strategic direction is good but there is a danger of losing the narrative. Need to reassert the strategic vision.

In addition to CfE and its implementation, our points about testing, pedagogy, are also muted. For the report to have credibility it is important that it reflects our views and mirrors what we have said and written elsewhere. This will demonstrate our consistency,

independence and Government's confidence and commitment to engage with thorny issues in order to improve Scottish education.

The content on RICs requires further work for clarity and consistency. The key message is we think they are a positive example of collaborative intent but it is very early days and the levels of activity within them remains unclear at this stage. Our view is that the work of many RICs is variable and in many cases has not yet penetrated into schools. This is an area for development and should be clearly signalled within the report. To stimulate activity ICEA has recommended that resource should be allocated to RICs in the form of a 'RIC innovation fund' or similar.

The new Executive summary and ICEA recommendations need toning down particularly the use of words like 'substantial' and 'good'. Plus the phrasing of some of the statements need refining as they are difficult to understand. So greater clarity and sharpness in expression is needed to make the Executive summary a stand-alone document.

For consistency 'ICEA' should be used throughout rather than 'we' plus the report needs a through proof read. The tables should go in an appendix not the Executive summary and our photo should be removed.

Thanks again for your support to getting to where we are. We would be happy and grateful if (where you can) you could begin to address the above points in advance of receiving our more specific tracked change feedback.

With best wishes

Chris on behalf of ICEA

Professor Christopher Chapman PhD MA BSc (Hons) FRSA  
[redacted – exemption applies]

## **Email Chain 18**

From: Allison Skerrett [redacted – exemption applies]  
Sent: 04 June 2018 03:56  
To: [redacted – exemption applies]  
Cc: Christopher Chapman; NG Pak Tee (GPL, PLS); Graham Donaldson  
Subject: FW: ICEA Report

Dear [redacted – exemption applies],

Please see tracked changes and comments in the document made by myself, Pak Tee and Graham. If Graham has anything further to add, he'll send those along to you as well.

Best,  
Allison

Allison Skerrett, Associate Professor  
Department of Curriculum & Instruction  
The University of Texas at Austin

## Email Chain 19

From: Harris Alma [redacted – exemption applies]  
Sent: 04 June 2018 06:26  
To: [redacted – exemption applies]  
Cc: Chris Chapman  
Subject: Re: ICEA Report

Dear [redacted – exemption applies]

Here are my suggested track changes to the report.

Best

Alma

[Professor Alma Harris](#)

## Email Chain 20

From: Sahlberg, Pasi J [redacted – exemption applies]  
Sent: 04 June 2018 06:30  
To: Christopher Chapman; [redacted – exemption applies]  
Subject: Re: ICEA Report

[redacted – exemption applies]

please find attached the file that has my suggestion to adjust the terminology used in the draft report. Chris has seen that earlier, I hope this is not too much work.

Pasi

From: Christopher Chapman [redacted – exemption applies]  
Date: Monday, 4 June 2018 at 12.04  
To: [redacted – exemption applies]  
Cc: "[redacted – exemption applies], Pasi Sahlberg [redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>  
Subject: Re: ICEA Report

Hi [redacted – exemption applies]

I could be available on my return from Chile on Friday 15th.

Best  
Chris

On 1 Jun 2018, at 11:35, [redacted – exemption applies] wrote:

Dear Council Members

Thank you again for producing your draft report in such a short space of time. Following our teleconference last week, I now attach a revised copy, which includes the additional information you asked us to include, and the reorganisation of the document that we discussed (including putting your recommendations into an Executive Summary at the start). We will provide a few more pictures to be included throughout the document, but I have included the one that was taken of all of you at the first meeting (minus Lindsey, sorry) on the front page.

At the teleconference last week, Chris kindly agreed to co-ordinate the Council's further drafting of the report, so I'd be grateful if you could get in touch with Chris as soon as possible, to enable him to provide a near final copy to us by close on Friday 8 June. This will allow us time to get the report formatted and ready for online publication in the week beginning 11 June.

Finally, we have been thinking about the launch of your report, and it would be good to have a photo opportunity with one or a few of you handing the report over to the DFM/FM. It would probably be more practical for those of you who are based in the UK to do this, but let me know who might be available for this during week beginning 11 June – we will confirm the exact time once we know who from the Council is available

Please don't hesitate to contact me if any of this is unclear, or if you need anything else from the Secretariat.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

<ICEA - Fourth meeting - Draft 2 year Report - 31 May 2018#2.docx>

### **Email Chain 21**

From: Graham Donaldson [redacted – exemption applies]

Sent: 04 June 2018 07:30

To: [redacted – exemption applies]

Cc: Christopher Chapman; [redacted – exemption applies]

Subject: Re: ICEA Report

[redacted – exemption applies]

As per Chris's e-mail I am attaching my annotations to the ICEA report. Thanks for all your work inbox support of ICEA.

Best

Graham



On 2 Jun 2018, at 20:53, Christopher Chapman [redacted – exemption applies] wrote:

Dear [redacted – exemption applies] & colleagues

Thank you to you and your colleagues work on the draft which has rounded some of the rough edges off the initial text. Given the extremely tight time frame we are now facing and in order to meet your proposed deadline of Friday 8<sup>th</sup> June we suggest the following process:

1. Council members send me their initial comments by close of play (5pm Sunday UK time). I will then summarise these and send them on to SG colleagues cc ICEA. This will be a collective response regarding the direction of travel and tone with a few initial specifics. Given I will be working on a tight schedule with keynotes and ministerial meetings etc in Chile I will circulate this to all asap.
2. Council members will then send any further detailed comments and edits to be incorporated in track changes directly to [redacted – exemption applies] and ccd to me by COP (5pm) Tuesday.
3. The SG team will the address the comments and incorporate the ICEA edits into a second draft and recirculate to ICEA by COP (5pm) Thursday 7<sup>th</sup>
4. Council members will review this second draft and email [redacted – exemption applies] ccd to me to indicate whether they approve this version for publication or not. In order to proceed to publication ALL Council members must respond positively. Clearly, this will require engagement from all ICEA members on Friday.

We are hopeful the above will get us to where we all want to be on Friday. However, given the loss of a whole week for us to work on the report, if necessary, we may require a further week to finalise it.

As ever, thanks to everyone for their input and commitment to this important process to support Scottish education.

With best wishes

ICEA

Professor Christopher Chapman PhD MA BSc (Hons) FRSA  
[redacted – exemption applies]

From [redacted – exemption applies]  
Date: Friday, 1 June 2018 at 11:36  
To: [redacted – exemption applies]  
Christopher Chapman [redacted – exemption applies]  
Cc: [redacted – exemption applies]  
Subject: ICEA Report

Dear Council Members

Thank you again for producing your draft report in such a short space of time. Following our teleconference last week, I now attach a revised copy, which includes the additional information you asked us to include, and the reorganisation of the document that we discussed (including putting your recommendations into an Executive Summary at the

start). We will provide a few more pictures to be included throughout the document, but I have included the one that was taken of all of you at the first meeting (minus Lindsey, sorry) on the front page.

At the teleconference last week, Chris kindly agreed to co-ordinate the Council's further drafting of the report, so I'd be grateful if you could get in touch with Chris as soon as possible, to enable him to provide a near final copy to us by close on Friday 8 June. This will allow us time to get the report formatted and ready for online publication in the week beginning 11 June.

Finally, we have been thinking about the launch of your report, and it would be good to have a photo opportunity with one or a few of you handing the report over to the DFM/FM. It would probably be more practical for those of you who are based in the UK to do this, but let me know who might be available for this during week beginning 11 June – we will confirm the exact time once we know who from the Council is available

Please don't hesitate to contact me if any of this is unclear, or if you need anything else from the Secretariat.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

## **Email Chain 22**

From: Carol Campbell [redacted – exemption applies]  
Sent: 04 June 2018 18:52  
To: [redacted – exemption applies]  
Cc: [redacted – exemption applies]  
Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)  
Subject: Re: Initial feedback on ICEA report

Hi [redacted – exemption applies]

Please find attached my suggested revisions/feedback on the draft report.

Thanks,

Carol

---

From: [redacted – exemption applies] Sent: June 4, 2018 12:17:49 PM  
To: [redacted – exemption applies]

Cc: [redacted – exemption applies] Carol Campbell; [redacted – exemption applies]  
Subject: RE: Initial feedback on ICEA report

Dear Council Members

Thank you for providing such quick feedback on the revised version of your report which I sent to you on Friday. I have now also received track changed comments from a number of you, which is very helpful. I shall aim to let you have a new version of the report, taking into account all your comments, by tomorrow.

I should just like to clarify that, while the version I sent you on Friday was a revised version, the language used in it was substantially that which had been provided by you in your initial draft, and that the changes were about adding clarity and removing duplication as per the discussions we had at our teleconference on 22 May.

For example, the statement that “the ICEA notes the considerable progress being made with CfE in Scottish schools”, is the text that was provided to us in the original version of the report that you drafted. We would not have included that wording otherwise. As Chris has said, the key thing now is that you all, as a Council, agree on the wording to be used in the final report; so it will be very important that you all sign off on the final version.

I also agree that some of the language used in the report is a little difficult to understand. In the next version, I will prepare some revised text for your agreement that might clarify the “what and the how” of the Council’s recommendations. I may have to come back to you for clarification of some of the phrasing, and in some cases you may decide that it may well be better to remove some of the more opaque language altogether.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

From: Christopher Chapman [redacted – exemption applies]

Sent: 04 June 2018 00:51

To: [redacted – exemption applies]

Cc: Lindsey Watt; Sahlberg, Pasi J; Harris Alma; NG Pak Tee (GPL, PLS); Graham Donaldson; Andrew Hargreaves; Carol Campbell; Avis Glaze; Allison Skerrett; [redacted – exemption applies]; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)

Subject: Initial feedback on ICEA report

Dear Colleagues

Thank you for all of your work on the report. As promised, I am forwarding on ICEA’s initial comments. The next phase of the Process will involve ICEA colleagues forwarding on their further comments and edits as track changes in the report directly to [redacted – exemption applies] by close of play Tuesday. As per the previous email we then will receive the revised report with all comments and edits incorporated to us by close of play Thursday (or sooner if possible) when hopefully only minor revisions will be required to so we can sign off by COP Friday.

The general ICEA feedback is as follows:

We encourage Government and key actors in Scotland to think carefully of the language and concepts used in the texts related to education, whether official policies or those coming with school improvement efforts. What we have in mind is that we should recommend that in Scotland, as we see it, the era of ‘education reform’ is coming to an end more professional,

collaborative and self-organised era of 'development' or 'improvement and innovation' is about to begin. We think this may have a positive empowering impact on many key players in the system. That is why we would like to see the terminology also changed in our report.

The notion of 'trust' in teachers, Headteachers and schools pivotal if Scotland is to build a more networked and self-improving system and most importantly to maintain social cohesion. This aspect is missing in the current version.

The report is too confident in some of its assertions about CfE. Where is the evidence for "considerable progress" being made? And what is the definition of considerable progress? This is not clear and our messages are not consistent. Our recommendations address this issue to some extent but we wonder if SG can better define/explain and provide some data about "considerable progress" around CfE? Furthermore, we make an early very positive statement but qualify it later in the report. The earlier statements need to be tempered. The key positive messages about CfE needs to be that its strategic direction is good but there is a danger of losing the narrative. Need to reassert the strategic vision.

In addition to CfE and its implementation, our points about testing, pedagogy, are also muted. For the report to have credibility it is important that it reflects our views and mirrors what we have said and written elsewhere. This will demonstrate our consistency, independence and Government's confidence and commitment to engage with thorny issues in order to improve Scottish education.

The content on RICs requires further work for clarity and consistency. The key message is we think they are a positive example of collaborative intent but it is very early days and the levels of activity within them remains unclear at this stage. Our view is that the work of many RICs is variable and in many cases has not yet penetrated into schools. This is an area for development and should be clearly signalled within the report. To stimulate activity ICEA has recommended that resource should be allocated to RICs in the form of a 'RIC innovation fund' or similar.

The new Executive summary and ICEA recommendations need toning down particularly the use of words like 'substantial' and 'good'. Plus the phrasing of some of the statements need refining as they are difficult to understand. So greater clarity and sharpness in expression is needed to make the Executive summary a stand-alone document.

For consistency 'ICEA' should be used throughout rather than 'we' plus the report needs a through proof read. The tables should go in an appendix not the Executive summary and our photo should be removed.

Thanks again for your support to getting to where we are. We would be happy and grateful if (where you can) you could begin to address the above points in advance of receiving our more specific tracked change feedback.

With best wishes

Chris on behalf of ICEA

Professor Christopher Chapman PhD MA BSc (Hons) FRSA  
[redacted – exemption applies]

## Email Chain 23

From: Sahlberg, Pasi J [redacted – exemption applies]  
Sent: 04 June 2018 06:28  
To: Christopher Chapman; [redacted – exemption applies]  
Cc: Lindsey Watt; Harris Alma; NG Pak Tee (GPL, PLS); Graham Donaldson; Andrew Hargreaves; Carol Campbell; Avis Glaze; Allison Skerrett; [redacted – exemption applies]  
Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)  
Subject: Re: Initial feedback on ICEA report

Again, Chris, thank you for leading this.

Pasi

From: Christopher Chapman [redacted – exemption applies]  
Date: Monday, 4 June 2018 at 11.50  
To: "[redacted – exemption applies]"  
Cc: Lindsey Watt [redacted – exemption applies]; Pasi Sahlberg [redacted – exemption applies]; Harris Alma [redacted – exemption applies]; "NG Pak Tee (GPL, PLS)" <[redacted – exemption applies]>, Graham Donaldson [redacted – exemption applies], Andrew Hargreaves [redacted – exemption applies], Carol Campbell [redacted – exemption applies], Avis Glaze <[redacted – exemption applies]>, Allison Skerrett [redacted – exemption applies]  
Subject: Initial feedback on ICEA report

Dear Colleagues

Thank you for all of your work on the report. As promised, I am forwarding on ICEA's initial comments. The next phase of the Process will involve ICEA colleagues forwarding on their further comments and edits as track changes in the report directly to [redacted – exemption applies] by close of play Tuesday. As per the previous email we then will receive the revised report with all comments and edits incorporated to us by close of play Thursday (or sooner if possible) when hopefully only minor revisions will be required to so we can sign off by COP Friday.

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The notion of 'trust' in teachers, Headteachers and schools pivotal if Scotland is to build a more networked and self-improving system and most importantly to maintain social cohesion. This aspect is missing in the current version.

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The new Executive summary and ICEA recommendations need toning down particularly the use of words like 'substantial' and 'good'. Plus the phrasing of some of the statements need refining as they are difficult to understand. So greater clarity and sharpness in expression is needed to make the Executive summary a stand-alone document.

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Thanks again for your support to getting to where we are. We would be happy and grateful if (where you can) you could begin to address the above points in advance of receiving our more specific tracked change feedback.

With best wishes

Chris on behalf of ICEA

Professor Christopher Chapman PhD MA BSc (Hons) FRSA  
[redacted – exemption applies]

## **Email Chain 25**

From: Harris Alma [redacted – exemption applies]

Sent: 05 June 2018 08:41

To: [redacted – exemption applies]

Subject: Re: Launch of the ICEA Report

Excellent thanks [redacted – exemption applies] !

Professor Alma Harris

On 4 June 2018 at 22:23, <[redacted – exemption applies]> wrote:

Hi Alma

Thanks that would be great if you can make it. I think Chris will be able to be there too. I will run potential dates past you both once we have a final version of the report.

Cheers

[redacted – exemption applies]

From: Harris Alma [redacted – exemption applies] Sent: 04 June 2018 09:16

To: [redacted – exemption applies]

Subject: Launch of the ICEA Report

If it is helpful [redacted – exemption applies], I can see if I can fly up for the event, as I am closest

Alma

Professor Alma Harris

### **Email Chain 26**

From: [redacted – exemption applies]

Sent: 05 June 2018 17:08

To: [redacted – exemption applies]

Cc: [redacted – exemption applies]

Subject: RE: Initial feedback on ICEA report

Dear [redacted – exemption applies]

As you may know, I work with Jayne-Anne Gadhia and have been following with interest the various iterations of the draft report. I also know Chris well from various education and business initiatives that we have worked on together.

I anticipate that Jayne-Anne will not have any substantive comments on the draft but I cannot yet confirm that. As you may have seen in the press, Virgin Money is currently subject to a possible take-over bid from the Clydesdale and Yorkshire Banking Group, so normal diary planning is quite tricky at the moment. However as soon as I have been able to speak to Jayne-Anne about the report I will be in touch with you.

Generally, and as discussed with Chris, I feel that the most recent draft does a much better job of explaining the ICEA's views on the various policy issues on which they are advising – and does so in a way that is consistent with their professional opinions as recorded elsewhere.

As collaboration between the education agencies and the business community or that community's views about education have not so far been a topic of discussion for the ICEA,

my personal view is that the report should not cover these areas – and indeed the current draft does not attempt to do so.

I hope that clarifies Jayne-Anne's position at the moment and I will give you more formal confirmation of that as soon as I can.

Kind regards

[redacted – exemption applies]

From: [redacted – exemption applies]

Sent: 04 June 2018 17:18

To: [redacted – exemption applies]

Cc: [redacted – exemption applies]; Gadhia, Jayne-Anne <[redacted – exemption applies]>

Subject: RE: Initial feedback on ICEA report

Dear Council Members

Thank you for providing such quick feedback on the revised version of your report which I sent to you on Friday. I have now also received track changed comments from a number of you, which is very helpful. I shall aim to let you have a new version of the report, taking into account all your comments, by tomorrow.

I should just like to clarify that, while the version I sent you on Friday was a revised version, the language used in it was substantially that which had been provided by you in your initial draft, and that the changes were about adding clarity and removing duplication as per the discussions we had at our teleconference on 22 May.

For example, the statement that “the ICEA notes the considerable progress being made with CfE in Scottish schools”, is the text that was provided to us in the original version of the report that you drafted. We would not have included that wording otherwise. As Chris has said, the key thing now is that you all, as a Council, agree on the wording to be used in the final report; so it will be very important that you all sign off on the final version.

I also agree that some of the language used in the report is a little difficult to understand. In the next version, I will prepare some revised text for your agreement that might clarify the “what and the how” of the Council's recommendations. I may have to come back to you for clarification of some of the phrasing, and in some cases you may decide that it may well be better to remove some of the more opaque language altogether.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

From: Christopher Chapman [redacted – exemption applies]

To: [redacted – exemption applies]

Cc: Lindsey Watt; Sahlberg, Pasi J; Harris Alma; NG Pak Tee (GPL, PLS); Graham Donaldson; Andrew Hargreaves; Carol Campbell; Avis Glaze; Allison Skerrett; [redacted – exemption applies]; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)

Subject: Initial feedback on ICEA report



Dear Colleagues

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The content on RICs requires further work for clarity and consistency. The key message is we think they are a positive example of collaborative intent but it is very early days and the levels of activity within them remains unclear at this stage. Our view is that the work of many RICs is variable and in many cases has not yet penetrated into schools. This is an area for development and should be clearly signalled within the report. To stimulate activity ICEA has recommended that resource should be allocated to RICs in the form of a 'RIC innovation fund' or similar.

The new Executive summary and ICEA recommendations need toning down particularly the use of words like 'substantial' and 'good'. Plus the phrasing of some of the statements need refining as they are difficult to understand. So greater clarity and sharpness in expression is needed to make the Executive summary a stand-alone document.

For consistency 'ICEA' should be used throughout rather than 'we' plus the report needs a through proof read. The tables should go in an appendix not the Executive summary and our photo should be removed.

Thanks again for your support to getting to where we are. We would be happy and grateful if (where you can) you could begin to address the above points in advance of receiving our more specific tracked change feedback.

With best wishes

Chris on behalf of ICEA

Professor Christopher Chapman PhD MA BSc (Hons) FRSA  
[redacted – exemption applies]

## **Email Chain 27**

From: Logan G (Graeme)  
Sent: 05 June 2018 21:30  
To: [redacted – exemption applies]  
Subject: RE: ICEA Report

Hi [redacted – exemption applies]

I've had a quick read through - I think the report is reading very well. It's really helpful that you've labelled the tracked changes so that Council Members can see which of their fellow Members have made which changes.

Looking forward to seeing the final version when Council Members get back to us.

Many thanks for all the excellent support you've given to the Council as they have developed their report.

Graeme.

Sent with BlackBerry Work  
([www.blackberry.com](http://www.blackberry.com))

From: [redacted – exemption applies]  
Date: Tuesday, 05 Jun 2018, 7:04 pm  
To: [redacted – exemption applies] Logan G (Graeme) [redacted – exemption applies]  
Subject: RE: ICEA Report

Hi

I am hoping to send this off to the ICEA before midnight tonight ☐ I attach a link to the most recent version on erdm. It would be helpful to have any comments by about 9pm if possible. I'll be working on it again after I've been home and had my tea!

Cheers

[redacted – exemption applies]

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From: [redacted – exemption applies]  
Sent: 05 June 2018 16:41  
To: [redacted – exemption applies]; Logan G (Graeme)  
Subject: ICEA Report

Hi both

I have now amalgamated all the ICEa's comments onto a track changed document, just so that I could see where they were agreeing or contradicting each other in their comments. I have highlighted in yellow those areas where the recommendations are now slightly different/have a different focus. I will finish this off tonight and get it sent off to them, but let me know if you have any comments.

Cheers

[redacted – exemption applies]

<< File: ICEA - Fourth meeting-Draft2yearReport-31May-PS AS GD PTN CC AIH.docx >>  
[redacted – exemption applies]

### **Email Chain 28**

From: Christopher Chapman [redacted – exemption applies]  
Sent: 06 June 2018 12:42  
To: [redacted – exemption applies]  
Cc: [redacted – exemption applies]; Lindsey Watt; Sahlberg Pasi; Harris Alma; NG Pak Tee (GPL, PLS); Graham Donaldson; Andrew Hargreaves; Carol Campbell; Allison Skerrett; [redacted – exemption applies]; Gadhia, Jayne-Anne; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)  
Subject: Re: Latest Version of the ICEA Report

Dear all

[redacted – exemption applies] thank you for all of your team's work on this and to colleagues for engaging with tight time line amounts complex commitments. I have one further recommendation to add (p. 8):

14. Work with Universities and other providers to further develop and implement the educational research strategy published in 2017. This will build the system's capacity for independent research and evaluation and a Scottish empirical evidence base.

Educational reform programme works for me.

REVISIONS TO FINAL PART OF THE PROCESS:

Given time constraints Alma and I propose the following to bring this to a close:

1. Alma will address the comments and edits in the latest iteration and circulate the final revised version either later tonight or first thing tomorrow to ICEA for a final check before she

sends it to [redacted – exemption applies] at lunchtime. A nil response from ICEA will indicate that individuals agree with the text and have no further comments/ edits.

2. [redacted – exemption applies] will recirculate Friday am for all to formally sign off. Again a nil response will indicate endorsement and final sign off.

With thank again for all of your hard work on this.

Best  
Chris

Sent from my iPad

---

On 5 Jun 2018, at 22:44, Avis Glaze [redacted – exemption applies] wrote:

Many thanks [redacted – exemption applies]

*Concerning your question on the terminology to replace 'reform programme': The tones I would put in the mix for consideration are:*

- *Education improvement agenda, and*
- *Education(al) transformation....*
- *System and school improvement strategy*

*Thanks for all work that has gone into the preparation of this version.*

*Avis  
E acceptance of changes made*

On Tue, Jun 5, 2018 at 3:49 PM, [redacted – exemption applies]> wrote:

Dear Council Members

I attach a further revised version of your report which includes, in track changes, all the comments you made on the version I sent to you on Friday. I thought it would be helpful for you all to be clear about which of your fellow members have proposed which changes. As you will see, there are some areas where you have made different suggestions, so I'd be grateful if you could agree amongst yourselves what the final wording should be.

In particular, there are a number of different suggestions to replace the term "reform programme". I think that "educational improvement programme" is probably the best, but I'd like you to agree which one should be used, for consistency, throughout the report.

I have also made a few comments on this version of the report, mainly to clarify where I have made changes to ensure that the changes you have suggested in one section of the report, are reflected accurately elsewhere.

As I mentioned in my email yesterday, I should be grateful if you could now agree on the wording to be used in the final report, so that you can all sign off on the final version. Once you have come back to me with the agreed wording, I will produce a final, fully formatted and proof-read version, for you to sign off by the end of the week.

Kind regards

[redacted – exemption applies]  
[redacted – exemption applies]

## **Email Chain 29**

From: Christopher Chapman [redacted – exemption applies]  
Sent: 07 June 2018 14:30  
To: [redacted – exemption applies]; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)  
Cc: Lindsey Watt; Sahlberg Pasi; NG Pak Tee (GPL, PLS); Graham Donaldson; Andrew Hargreaves; Carol Campbell; [redacted – exemption applies]  
Gadhia, Jayne-Anne; Harris Alma; Allison Skerrett  
Subject: Re: Final version of the report for SG/Sign off

Colleagues

Thank you to all of you for your hard work on the report. I understand we are now in a position to offer a final version to Scottish Government and for final sign off by ourselves. I've included the recommendation about research (p. 9) which had not made it in to the text and made some final minor edits 109-114. I understand that these are the final edits from the Council.

Please can you endorse and sign off the final version of the report that Scottish Government will circulate by close of play Thursday (today) by close of play Friday.

Thanks again for all of your hard work on this.

With best wishes

Chris

Professor Christopher Chapman PhD MA BSc (Hons) FRSA  
[redacted – exemption applies]

From: Allison Skerrett [redacted – exemption applies]>  
Date: Thursday, 7 June 2018 at 10:26  
To: Harris Alma [redacted – exemption applies]>, Christopher Chapman <[redacted – exemption applies]>  
Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" <[redacted – exemption applies]>, Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves [redacted – exemption applies]>, Carol Campbell [redacted – exemption applies]>, "Gadhia, Jayne-Anne" <[redacted – exemption applies]>

Subject: Re: Latest Version of the ICEA Report

Thanks, Alma and all. Due to my situation with internet this week I do will have to download the report and read it further but I understand it is likely being delivered to SG soon today. I've read all your comments and so will stand with you in endorsing the report and will read it over as soon as I can.

Many thanks,  
Allison

Allison Skerrett, Associate Professor  
Department of Curriculum & Instruction  
The University of Texas at Austin

From: Harris Alma [redacted – exemption applies]  
Date: Wednesday, June 6, 2018 at 1:04 PM  
To: Christopher Chapman [redacted – exemption applies]>  
Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" <[redacted – exemption applies]>, Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, Allison Skerrett <[redacted – exemption applies]>, "Gadhia, Jayne-Anne" <[redacted – exemption applies]

Subject: Re: Latest Version of the ICEA Report

Dear All,

As promised here is the latest, clean version, of our report.

All track changes have been accepted, all comments deleted and some light touch editing across the report undertaken i.e. grammar, typos, punctuation etc. but not substance. There are some formatting and consistency issues that I hope SG will address for completeness.

As Chris says, if there are any additional changes, it would be good to have them early tomorrow morning before Chris sends the final version to Scottish Govt, tomorrow lunchtime.

Many thanks everyone.

Best

Alma

[Professor Alma Harris](#)

On 6 June 2018 at 12:42, Christopher Chapman <[redacted – exemption applies]> wrote:

Dear all

[redacted – exemption applies] thank you for all of your team's work on this and to colleagues for engaging with tight time line amounts complex commitments. I have one further recommendation to add (p. 8):

14. Work with Universities and other providers to further develop and implement the educational research strategy published in 2017. This will build the system's capacity for independent research and evaluation and a Scottish empirical evidence base.

Educational reform programme works for me.

REVISIONS TO FINAL PART OF THE PROCESS:

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With thank again for all of your hard work on this.

Best  
Chris

Sent from my iPad

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Many thanks [redacted – exemption applies]

*Concerning your question on the terminology to replace 'reform programme': The tones I would put in the mix for consideration are:*

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- *System and school improvement strategy*

*Thanks for all work that has gone into the preparation of this version.*

*Avis  
E acceptance of changes made*

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Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

### **Email Chain 30**

From: NG Pak Tee (GPL, PLS) [redacted – exemption applies]  
Sent: 07 June 2018 14:46  
To: Harris Alma; Christopher Chapman  
Cc: [redacted – exemption applies]; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning); Lindsey Watt; Sahlberg Pasi; Graham Donaldson; Andrew Hargreaves; Carol Campbell; [redacted – exemption applies]; Gadhia, Jayne-Anne; Allison Skerrett  
Subject: Re: Final version of the report for SG/Sign off

Dear Chris,

I am happy to endorse the report too.  
Thank you!

Best wishes  
Pak Tee

Sent from my Samsung Galaxy smartphone.

----- Original message -----

From: Harris Alma <[redacted – exemption applies]>  
Date: 07/06/2018 9:38 pm (GMT+08:00)  
To: Christopher Chapman <[redacted – exemption applies]>  
Cc: [redacted – exemption applies] Fiona Robertson <[redacted – exemption applies]>, Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" <[redacted – exemption applies]>, Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell [redacted – exemption applies] "Gadhia, Jayne-Anne" [redacted – exemption applies], Allison Skerrett [redacted – exemption applies]

Subject: Re: Final version of the report for SG/Sign off



Thanks Chris, I am happy to endorse this report.

Alma

[Professor Alma Harris](#)

On 7 June 2018 at 14:29, Christopher Chapman [redacted – exemption applies]> wrote:

Colleagues

Thank you to all of you for your hard work on the report. I understand we are now in a position to offer a final version to Scottish Government and for final sign off by ourselves. I've included the recommendation about research (p. 9) which had not made it in to the text and made some final minor edits 109-114. I understand that these are the final edits from the Council.

Please can you endorse and sign off the final version of the report that Scottish Government will circulate by close of play Thursday (today) by close of play Friday.

Thanks again for all of your hard work on this.

With best wishes

Chris

Professor Christopher Chapman PhD MA BSc (Hons) FRSA

From: Allison Skerrett <[redacted – exemption applies] >

Date: Thursday, 7 June 2018 at 10:26

To: Harris Alma <[redacted – exemption applies]>, Christopher Chapman <[redacted – exemption applies]>

Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi [redacted – exemption applies], "NG Pak Tee (GPL, PLS)" <[redacted – exemption applies]>, Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, [redacted – exemption applies], "Gadhia, Jayne-Anne" <[redacted – exemption applies]>

Subject: Re: Latest Version of the ICEA Report

Thanks, Alma and all. Due to my situation with internet this week I do will have to download the report and read it further but I understand it is likely being delivered to SG soon today. I've read all your comments and so will stand with you in endorsing the report and will read it over as soon as I can.

Many thanks,

Allison

Allison Skerrett, Associate Professor

Department of Curriculum & Instruction

The University of Texas at Austin

From: Harris Alma [redacted – exemption applies]  
Date: Wednesday, June 6, 2018 at 1:04 PM  
To: Christopher Chapman [redacted – exemption applies]>  
Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" <[redacted – exemption applies]>, Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, Allison Skerrett <[redacted – exemption applies]>, "Gadhia, Jayne-Anne" <[redacted – exemption applies]>  
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Many thanks everyone.

Best

Alma

[Professor Alma Harris](#)

On 6 June 2018 at 12:42, Christopher Chapman <[redacted – exemption applies]> wrote:

Dear all

[redacted – exemption applies] thank you for all of your team's work on this and to colleagues for engaging with tight time line amounts complex commitments. I have one further recommendation to add (p. 8):

14. Work with Universities and other providers to further develop and implement the educational research strategy published in 2017. This will build the system's capacity for independent research and evaluation and a Scottish empirical evidence base.

Educational reform programme works for me.

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2. [redacted – exemption applies] will recirculate Friday am for all to formally sign off. Again a nil response will indicate endorsement and final sign off.

With thank again for all of your hard work on this.

Best

Chris

Sent from my iPad

On 5 Jun 2018, at 22:44, Avis Glaze <[redacted – exemption applies]> wrote:

Many thanks [redacted – exemption applies]

*Concerning your question on the terminology to replace 'reform programme': The tones I would put in the mix for consideration are:*

- *Education improvement agenda, and*
- *Education(al) transformation....*
- *System and school improvement strategy*

*Thanks for all work that has gone into the preparation of this version.*

*Avis*

*E acceptance of changes made*

[On Tue, Jun 5, 2018 at 3:49 PM, <\[redacted – exemption applies\]> wrote:](#)

[Dear Council Members](#)

[I attach a further revised version of your report which includes, in track changes, all the comments you made on the version I sent to you on Friday. I thought it would be helpful for you all to be clear about which of your fellow members have proposed which changes. As you will see, there are some areas where you have made different suggestions, so I'd be grateful if you could agree amongst yourselves what the final wording should be.](#)

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Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

### **Email Chain 31**

From: Harris Alma [redacted – exemption applies]

Sent: 07 June 2018 14:47

To: Christopher Chapman

Cc: [redacted – exemption applies]; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning); Lindsey Watt; Sahlberg Pasi; NG Pak Tee (GPL, PLS); Graham Donaldson; Andrew Hargreaves; Carol Campbell; [redacted – exemption applies]; Gadhia, Jayne-Anne; Allison Skerrett

Subject: Re: Final version of the report for SG/Sign off

I agree with Pasi, it needs a thorough proof read, the legacy of various track changes and alterations, plus numbering needs checking.

[Professor Alma Harris](#)

On 7 June 2018 at 14:38, Harris Alma <[redacted – exemption applies]> wrote:  
Thanks Chris, I am happy to endorse this report.

Alma

[Professor Alma Harris](#)

On 7 June 2018 at 14:29, Christopher Chapman <[redacted – exemption applies]> wrote:

Colleagues

Thank you to all of you for your hard work on the report. I understand we are now in a position to offer a final version to Scottish Government and for final sign off by ourselves. I’ve

included the recommendation about research (p. 9) which had not made it in to the text and made some final minor edits 109-114. I understand that these are the final edits from the Council.

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Thanks again for all of your hard work on this.

With best wishes

Chris

Professor Christopher Chapman PhD MA BSc (Hons) FRSA

[redacted – exemption applies]

From: Allison Skerrett <[redacted – exemption applies]>

Date: Thursday, 7 June 2018 at 10:26

To: Harris Alma <[redacted – exemption applies]>, Christopher Chapman <[redacted – exemption applies]>

Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" [redacted – exemption applies], Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, [redacted – exemption applies], "Gadhia, Jayne-Anne" <[redacted – exemption applies]>

Subject: Re: Latest Version of the ICEA Report

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Many thanks,

Allison

Allison Skerrett, Associate Professor

Department of Curriculum & Instruction

The University of Texas at Austin

From: Harris Alma [redacted – exemption applies]

Date: Wednesday, June 6, 2018 at 1:04 PM

To: Christopher Chapman [redacted – exemption applies]

Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption

applies]>, "NG Pak Tee (GPL, PLS)" <[redacted – exemption applies]>, Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, Allison Skerrett <[redacted – exemption applies]>, "Gadhia, Jayne-Anne" <[redacted – exemption applies]

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Best

Chris

Sent from my iPad

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Many thanks [redacted – exemption applies]

*Concerning your question on the terminology to replace 'reform programme': The tones I would put in the mix for consideration are:*

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*Thanks for all work that has gone into the preparation of this version.*

*Avis*

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[Kind regards](#)

[redacted – exemption applies]

[redacted – exemption applies]

## **Email Chain 32**

From: Christopher Chapman [redacted – exemption applies]  
Sent: 07 June 2018 14:48  
To: Sahlberg, Pasi J; [redacted – exemption applies]; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)  
Cc: Lindsey Watt; NG Pak Tee (GPL, PLS); Graham Donaldson; Andrew Hargreaves; Carol Campbell [redacted – exemption applies]; Gadhia, Jayne-Anne; Harris Alma; Allison Skerrett  
Subject: Re: Final version of the report for SG/Sign off

Thanks Pasi- I'm assuming the SG team will proof and edit for typos. Thanks for raising it. I'll give it a final check tomorrow.

Best  
C

Professor Christopher Chapman PhD MA BSc (Hons) FRSA  
[redacted – exemption applies]

From: "Sahlberg, Pasi J" <[redacted – exemption applies]>  
Date: Thursday, 7 June 2018 at 14:45  
To: Christopher Chapman <[redacted – exemption applies]>, "[redacted – exemption applies], Fiona Robertson [redacted – exemption applies]>  
Cc: Lindsey Watt <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" <[redacted – exemption applies]>, Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, [redacted – exemption applies]>, "Gadhia, Jayne-Anne" <[redacted – exemption applies]>, Harris Alma <[redacted – exemption applies]>, Allison Skerrett <[redacted – exemption applies]>

Subject: Re: Final version of the report for SG/Sign off

Chris,

fine with me. You may want to run a quick spell-check to correct some of the typos still in the text. Well done indeed. Thanks.

Pasi

From: Christopher Chapman < [redacted – exemption applies] >  
Date: Thursday, 7 June 2018 at 23.30  
To: [redacted – exemption applies]>, Fiona Robertson <[redacted – exemption applies] >  
Cc: Lindsey Watt <[redacted – exemption applies] >, Pasi Sahlberg <[redacted – exemption applies] >, "NG Pak Tee (GPL, PLS)" <[redacted – exemption applies] >, Graham Donaldson <[redacted – exemption applies] >, Andrew Hargreaves <[redacted – exemption



applies] >, Carol Campbell <[redacted – exemption applies] >, "Gadhia, Jayne-Anne" <[redacted – exemption applies] >, Harris Alma <[redacted – exemption applies] >, Allison Skerrett <[redacted – exemption applies] >

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[redacted – exemption applies]

From: Allison Skerrett <[redacted – exemption applies]>

Date: Thursday, 7 June 2018 at 10:26

To: Harris Alma <[redacted – exemption applies]>, Christopher Chapman <[redacted – exemption applies]>

Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" [redacted – exemption applies], Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, [redacted – exemption applies], "Gadhia, Jayne-Anne" <[redacted – exemption applies]>

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2. [redacted – exemption applies] will recirculate Friday am for all to formally sign off. Again a nil response will indicate endorsement and final sign off.

With thank again for all of your hard work on this.

Best  
Chris

Sent from my iPad

On 5 Jun 2018, at 22:44, Avis Glaze [redacted – exemption applies] > wrote:

Many thanks [redacted – exemption applies]

*Concerning your question on the terminology to replace 'reform programme': The tones I would put in the mix for consideration are:*

- *Education improvement agenda, and*
- *Education(al) transformation....*
- *System and school improvement strategy*

*Thanks for all work that has gone into the preparation of this version.*

*Avis  
E acceptance of changes made*

On Tue, Jun 5, 2018 at 3:49 PM, < [redacted – exemption applies] > wrote:

Dear Council Members

I attach a further revised version of your report which includes, in track changes, all the comments you made on the version I sent to you on Friday. I thought it would be helpful for you all to be clear about which of your fellow members have proposed which changes. As you will see, there are some areas where you have made different suggestions, so I'd be grateful if you could agree amongst yourselves what the final wording should be.

In particular, there are a number of different suggestions to replace the term "reform programme". I think that "educational improvement programme" is probably the best, but I'd like you to agree which one should be used, for consistency, throughout the report.

I have also made a few comments on this version of the report, mainly to clarify where I have made changes to ensure that the changes you have suggested in one section of the report, are reflected accurately elsewhere.

As I mentioned in my email yesterday, I should be grateful if you could now agree on the wording to be used in the final report, so that you can all sign off on the final version. Once you have come back to me with the agreed wording, I will produce a final, fully formatted and proof-read version, for you to sign off by the end of the week.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

## Email Chain 33

From: Andrew Hargreaves [redacted – exemption applies]

Sent: 07 June 2018 15:04

To: Harris Alma

Cc: Christopher Chapman; [redacted – exemption applies] Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning); Lindsey Watt; Sahlberg Pasi; NG Pak Tee (GPL, PLS); Graham Donaldson; Carol Campbell; [redacted – exemption applies] Gadhia, Jayne-Anne; Allison Skerrett

Subject: Re: Final version of the report for SG/Sign off

Dear ICEA colleagues,

Congratulations on an awesome report which I fully endorse. I am so sorry I could not be with you this time to be part of it.

For me the highlights were moving away from the language of delivery, ensuring that CFE does not get lost within NIF, being cautiously supportive of the assessment strategy, urging RICS to hurry up, advocating for more funding for them, urging a shift from legislative to cultural change, and the four-fold grid. It blends globalization and Scottishness. It was almost smart not to include references to any of our individual work. It is concise, focused, diplomatic, yet also very clear. True collaboration at its best.

I picked up a couple of errors

25. The ICEA recommends that the Scottish Government consider Consider – should just be one consider

47. We suggest, therefore, that upcoming activity should focus on capacity building, deep implementation cultural change. Should be deep implementation and cultural change.

I look forward to rejoining all of you in September, but for now, for us and for Scotland, thanks for your mightily impressive work.

Andy

Andy Hargreaves  
Research Professor  
President: International Congress of School Effectiveness & Improvement  
Editor-in-Chief: Journal of Professional Capital & Community  
Lynch School of Education  
[redacted – exemption applies]

On Thu, Jun 7, 2018 at 9:38 AM, Harris Alma <[redacted – exemption applies]> wrote:  
Thanks Chris, I am happy to endorse this report.

Alma

Professor Alma Harris

On 7 June 2018 at 14:29, Christopher Chapman <[redacted – exemption applies] > wrote:

Colleagues

Thank you to all of you for your hard work on the report. I understand we are now in a position to offer a final version to Scottish Government and for final sign off by ourselves. I've included the recommendation about research (p. 9) which had not made it in to the text and made some final minor edits 109-114. I understand that these are the final edits from the Council.

Please can you endorse and sign off the final version of the report that Scottish Government will circulate by close of play Thursday (today) by close of play Friday.

Thanks again for all of your hard work on this.

With best wishes

Chris

Professor Christopher Chapman PhD MA BSc (Hons) FRSA

[redacted – exemption applies]

From: Allison Skerrett <[redacted – exemption applies]>

Date: Thursday, 7 June 2018 at 10:26

To: Harris Alma <[redacted – exemption applies]>, Christopher Chapman <[redacted – exemption applies]>

Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" [redacted – exemption applies], Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, [redacted – exemption applies], "Gadhia, Jayne-Anne" <[redacted – exemption applies]>

Subject: Re: Latest Version of the ICEA Report

Thanks, Alma and all. Due to my situation with internet this week I do will have to download the report and read it further but I understand it is likely being delivered to SG soon today. I've read all your comments and so will stand with you in endorsing the report and will read it over as soon as I can.

Many thanks,

Allison

Allison Skerrett, Associate Professor

Department of Curriculum & Instruction

The University of Texas at Austin

From: Harris Alma [redacted – exemption applies]

Date: Wednesday, June 6, 2018 at 1:04 PM

To: Christopher Chapman [redacted – exemption applies]>

Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" <[redacted – exemption applies]>, Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, Allison Skerrett <[redacted – exemption applies]>, "Gadhia, Jayne-Anne" <[redacted – exemption applies]

Subject: Re: Latest Version of the ICEA Report

Dear All,

As promised here is the latest, clean version, of our report.

All track changes have been accepted, all comments deleted and some light touch editing across the report undertaken i.e. grammar, typos, punctuation etc. but not substance. There are some formatting and consistency issues that I hope SG will address for completeness.

As Chris says, if there are any additional changes, it would be good to have them early tomorrow morning before Chris sends the final version to Scottish Govt, tomorrow lunchtime.

Many thanks everyone.

Best

Alma

[Professor Alma Harris](#)

On 6 June 2018 at 12:42, Christopher Chapman <[redacted – exemption applies] > wrote:

Dear all

[redacted – exemption applies] thank you for all of your team's work on this and to colleagues for engaging with tight time line amounts complex commitments. I have one further recommendation to add (p. 8):

14. Work with Universities and other providers to further develop and implement the educational research strategy published in 2017. This will build the system's capacity for independent research and evaluation and a Scottish empirical evidence base.

Educational reform programme works for me.

REVISIONS TO FINAL PART OF THE PROCESS:

Given time constraints Alma and I propose the following to bring this to a close:

1. Alma will address the comments and edits in the latest iteration and circulate the final revised version either later tonight or first thing tomorrow to ICEA for a final check before she sends it to [redacted – exemption applies] at lunchtime. A nil response from ICEA will indicate that individuals agree with the text and have no further comments/ edits.
2. [redacted – exemption applies] will recirculate Friday am for all to formally sign off. Again a nil response will indicate endorsement and final sign off.

With thank again for all of your hard work on this.

Best

Chris

Sent from my iPad

On 5 Jun 2018, at 22:44, Avis Glaze <[redacted – exemption applies] > wrote:

Many thanks [redacted – exemption applies]

*Concerning your question on the terminology to replace 'reform programme': The tones I would put in the mix for consideration are:*

- *Education improvement agenda, and*
- *Education(al) transformation....*
- *System and school improvement strategy*

*Thanks for all work that has gone into the preparation of this version.*

*Avis*

*E acceptance of changes made*

[On Tue, Jun 5, 2018 at 3:49 PM, <\[redacted – exemption applies\] > wrote:](#)

[Dear Council Members](#)

[I attach a further revised version of your report which includes, in track changes, all the comments you made on the version I sent to you on Friday. I thought it would be helpful for you all to be clear about which of your fellow members have proposed which changes. As you will see, there are some areas where you have made different suggestions, so I'd be grateful if you could agree amongst yourselves what the final wording should be.](#)

[In particular, there are a number of different suggestions to replace the term "reform programme". I think that "educational improvement programme" is probably the best, but I'd like you to agree which one should be used, for consistency, throughout the report.](#)

I have also made a few comments on this version of the report, mainly to clarify where I have made changes to ensure that the changes you have suggested in one section of the report, are reflected accurately elsewhere.

As I mentioned in my email yesterday, I should be grateful if you could now agree on the wording to be used in the final report, so that you can all sign off on the final version. Once you have come back to me with the agreed wording, I will produce a final, fully formatted and proof-read version, for you to sign off by the end of the week.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

### **Email Chain 34**

From: Gadhia, Jayne-Anne [redacted – exemption applies]

Sent: 07 June 2018 16:51

To: Graham Donaldson

Cc: Harris Alma; Christopher Chapman; [redacted – exemption applies]; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning); Lindsey Watt; Sahlberg Pasi; NG Pak Tee (GPL, PLS); Andrew Hargreaves; Carol Campbell; [redacted – exemption applies]; Allison Skerrett

Subject: Re: Final version of the report for SG/Sign off

Me too.

Jayne-Anne

Jayne-Anne Gadhia  
Chief Executive Officer  
[redacted – exemption applies]

On 7 Jun 2018, at 15:48, Graham Donaldson [redacted – exemption applies] > wrote:

And me.

Graham

Sent from my iPhone

On 7 Jun 2018, at 14:38, Harris Alma <[redacted – exemption applies]> wrote:

Thanks Chris, I am happy to endorse this report.

Alma

[Professor Alma Harris](#)



On 7 June 2018 at 14:29, Christopher Chapman <[redacted – exemption applies] > wrote:

Colleagues

Thank you to all of you for your hard work on the report. I understand we are now in a position to offer a final version to Scottish Government and for final sign off by ourselves. I've included the recommendation about research (p. 9) which had not made it in to the text and made some final minor edits 109-114. I understand that these are the final edits from the Council.

Please can you endorse and sign off the final version of the report that Scottish Government will circulate by close of play Thursday (today) by close of play Friday.

Thanks again for all of your hard work on this.

With best wishes

Chris

Professor Christopher Chapman PhD MA BSc (Hons) FRSA

[redacted – exemption applies]

From: Allison Skerrett <[redacted – exemption applies]>

Date: Thursday, 7 June 2018 at 10:26

To: Harris Alma <[redacted – exemption applies]>, Christopher Chapman <[redacted – exemption applies]>

Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" [redacted – exemption applies], Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, [redacted – exemption applies], "Gadhia, Jayne-Anne" <[redacted – exemption applies]>

Subject: Re: Latest Version of the ICEA Report

Thanks, Alma and all. Due to my situation with internet this week I do will have to download the report and read it further but I understand it is likely being delivered to SG soon today. I've read all your comments and so will stand with you in endorsing the report and will read it over as soon as I can.

Many thanks,

Allison

Allison Skerrett, Associate Professor

Department of Curriculum & Instruction

The University of Texas at Austin

From: Harris Alma [redacted – exemption applies]  
Date: Wednesday, June 6, 2018 at 1:04 PM  
To: Christopher Chapman [redacted – exemption applies]>  
Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" <[redacted – exemption applies]>, Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, Allison Skerrett <[redacted – exemption applies]>, "Gadhia, Jayne-Anne" <[redacted – exemption applies]

Subject: Re: Latest Version of the ICEA Report

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As promised here is the latest, clean version, of our report.

All track changes have been accepted, all comments deleted and some light touch editing across the report undertaken i.e. grammar, typos, punctuation etc. but not substance. There are some formatting and consistency issues that I hope SG will address for completeness.

As Chris says, if there are any additional changes, it would be good to have them early tomorrow morning before Chris sends the final version to Scottish Govt, tomorrow lunchtime.

Many thanks everyone.

Best

Alma

[Professor Alma Harris](#)

On 6 June 2018 at 12:42, Christopher Chapman <[redacted – exemption applies]> wrote:

Dear all

[redacted – exemption applies] thank you for all of your team's work on this and to colleagues for engaging with tight time line amounts complex commitments. I have one further recommendation to add (p. 8):

14. Work with Universities and other providers to further develop and implement the educational research strategy published in 2017. This will build the system's capacity for independent research and evaluation and a Scottish empirical evidence base.

Educational reform programme works for me.

REVISIONS TO FINAL PART OF THE PROCESS:

Given time constraints Alma and I propose the following to bring this to a close:

1. Alma will address the comments and edits in the latest iteration and circulate the final revised version either later tonight or first thing tomorrow to ICEA for a final check before she

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2. [redacted – exemption applies] will recirculate Friday am for all to formally sign off. Again a nil response will indicate endorsement and final sign off.

With thank again for all of your hard work on this.

Best

Chris

Sent from my iPad

On 5 Jun 2018, at 22:44, Avis Glaze <[redacted – exemption applies] > wrote:

Many thanks [redacted – exemption applies]

*Concerning your question on the terminology to replace 'reform programme': The tones I would put in the mix for consideration are:*

- Education improvement agenda, and*
- Education(al) transformation....*
- System and school improvement strategy*

*Thanks for all work that has gone into the preparation of this version.*

*Avis*

*E acceptance of changes made*

On Tue, Jun 5, 2018 at 3:49 PM, <[redacted – exemption applies] > wrote:

Dear Council Members

I attach a further revised version of your report which includes, in track changes, all the comments you made on the version I sent to you on Friday. I thought it would be helpful for you all to be clear about which of your fellow members have proposed which changes. As you will see, there are some areas where you have made different suggestions, so I'd be grateful if you could agree amongst yourselves what the final wording should be.

In particular, there are a number of different suggestions to replace the term "reform programme". I think that "educational improvement programme" is probably the best, but I'd like you to agree which one should be used, for consistency, throughout the report.

I have also made a few comments on this version of the report, mainly to clarify where I have made changes to ensure that the changes you have suggested in one section of the report, are reflected accurately elsewhere.

As I mentioned in my email yesterday, I should be grateful if you could now agree on the wording to be used in the final report, so that you can all sign off on the final version. Once you have come back to me with the agreed wording, I will produce a final, fully formatted and proof-read version, for you to sign off by the end of the week.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

### **Email Chain 35**

From: Lindsey Watt [redacted – exemption applies]

Sent: 07 June 2018 18:42

To: Christopher Chapman

Cc: Allison Skerrett; Andrew Hargreaves; Carol Campbell; Robertson FMG (Fiona) (Director of Learning); Gadhia, Jayne-Anne; Logan G (Graeme); Graham Donaldson; Harris Alma; [redacted – exemption applies]; NG Pak Tee (GPL, PLS); Sahlberg Pasi; [redacted – exemption applies]

Subject: Re: Final version of the report for SG/Sign off

Dear All

I'm pleased to endorse the final version of the report. Thanks to all and in particular to Chris and Alma.

Best wishes

Lindsey

On Thu, 7 Jun 2018 at 15:29, Christopher Chapman <[redacted – exemption applies] > wrote:

Colleagues

Thank you to all of you for your hard work on the report. I understand we are now in a position to offer a final version to Scottish Government and for final sign off by ourselves. I've included the recommendation about research (p. 9) which had not made it in to the text and made some final minor edits 109-114. I understand that these are the final edits from the Council.

Please can you endorse and sign off the final version of the report that Scottish Government will circulate by close of play Thursday (today) by close of play Friday.

Thanks again for all of your hard work on this.

With best wishes

Chris

Professor Christopher Chapman PhD MA BSc (Hons) FRSA

[redacted – exemption applies]

From: Allison Skerrett <[redacted – exemption applies]>

Date: Thursday, 7 June 2018 at 10:26

To: Harris Alma <[redacted – exemption applies]>, Christopher Chapman <[redacted – exemption applies]>

Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" [redacted – exemption applies], Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, [redacted – exemption applies], "Gadhia, Jayne-Anne" <[redacted – exemption applies]>

Subject: Re: Latest Version of the ICEA Report

Thanks, Alma and all. Due to my situation with internet this week I do will have to download the report and read it further but I understand it is likely being delivered to SG soon today. I've read all your comments and so will stand with you in endorsing the report and will read it over as soon as I can.

Many thanks,

Allison

Allison Skerrett, Associate Professor

Department of Curriculum & Instruction

The University of Texas at Austin

From: Harris Alma [redacted – exemption applies]

Date: Wednesday, June 6, 2018 at 1:04 PM

To: Christopher Chapman [redacted – exemption applies]>

Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" <[redacted – exemption applies]>, Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, Allison Skerrett <[redacted – exemption applies]>, "Gadhia, Jayne-Anne" <[redacted – exemption applies]

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As Chris says, if there are any additional changes, it would be good to have them early tomorrow morning before Chris sends the final version to Scottish Govt, tomorrow lunchtime.

Many thanks everyone.

Best

Alma

[Professor Alma Harris](#)

On 6 June 2018 at 12:42, Christopher Chapman <[redacted – exemption applies] > wrote:

Dear all

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14. Work with Universities and other providers to further develop and implement the educational research strategy published in 2017. This will build the system's capacity for independent research and evaluation and a Scottish empirical evidence base.

Educational reform programme works for me.

REVISIONS TO FINAL PART OF THE PROCESS:

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2. [redacted – exemption applies] will recirculate Friday am for all to formally sign off. Again a nil response will indicate endorsement and final sign off.

With thank again for all of your hard work on this.

Best

Chris

Sent from my iPad

On 5 Jun 2018, at 22:44, Avis Glaze [redacted – exemption applies] > wrote:

Many thanks [redacted – exemption applies]

*Concerning your question on the terminology to replace 'reform programme': The tones I would put in the mix for consideration are:*

- Education improvement agenda, and*
- Education(al) transformation....*
- System and school improvement strategy*

*Thanks for all work that has gone into the preparation of this version.*

Avis

*E acceptance of changes made*

[On Tue, Jun 5, 2018 at 3:49 PM, <\[redacted – exemption applies\] > wrote:](#)

[Dear Council Members](#)

[I attach a further revised version of your report which includes, in track changes, all the comments you made on the version I sent to you on Friday. I thought it would be helpful for you all to be clear about which of your fellow members have proposed which changes. As you will see, there are some areas where you have made different suggestions, so I'd be grateful if you could agree amongst yourselves what the final wording should be.](#)

[In particular, there are a number of different suggestions to replace the term "reform programme". I think that "educational improvement programme" is probably the best, but I'd like you to agree which one should be used, for consistency, throughout the report.](#)

[I have also made a few comments on this version of the report, mainly to clarify where I have made changes to ensure that the changes you have suggested in one section of the report, are reflected accurately elsewhere.](#)

[As I mentioned in my email yesterday, I should be grateful if you could now agree on the wording to be used in the final report, so that you can all sign off on the final version. Once you have come back to me with the agreed wording, I will produce a final, fully formatted and proof-read version, for you to sign off by the end of the week.](#)

[Kind regards](#)

[redacted – exemption applies]

[redacted – exemption applies]

## Email Chain 36

From: Gadhia, Jayne-Anne [redacted – exemption applies]  
Sent: 08 June 2018 06:38  
To: [redacted – exemption applies]  
Cc: [redacted – exemption applies]; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning); [redacted – exemption applies]

Subject: Re: Final version of the report for SG/Sign off

I am [redacted – exemption applies]. Thanks for all your hard work too.

Jayne-Anne

Jayne-Anne Gadhia  
Chief Executive Officer  
[redacted – exemption applies]

On 8 Jun 2018, at 00:33, [redacted – exemption applies] > wrote:

Dear Council Members

I have now gone through the near final version of the report and, as requested, have made a few further amendments for the purposes of clarity and consistency. In particular, I have used the term “educational improvement programme” throughout the report, instead of the number of different phrases that had been used to replace the term “reform programme”.

I have also ensured that the recommendations around the RICs (recommendations 15 & 16) are consistent in stating that it should be the Scottish Government, Education Scotland and local government working together to provide support. In the version you sent, one had mentioned the Scottish Government, while the other had only mentioned Education Scotland and local government. I have also made sure that the wording is consistent with the paragraphs in the main body of the text.

I have also asked for some clarification around para 54, where it is not entirely clear to me what is being suggested.

I should be grateful if you could let me know by close on Friday if you are content with the latest version, which we will take as final (subject to further proof reading for typos and formatting).

Thanks again for all your hard work on this.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]



From: Christopher Chapman [redacted – exemption applies]  
Sent: 07 June 2018 14:30  
To: [redacted – exemption applies]; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)  
Cc: Lindsey Watt; Sahlberg Pasi; NG Pak Tee (GPL, PLS); Graham Donaldson; Andrew Hargreaves; Carol Campbell; [redacted – exemption applies] Gadhia, Jayne-Anne; Harris Alma; Allison Skerrett  
Subject: Re: Final version of the report for SG/Sign off

Colleagues

Thank you to all of you for your hard work on the report. I understand we are now in a position to offer a final version to Scottish Government and for final sign off by ourselves. I've included the recommendation about research (p. 9) which had not made it in to the text and made some final minor edits 109-114. I understand that these are the final edits from the Council.

Please can you endorse and sign off the final version of the report that Scottish Government will circulate by close of play Thursday (today) by close of play Friday.

Thanks again for all of your hard work on this.

With best wishes

Chris

Professor Christopher Chapman PhD MA BSc (Hons) FRSA  
[redacted – exemption applies]

From: Allison Skerrett <[redacted – exemption applies]>  
Date: Thursday, 7 June 2018 at 10:26  
To: Harris Alma <[redacted – exemption applies]>, Christopher Chapman <[redacted – exemption applies]>  
Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" [redacted – exemption applies], Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, [redacted – exemption applies], "Gadhia, Jayne-Anne" <[redacted – exemption applies]>

Subject: Re: Latest Version of the ICEA Report

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Many thanks,  
Allison

Allison Skerrett, Associate Professor  
Department of Curriculum & Instruction  
The University of Texas at Austin

From: Harris Alma [redacted – exemption applies]  
Date: Wednesday, June 6, 2018 at 1:04 PM  
To: Christopher Chapman [redacted – exemption applies]>  
Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" <[redacted – exemption applies]>, Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, Allison Skerrett <[redacted – exemption applies]>, "Gadhia, Jayne-Anne" <[redacted – exemption applies]

Subject: Re: Latest Version of the ICEA Report

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Many thanks everyone.

Best

Alma

[Professor Alma Harris](#)

On 6 June 2018 at 12:42, Christopher Chapman <[redacted – exemption applies]> wrote:  
Dear all

[redacted – exemption applies] thank you for all of your team's work on this and to colleagues for engaging with tight time line amounts complex commitments. I have one further recommendation to add (p. 8):

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Educational reform programme works for me.

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With thank again for all of your hard work on this.

Best  
Chris

Sent from my iPad

On 5 Jun 2018, at 22:44, Avis Glaze [redacted – exemption applies] > wrote:

Many thanks [redacted – exemption applies]

*Concerning your question on the terminology to replace 'reform programme': The tones I would put in the mix for consideration are:*

- *Education improvement agenda, and*
- *Education(al) transformation....*
- *System and school improvement strategy*

*Thanks for all work that has gone into the preparation of this version.*

*Avis  
E acceptance of changes made*

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Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

### **Email Chain 37**

From: Robertson FMG (Fiona) (Director of Learning)  
Sent: 08 June 2018 07:50  
To: [redacted – exemption applies]; Christopher Chapman; [redacted – exemption applies]; Logan G (Graeme)  
Cc: Lindsey Watt; Sahlberg Pasi; NG Pak Tee (GPL, PLS); Graham Donaldson; Andrew Hargreaves; Carol Campbell; [redacted – exemption applies]; Gadhia, Jayne-Anne; Harris Alma; Allison Skerrett

Subject: RE: Final version of the report for SG/Sign off

Many thanks to all Council members for preparing this report. A significant amount of work in a short time and I know Ministers – and the wider system - will really appreciate the advice you are providing.

I would also like to thank my team – [redacted – exemption applies] and Graeme - for providing excellent support to this process.

Fiona Robertson  
Director of Learning | Stiùiriche an Ionnsachaidh  
The Scottish Government | Riaghaltas na h-Alba

[redacted – exemption applies]

From: [redacted – exemption applies]  
Sent: 08 June 2018 00:32  
To: Christopher Chapman; [redacted – exemption applies]; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)  
Cc: Lindsey Watt; Sahlberg Pasi; NG Pak Tee (GPL, PLS); Graham Donaldson; Andrew Hargreaves; Carol Campbell; [redacted – exemption applies]; Gadhia, Jayne-Anne; Harris Alma; Allison Skerrett

Subject: RE: Final version of the report for SG/Sign off

Dear Council Members

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I have also asked for some clarification around para 54, where it is not entirely clear to me what is being suggested.

I should be grateful if you could let me know by close on Friday if you are content with the latest version, which we will take as final (subject to further proof reading for typos and formatting).

Thanks again for all your hard work on this.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

From: Christopher Chapman [[redacted – exemption applies]]

Sent: 07 June 2018 14:30

To: [redacted – exemption applies]; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)

Cc: Lindsey Watt; Sahlberg Pasi; NG Pak Tee (GPL, PLS); Graham Donaldson; Andrew Hargreaves; Carol Campbell; [redacted – exemption applies]; Gadhia, Jayne-Anne; Harris Alma; Allison Skerrett

Subject: Re: Final version of the report for SG/Sign off

Colleagues

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Please can you endorse and sign off the final version of the report that Scottish Government will circulate by close of play Thursday (today) by close of play Friday.

Thanks again for all of your hard work on this.

With best wishes

Chris

Professor Christopher Chapman PhD MA BSc (Hons) FRSA

[redacted – exemption applies]

From: Allison Skerrett <[redacted – exemption applies]>

Date: Thursday, 7 June 2018 at 10:26

To: Harris Alma <[redacted – exemption applies]>, Christopher Chapman <[redacted – exemption applies]>

Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" [redacted – exemption applies], Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>,

Carol Campbell <[redacted – exemption applies]>, [redacted – exemption applies], "Gadhia, Jayne-Anne" <[redacted – exemption applies]>

Subject: Re: Latest Version of the ICEA Report

Thanks, Alma and all. Due to my situation with internet this week I do will have to download the report and read it further but I understand it is likely being delivered to SG soon today. I've read all your comments and so will stand with you in endorsing the report and will read it over as soon as I can.

Many thanks,  
Allison

Allison Skerrett, Associate Professor  
Department of Curriculum & Instruction  
The University of Texas at Austin

From: Harris Alma [redacted – exemption applies]  
Date: Wednesday, June 6, 2018 at 1:04 PM  
To: Christopher Chapman [redacted – exemption applies]>  
Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" <[redacted – exemption applies]>, Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, Allison Skerrett <[redacted – exemption applies]>, "Gadhia, Jayne-Anne" <[redacted – exemption applies]

Subject: Re: Latest Version of the ICEA Report

Dear All,

As promised here is the latest, clean version, of our report.

All track changes have been accepted, all comments deleted and some light touch editing across the report undertaken i.e. grammar, typos, punctuation etc. but not substance. There are some formatting and consistency issues that I hope SG will address for completeness.

As Chris says, if there are any additional changes, it would be good to have them early tomorrow morning before Chris sends the final version to Scottish Govt, tomorrow lunchtime.

Many thanks everyone.

Best

Alma

[Professor Alma Harris](#)

On 6 June 2018 at 12:42, Christopher Chapman <[redacted – exemption applies]> wrote:

Dear all

[redacted – exemption applies] thank you for all of your team's work on this and to colleagues for engaging with tight time line amounts complex commitments. I have one further recommendation to add (p. 8):

14. Work with Universities and other providers to further develop and implement the educational research strategy published in 2017. This will build the system's capacity for independent research and evaluation and a Scottish empirical evidence base.

Educational reform programme works for me.

REVISIONS TO FINAL PART OF THE PROCESS:

Given time constraints Alma and I propose the following to bring this to a close:

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2. [redacted – exemption applies] will recirculate Friday am for all to formally sign off. Again a nil response will indicate endorsement and final sign off.

With thank again for all of your hard work on this.

Best  
Chris

Sent from my iPad

On 5 Jun 2018, at 22:44, Avis Glaze <[redacted – exemption applies]> wrote:

Many thanks [redacted – exemption applies]

*Concerning your question on the terminology to replace 'reform programme': The tones I would put in the mix for consideration are:*

- *Education improvement agenda, and*
- *Education(al) transformation....*
- *System and school improvement strategy*

*Thanks for all work that has gone into the preparation of this version.*

*Avis  
E acceptance of changes made*

On Tue, Jun 5, 2018 at 3:49 PM, <[redacted – exemption applies]> wrote:

Dear Council Members

I attach a further revised version of your report which includes, in track changes, all the comments you made on the version I sent to you on Friday. I thought it would be helpful for you all to be clear about which of your fellow members have proposed which changes. As

you will see, there are some areas where you have made different suggestions, so I'd be grateful if you could agree amongst yourselves what the final wording should be.

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Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

### **Email Chain 38**

From: Harris Alma [[redacted – exemption applies]]  
Sent: 08 June 2018 08:00  
To: [redacted – exemption applies]  
Cc: Chris Chapman; [redacted – exemption applies] Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning); Lindsey Watt; Sahlberg Pasi; NG Pak Tee (GPL, PLS); Graham Donaldson; Andrew Hargreaves; Carol Campbell; [redacted – exemption applies]; Gadhia, Jayne-Anne; Allison Skerrett  
Subject: Re: Final version of the report for SG/Sign off

Thanks [redacted – exemption applies]. The report reads well.

I have undertaken some additional minor editing (typos etc) to help you and your team with the fine tuning.

Para 54 is about CfE so maybe Graham can address this?

A reference is needed for Figure 1 Also between 44 and 45 the Education Report Programme Diagram appears with no explanation. So I wonder if this might be best placed as an appendix or if not, some explanatory text could be added.

Thank you for all your support during this process.

Best

Alma

[Professor Alma Harris](#)

On 8 June 2018 at 00:32, <[redacted – exemption applies]> wrote:



Dear Council Members

I have now gone through the near final version of the report and, as requested, have made a few further amendments for the purposes of clarity and consistency. In particular, I have used the term “educational improvement programme” throughout the report, instead of the number of different phrases that had been used to replace the term “reform programme”.

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Thanks again for all your hard work on this.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

From: Christopher Chapman [redacted – exemption applies]

Sent: 07 June 2018 14:30

To: [redacted – exemption applies] Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)

Cc: Lindsey Watt; Sahlberg Pasi; NG Pak Tee (GPL, PLS); Graham Donaldson; Andrew Hargreaves; Carol Campbell; [redacted – exemption applies]; Gadhia, Jayne-Anne; Harris Alma; Allison Skerrett

Subject: Re: Final version of the report for SG/Sign off

Colleagues

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Thanks again for all of your hard work on this.

With best wishes

Chris

Professor Christopher Chapman PhD MA BSc (Hons) FRSA

[redacted – exemption applies]

From: Allison Skerrett <[redacted – exemption applies]>

Date: Thursday, 7 June 2018 at 10:26

To: Harris Alma <[redacted – exemption applies]>, Christopher Chapman <[redacted – exemption applies]>

Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" <[redacted – exemption applies]>, Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, [redacted – exemption applies], "Gadhia, Jayne-Anne" <[redacted – exemption applies]>

Subject: Re: Latest Version of the ICEA Report

Thanks, Alma and all. Due to my situation with internet this week I do will have to download the report and read it further but I understand it is likely being delivered to SG soon today. I've read all your comments and so will stand with you in endorsing the report and will read it over as soon as I can.

Many thanks,

Allison

Allison Skerrett, Associate Professor

Department of Curriculum & Instruction

The University of Texas at Austin

From: Harris Alma [redacted – exemption applies]

Date: Wednesday, June 6, 2018 at 1:04 PM

To: Christopher Chapman [redacted – exemption applies]>

Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" <[redacted – exemption applies]>, Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, Allison Skerrett <[redacted – exemption applies]>, "Gadhia, Jayne-Anne" <[redacted – exemption applies]

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[Professor Alma Harris](#)

On 6 June 2018 at 12:42, Christopher Chapman <[redacted – exemption applies] > wrote:

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[redacted – exemption applies] thank you for all of your team's work on this and to colleagues for engaging with tight time line amounts complex commitments. I have one further recommendation to add (p. 8):

14. Work with Universities and other providers to further develop and implement the educational research strategy published in 2017. This will build the system's capacity for independent research and evaluation and a Scottish empirical evidence base.

Educational reform programme works for me.

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Given time constraints Alma and I propose the following to bring this to a close:

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Sent from my iPad

On 5 Jun 2018, at 22:44, Avis Glaze <[redacted – exemption applies] > wrote:

Many thanks [redacted – exemption applies]

*Concerning your question on the terminology to replace 'reform programme': The tones I would put in the mix for consideration are:*

- *Education improvement agenda, and*
- *Education(al) transformation....*
- *System and school improvement strategy*

*Thanks for all work that has gone into the preparation of this version.*

*Avis*

*E acceptance of changes made*

[On Tue, Jun 5, 2018 at 3:49 PM, <\[redacted – exemption applies\]>](#) [wrote](#):

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Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

**Email Chain 39**

From: Christopher Chapman [redacted – exemption applies]  
Sent: 08 June 2018 14:01  
To: [redacted – exemption applies]  
Subject: Re: Final version of the report for SG/Sign off

Hi [redacted – exemption applies]

I am happy with this subject to further proof reading and the inclusion of an updated biography for me which I will get to you asap.

With best  
Chris

Professor Christopher Chapman PhD MA BSc (Hons) FRSA  
[redacted – exemption applies]

From: [redacted – exemption applies] >  
Date: Friday, 8 June 2018 at 00:32  
To: Christopher Chapman [redacted – exemption applies] >

Subject: RE: Final version of the report for SG/Sign off

Dear Council Members

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Kind regards

[redacted – exemption applies]

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From: Christopher Chapman [[redacted – exemption applies]]  
Sent: 07 June 2018 14:30  
To: [redacted – exemption applies]; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)  
Cc: Lindsey Watt; Sahlberg Pasi; NG Pak Tee (GPL, PLS); Graham Donaldson; Andrew Hargreaves; Carol Campbell; [redacted – exemption applies] Gadhia, Jayne-Anne; Harris Alma; Allison Skerrett  
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[redacted – exemption applies]

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Date: Thursday, 7 June 2018 at 10:26  
To: Harris Alma <[redacted – exemption applies]>, Christopher Chapman <[redacted – exemption applies]>  
Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" [redacted – exemption applies], Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, [redacted – exemption applies], "Gadhia, Jayne-Anne" <[redacted – exemption applies]>

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Department of Curriculum & Instruction

The University of Texas at Austin

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Date: Wednesday, June 6, 2018 at 1:04 PM

To: Christopher Chapman [redacted – exemption applies]>

Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" <[redacted – exemption applies]>, Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, Allison Skerrett <[redacted – exemption applies]>, "Gadhia, Jayne-Anne" <[redacted – exemption applies]

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Alma

[Professor Alma Harris](#)

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Educational reform programme works for me.

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Best  
Chris

Sent from my iPad

On 5 Jun 2018, at 22:44, Avis Glaze [redacted – exemption applies] > wrote:

Many thanks [redacted – exemption applies]

*Concerning your question on the terminology to replace 'reform programme': The tones I would put in the mix for consideration are:*

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- *Education(al) transformation....*
- *System and school improvement strategy*

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E acceptance of changes made*

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Kind regards

[redacted – exemption applies]

[redacted – exemption applies]



## Email Chain 40

From: Carol Campbell [redacted – exemption applies]  
Sent: 10 June 2018 19:08  
To: Graham Donaldson; Harris Alma  
Cc: [redacted – exemption applies] ; Chris Chapman; [redacted – exemption applies]  
; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning); Lindsey Watt; Sahlberg  
Pasi; NG Pak Tee (GPL, PLS); Andrew Hargreaves; [redacted – exemption applies] ;  
Gadhia, Jayne-Anne; Allison Skerrett

Subject: Re: Final version of the report for SG/Sign off

Hi [redacted – exemption applies] and ICEA

Apologies for not responding on Friday.

I confirm that I endorse this report.

A couple of points:

Do we have a source/reference for Figure 1 (the quadrants of change)?

Paragraph 54 came from my writing, I agree with removing it if it is unclear and unhelpful.  
Please edit out.

Many thanks to everyone,

Carol

---

From: Graham Donaldson [redacted – exemption applies]  
Sent: June 8, 2018 5:13:52 AM  
To: Harris Alma  
Cc: [redacted – exemption applies] ; Chris Chapman; [redacted – exemption applies] ;  
[redacted – exemption applies] ; Fiona Robertson; Lindsey Watt; Sahlberg Pasi; NG Pak Tee  
(GPL, PLS); Andrew Hargreaves; Carol Campbell; [redacted – exemption applies] ; Gadhia,  
Jayne-Anne; Allison Skerrett  
Subject: Re: Final version of the report for SG/Sign off

I am not sure that paragraph 54 is all that helpful. I suggest we take it out.

Graham

> On 8 Jun 2018, at 08:00, Harris Alma <[redacted – exemption applies]> wrote:  
>  
> <ICEA - Fourth Meeting - Final report for sign off - 7 June 2018 AH.docx>

## Email Chain 41

From: Carol Campbell [redacted – exemption applies]  
Sent: 10 June 2018 19:09

To: [redacted – exemption applies]  
Subject: Re: Final version of the report for SG/Sign off

Hi [redacted – exemption applies]

Can you amend my bio to say I have authored over 100 publications (it was 70 back in 2016!).

Many thanks,

Carol

---

From: [redacted – exemption applies]  
Sent: June 7, 2018 7:32:09 PM  
To: [redacted – exemption applies]  
Cc: [redacted – exemption applies]; Carol Campbell; [redacted – exemption applies]  
Subject: RE: Final version of the report for SG/Sign off

Dear Council Members

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Thanks again for all your hard work on this.

Kind regards

[redacted – exemption applies]  
[redacted – exemption applies]

From: Christopher Chapman [redacted – exemption applies]  
Sent: 07 June 2018 14:30  
To: [redacted – exemption applies] Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)  
Cc: Lindsey Watt; Sahlberg Pasi; NG Pak Tee (GPL, PLS); Graham Donaldson; Andrew

Hargreaves; Carol Campbell[redacted – exemption applies] Gadhia, Jayne-Anne; Harris Alma; Allison Skerrett  
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Colleagues

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Please can you endorse and sign off the final version of the report that Scottish Government will circulate by close of play Thursday (today) by close of play Friday.

Thanks again for all of your hard work on this.

With best wishes

Chris

Professor Christopher Chapman PhD MA BSc (Hons) FRSA  
[redacted – exemption applies]

From: Allison Skerrett <[redacted – exemption applies]>  
Date: Thursday, 7 June 2018 at 10:26  
To: Harris Alma <[redacted – exemption applies]>, Christopher Chapman <[redacted – exemption applies]>  
Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" [redacted – exemption applies], Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, [redacted – exemption applies], "Gadhia, Jayne-Anne" <[redacted – exemption applies]>

Subject: Re: Latest Version of the ICEA Report

Thanks, Alma and all. Due to my situation with internet this week I do will have to download the report and read it further but I understand it is likely being delivered to SG soon today. I've read all your comments and so will stand with you in endorsing the report and will read it over as soon as I can.

Many thanks,  
Allison

Allison Skerrett, Associate Professor  
Department of Curriculum & Instruction  
The University of Texas at Austin

From: Harris Alma [redacted – exemption applies]  
Date: Wednesday, June 6, 2018 at 1:04 PM  
To: Christopher Chapman [redacted – exemption applies]>  
Cc: Lindsey Watt <[redacted – exemption applies]>, Sahlberg Pasi <[redacted – exemption applies]>, "NG Pak Tee (GPL, PLS)" <[redacted – exemption applies]>, Graham Donaldson <[redacted – exemption applies]>, Andrew Hargreaves <[redacted – exemption applies]>, Carol Campbell <[redacted – exemption applies]>, Allison Skerrett <[redacted – exemption applies]>, "Gadhia, Jayne-Anne" <[redacted – exemption applies]

Subject: Re: Latest Version of the ICEA Report  
Dear All,

As promised here is the latest, clean version, of our report.

All track changes have been accepted, all comments deleted and some light touch editing across the report undertaken i.e. grammar, typos, punctuation etc. but not substance. There are some formatting and consistency issues that I hope SG will address for completeness.

As Chris says, if there are any additional changes, it would be good to have them early tomorrow morning before Chris sends the final version to Scottish Govt, tomorrow lunchtime.

Many thanks everyone.

Best

Alma

[Professor Alma Harris](#)

On 6 June 2018 at 12:42, Christopher Chapman [redacted – exemption applies] > wrote:  
Dear all

[redacted – exemption applies] thank you for all of your team's work on this and to colleagues for engaging with tight time line amounts complex commitments. I have one further recommendation to add (p. 8):

14. Work with Universities and other providers to further develop and implement the educational research strategy published in 2017. This will build the system's capacity for independent research and evaluation and a Scottish empirical evidence base.

Educational reform programme works for me.

REVISIONS TO FINAL PART OF THE PROCESS:

Given time constraints Alma and I propose the following to bring this to a close:

1. Alma will address the comments and edits in the latest iteration and circulate the final revised version either later tonight or first thing tomorrow to ICEA for a final check before she sends it to [redacted – exemption applies] at lunchtime. A nil response from ICEA will indicate that individuals agree with the text and have no further comments/ edits.
2. [redacted – exemption applies] will recirculate Friday am for all to formally sign off. Again a nil response will indicate endorsement and final sign off.

With thank again for all of your hard work on this.

Best  
Chris

Sent from my iPad

On 5 Jun 2018, at 22:44, Avis Glaze <[redacted – exemption applies] > wrote:

Many thanks [redacted – exemption applies]

*Concerning your question on the terminology to replace 'reform programme': The tones I would put in the mix for consideration are:*

- *Education improvement agenda, and*
- *Education(al) transformation....*
- *System and school improvement strategy*

*Thanks for all work that has gone into the preparation of this version.*

*Avis  
E acceptance of changes made*

On Tue, Jun 5, 2018 at 3:49 PM, <[redacted – exemption applies] > wrote:  
Dear Council Members

I attach a further revised version of your report which includes, in track changes, all the comments you made on the version I sent to you on Friday. I thought it would be helpful for you all to be clear about which of your fellow members have proposed which changes. As you will see, there are some areas where you have made different suggestions, so I'd be grateful if you could agree amongst yourselves what the final wording should be.

In particular, there are a number of different suggestions to replace the term "reform programme". I think that "educational improvement programme" is probably the best, but I'd like you to agree which one should be used, for consistency, throughout the report.

I have also made a few comments on this version of the report, mainly to clarify where I have made changes to ensure that the changes you have suggested in one section of the report, are reflected accurately elsewhere.

As I mentioned in my email yesterday, I should be grateful if you could now agree on the wording to be used in the final report, so that you can all sign off on the final version. Once you have come back to me with the agreed wording, I will produce a final, fully formatted and proof-read version, for you to sign off by the end of the week.

Kind regards

[redacted – exemption applies]  
[redacted – exemption applies]

## **Email Chain 42**

From: Christopher Chapman [redacted – exemption applies]

Sent: 10 June 2018 22:50

To: Carol Campbell

Cc: Graham Donaldson; Harris Alma; [redacted – exemption applies] ; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning); Lindsey Watt; Sahlberg Pasi; NG Pak Tee (GPL, PLS); Andrew Hargreaves; [redacted – exemption applies] ; Gadhia, Jayne-Anne; Allison Skerrett

Subject: Re: Final version of the report for SG/Sign off

Hi

Thanks Carol. The quadrant is an adaptation of Mary Douglas's Grid/Group theory and Chris Hood's work along with many others including David Hargreaves who used a version for his cultural typology and [redacted – exemption applies] and me who used it on academies. I think the wording is ok but if others feel full refs are needed than can add them in.

Best

Chris

Sent from my iPad

On 10 Jun 2018, at 14:08, Carol Campbell [redacted – exemption applies] wrote:  
Hi [redacted – exemption applies] and ICEA

Apologies for not responding on Friday.

I confirm that I endorse this report.

A couple of points:

Do we have a source/reference for Figure 1 (the quadrants of change)?

Paragraph 54 came from my writing, I agree with removing it if it is unclear and unhelpful. Please edit out.

Many thanks to everyone,  
Carol

---

From: Graham Donaldson [redacted – exemption applies]

Sent: June 8, 2018 5:13:52 AM

To: Harris Alma

Cc: [redacted – exemption applies] ; Chris Chapman; [redacted – exemption applies]; [redacted – exemption applies] ; Fiona Robertson; Lindsey Watt; Sahlberg Pasi; NG Pak Tee (GPL, PLS); Andrew Hargreaves; Carol Campbell; [redacted – exemption applies] ; Gadhia, Jayne-Anne; Allison Skerrett

Subject: Re: Final version of the report for SG/Sign off

I am not sure that paragraph 54 is all that helpful. I suggest we take it out.

Graham

> On 8 Jun 2018, at 08:00, Harris Alma [redacted – exemption applies] wrote:

>

> <ICEA - Fourth Meeting - Final report for sign off - 7 June 2018 AH.docx>

**Email Chain 43**

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From: [redacted – exemption applies]  
Sent: 11 June 2018 15:22  
To: [redacted – exemption applies]  
Subject: RE: Proof Reading the ICEA Report

Hi

I've added in a couple of comments and have hopefully added in the correct heading above the reform diagram 😊

Thanks

[redacted – exemption applies]

[redacted – exemption applies]

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From: [redacted – exemption applies]  
Sent: 11 June 2018 12:06  
To: [redacted – exemption applies]  
Subject: RE: Proof Reading the ICEA Report

[redacted – exemption applies] – thanks for your help with this.

Obviously [redacted – exemption applies] meant the heading for the diagram should read “Improving the Scottish education system” given that we are looking to remove random capitals, even in headings 😊

[redacted – exemption applies]

---

From: [redacted – exemption applies]  
Sent: 11 June 2018 11:40  
To: [redacted – exemption applies]  
Cc: [redacted – exemption applies]  
Subject: Proof Reading the ICEA Report

Hi [redacted – exemption applies]

As discussed, can you both proof read this report for formatting, typos etc. With your fresh pairs of eyes 😊 it would also be useful if you could let me know if any of it is difficult to understand, as some of the language is quite academic.

I would also like to insert a heading above the reform programme diagram, but can't figure out how to do it. If either of you can, that would be great! The heading should read Improving the Scottish Education System.

We want to send this off to APS tomorrow.

Cheers

[redacted – exemption applies]

<< File: ICEA - Fourth Meeting - Final report for sign off - 7 June 2018.obr >>

[redacted – exemption applies]

## **Email Chain 44**

From: Harris Alma [redacted – exemption applies]  
Sent: 13 June 2018 12:32  
To: [redacted – exemption applies]  
Cc: Chris Chapman; [redacted – exemption applies]  
Subject: Re: ICEA Report  
Many thanks [redacted – exemption applies]

Best  
Alma

On Wed, 13 Jun 2018 10:18 , <[redacted – exemption applies] > wrote:

Hi both

Thanks for offering to attend for a photo opportunity, but it looks like the DFM's diary means that this won't be possible on Friday. There is an outside chance that we may try to set something up for next week, but I will let you know as soon as possible.

Kind regards

[redacted – exemption applies]  
From: Christopher Chapman [mailto:[redacted – exemption applies]]  
Sent: 04 June 2018 01:04  
To: [redacted – exemption applies]  
Cc: [redacted – exemption applies]  
Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)  
Subject: Re: ICEA Report

Hi [redacted – exemption applies]

I could be available on my return from Chile on Friday 15th.

Best

Chris

On 1 Jun 2018, at 11:35, [redacted – exemption applies] wrote:

Dear Council Members



Thank you again for producing your draft report in such a short space of time. Following our teleconference last week, I now attach a revised copy, which includes the additional information you asked us to include, and the reorganisation of the document that we discussed (including putting your recommendations into an Executive Summary at the start). We will provide a few more pictures to be included throughout the document, but I have included the one that was taken of all of you at the first meeting (minus Lindsey, sorry) on the front page.

At the teleconference last week, Chris kindly agreed to co-ordinate the Council's further drafting of the report, so I'd be grateful if you could get in touch with Chris as soon as possible, to enable him to provide a near final copy to us by close on Friday 8 June. This will allow us time to get the report formatted and ready for online publication in the week beginning 11 June.

Finally, we have been thinking about the launch of your report, and it would be good to have a photo opportunity with one or a few of you handing the report over to the DFM/FM. It would probably be more practical for those of you who are based in the UK to do this, but let me know who might be available for this during week beginning 11 June – we will confirm the exact time once we know who from the Council is available

Please don't hesitate to contact me if any of this is unclear, or if you need anything else from the Secretariat.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

<ICEA - Fourth meeting - Draft 2 year Report - 31 May 2018#2.docx>

### **Email Chain 45**

From: DG Education, Communities & Justice  
Sent: 13 June 2018 13:48  
To: Robertson FMG (Fiona) (Director of Learning)  
Cc: DG Education, Communities & Justice; [redacted – exemption applies]  
(Alan)  
Subject: RE: ICEA report

Thanks [redacted – exemption applies] and [redacted – exemption applies] . Much appreciated.

[redacted – exemption applies]

[redacted – exemption applies]  
Private Secretary to Paul Johnston, Director-General of Education, Communities & Justice  
[redacted – exemption applies]

Scottish Government  
1N.11, St Andrew's House, Regent Road, Edinburgh, EH1 3DG

From [redacted – exemption applies]  
Sent: 13 June 2018 13:46  
To: DG Education, Communities & Justice

Cc: [redacted – exemption applies] ; Robertson FMG (Fiona) (Director of Learning)  
Subject: RE: ICEA report

[redacted – exemption applies]

[Attached as requested.](#)

[redacted – exemption applies]

[redacted – exemption applies]

From: DG Education, Communities & Justice  
Sent: 13 June 2018 13:22  
To: Robertson FMG (Fiona) (Director of Learning)  
Cc: DG Education, Communities & Justice  
Subject: ICEA report

[redacted – exemption applies]

Paul asked if he could have sight of the above report, which I understand is in circulation, before his 121 with DFM this afternoon. Could you send a copy? He'll be leaving for Parliament at 15.15.

[redacted – exemption applies]

[redacted – exemption applies]  
Private Secretary to Paul Johnston, Director-General of Education, Communities & Justice  
[redacted – exemption applies]

Scottish Government  
1N.11, St Andrew's House, Regent Road, Edinburgh, EH1 3DG

## **Email Chain 46**

From: Alma Harris [redacted – exemption applies]  
Sent: 14 June 2018 11:28  
To: [redacted – exemption applies]  
Cc: [redacted – exemption applies]  
Subject: Re: ICEA Report

Much appreciated!

Professor Alma Harris PhD, FAcSS, FLSW, FRSA  
Professor of Educational Leadership and Policy  
Department of Education, University of Bath  
[redacted – exemption applies]  
Editor of ['School Leadership and Management'](#)

Latest Publications:

Harris, A. Jones, M. and Huffman, J. (2017) *Teachers Leading Educational Reform: The Power of Professional Learning Communities* Routledge, London

Jiang, S. Perera, J. Sunintono, B. Harris, A. and Jones, M. (2017) The Training, Preparation and Professional Development of Principals in Henan Province Leadership, China: Contemporary Evidence *The Asia Pacific Education Researcher*  
<https://doi.org/10.1007/s12564-017-9513-6>

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From: [redacted – exemption applies]  
Sent: Thursday, June 14, 2018 11:22 AM  
To: Alma Harris; [redacted – exemption applies]  
Cc: [redacted – exemption applies]  
Subject: RE: ICEA Report

Hi Alma

We are just waiting for confirmation from our Communications team about when the report will be launched. I will let you have the details as soon as I have them.

Kind regards

[redacted – exemption applies]  
[redacted – exemption applies]

From: Alma Harris [redacted – exemption applies]  
Sent: 14 June 2018 11:17  
To: [redacted – exemption applies]  
Cc: [redacted – exemption applies]  
Subject: ICEA Report

Dear [redacted – exemption applies]  
Thanks for your interest in the launch of the ICEA report. A press release will follow in due course and I am copying in [redacted – exemption applies] who is best placed to advise. Thanks both, be great to have some positive publicity about this important report.

Best

Alma

Professor Alma Harris PhD, FAcSS, FLSW, FRSA  
Professor of Educational Leadership and Policy  
Department of Education, University of Bath  
[redacted – exemption applies]  
Editor of '[School Leadership and Management](#)'

Latest Publications:

Harris, A. Jones, M. and Huffman, J. (2017) *Teachers Leading Educational Reform: The Power of Professional Learning Communities* Routledge, London

Jiang, S. Perera, J. Sunintono, B. Harris, A. and Jones, M. (2017) The Training, Preparation and Professional Development of Principals in Henan Province Leadership, China: Contemporary Evidence *The Asia Pacific Education Researcher*  
<https://doi.org/10.1007/s12564-017-9513-6>

#### **Email Chain 47**

From: Christopher Chapman [redacted – exemption applies]  
Sent: 20 June 2018 18:51  
To: [redacted – exemption applies]  
Cc: [redacted – exemption applies] Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)  
Subject: Re: ICEA Report

Dear [redacted – exemption applies]

Thanks for this- appreciated.

Chris

Sent from my iPhone

On 20 Jun 2018, at 5:08 pm, [redacted – exemption applies] > wrote:

Dear Council Members

The Summary Statistics for Attainment, Leaver Destinations and Healthy Living statistical report was published yesterday (19 June). The full statistical publication is available at: <http://www.gov.scot/Publications/2018/06/6856/0>. Further information on school leaver attainment and destinations can be accessed via the online interactive dashboard [here](#).

I have, therefore, updated the tables in Annex B of the ICEA report to take into account the new data. I attach a revised copy of the report for your information, with the changes highlighted in yellow.

We are in discussion with our communications colleagues about the timing of the publication of the report, and I shall let you know as soon as I have a date.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

<ICEA - Fourth Meeting - Final report for APS - 20 June 2018#2.docx>

#### **Email Chain 48**

From: Harris Alma [redacted – exemption applies]  
Sent: 20 June 2018 18:51  
To: [redacted – exemption applies]

Cc: Allison Skerrett; Avis Glaze; Carol Campbell; Chris Chapman; [redacted – exemption applies] ; Graham Donaldson; Gadhia, Jayne-Anne; NG Pak Tee (GPL, PLS); Lindsey Watt; Sahlberg Pasi; Andrew Hargreaves; [redacted – exemption applies] ; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)  
Subject: Re: ICEA Report

Excellent [redacted – exemption applies] -thanks so much

Alma

Professor Alma Harris

On 20 June 2018 at 17:07, <[redacted – exemption applies] > wrote:

Dear Council Members

The Summary Statistics for Attainment, Leaver Destinations and Healthy Living statistical report was published yesterday (19 June). The full statistical publication is available at: <http://www.gov.scot/Publications/2018/06/6856/0>. Further information on school leaver attainment and destinations can be accessed via the online interactive dashboard [here](#).

I have, therefore, updated the tables in Annex B of the ICEA report to take into account the new data. I attach a revised copy of the report for your information, with the changes highlighted in yellow.

We are in discussion with our communications colleagues about the timing of the publication of the report, and I shall let you know as soon as I have a date.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

## **Email Chain 49**

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From: [redacted – exemption applies]  
Sent: 29 May 2018 16:52  
To: Robertson FMG (Fiona) (Director of Learning)  
Cc: Logan G (Graeme); [redacted – exemption applies]  
Subject: Draft ICEA Report

Hi Fiona

I attach the draft ICEA report. There is still some work to do on formatting and adding in para numbers, photographs etc. I have removed quite a lot of the background information that we provided to the ICEA originally, as it seemed unnecessary, and the narrative of the ICEA's advice and recommendations flowed better without it.

I am hoping to send it back to ICEA members tomorrow, so I'd be grateful for your views.

[redacted – exemption applies]

**Draft report attached as separate document**

[redacted – exemption applies]

### **Email Chain 50**

From: [redacted – exemption applies]  
Sent: 02 May 2018 10:38  
To: Harris Alma  
Cc: Graham Donaldson; Andrew Hargreaves; [redacted – exemption applies]  
Logan G (Graeme)  
Subject: RE: ICEA Report

Thanks Alma

I'd be grateful if the Council could let me know what you decide to do in terms of pulling together the report, and how much support you need from me. As you know, we are keen to get the report published before the end of May which, I appreciate, is a pretty tight timeframe. Graeme would be happy to give you, or whoever is taking the lead on drafting, a call to discuss.

Kind regards

[redacted – exemption applies]  
[redacted – exemption applies]

From: Harris Alma [redacted – exemption applies]

Sent: 01 May 2018 16:57  
To: [redacted – exemption applies]  
Cc: Graham Donaldson; Andrew Hargreaves  
Subject: Re: ICEA Report

Thanks [redacted – exemption applies] , I typed up the flip charts from our discussion that's all. We have yet to decide as a group how we are proceeding with the report and the process of writing.

I circulated the notes to all ICEA members.

Best  
Alma

### **Email Chain 51**

From: [redacted – exemption applies]  
Sent: 11 May 2018 09:30  
To: Logan G (Graeme); [redacted – exemption applies]

Subject: Re: Draft Background and policy info for ICEA Report

Thanks Graeme I just realised that I haven't included anything about the SEC or the CAB either so I'll add that too.

[redacted – exemption applies]

Sent from my BlackBerry 10 smartphone.

From: Logan G (Graeme)  
Sent: Friday, 11 May 2018 08:30  
To: [redacted – exemption applies]  
Subject: RE: Draft Background and policy info for ICEA Report

Hi [redacted – exemption applies]

Many thanks for this draft. I've had a quick scan and I like the overall structure of the report and the high level nature of your text. In terms of the background section, can you check that we've covered all the major developments? Fiona's update presentation should cover all the main bases, including the top line stats which show improvement.

I'm in back-to-back meetings from 0830 so happy for you to share the next draft with the ICEA today when you have had the chance to discuss this with [redacted – exemption applies]

Best wishes  
Graeme.

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From: [redacted – exemption applies]  
Sent: 10 May 2018 23:14  
To: [redacted – exemption applies]; Logan G (Graeme)  
Subject: Draft Background and policy info for ICEA Report

[redacted – exemption applies] /Graeme

I attach a draft note of the information requested by the ICEA to help inform their report. It includes developments in Scottish education policy since 2016, info on the impact of ICEA discussions and recommendations on policy development to date and some suggested layout/format for the report, based on the last report of the Council of Economic Advisers. Obviously this is not "publication ready" but it gives the ICEA the policy context and developments they had asked for in order to help them to develop their analysis and advice for the full report.

Grateful for any thoughts before I send this on to the ICEA at some point tomorrow.

Cheers

[redacted – exemption applies]

<< File: ICEA - Fourth Meeting - Background information for final report - May 2018.obr >>

[redacted – exemption applies]

## Email Chain 52

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From: [redacted – exemption applies]  
Sent: 11 May 2018 17:56  
To: [redacted – exemption applies] ; Andrew Hargreaves  
Cc: [redacted – exemption applies] ; Logan G (Graeme)  
Subject: ICEA - Background Information for the Report

Dear Council Members

I attach a draft note of the information you requested to help inform your report. It includes developments in Scottish education policy since 2016, and information on the impact that your discussions and recommendations have had on policy development to date. I have also made a start on a possible layout/format for the report, which I have based on previous reports from the Council of Economic Advisers. However, feel free to change this if you would prefer to set it out in a different way. Obviously this will need some more editing before it is ready for publication, but I hope it provides the policy context and developments you were looking for in order to help you to develop your analysis and advice for the full report.

I have also provided links to the National Improvement Framework and the Scottish Education Council pages on the Scottish Government website:

<https://beta.gov.scot/policies/schools/national-improvement-framework/>

<https://beta.gov.scot/groups/scottish-education-council/>

As [redacted – exemption applies] and I discussed with Chris, it would be helpful if we could have a first draft by the end of next week. Please let me know if there is anything else you need from me.

Kind regards

[redacted – exemption applies]



[redacted – exemption applies]

Word document below:



## INTERNATIONAL COUNCIL OF EDUCATION ADVISERS

### Introduction

#### The role of the ICEA

The International Council of Education Advisers (ICEA) was established in August 2016 by the First Minister, to advise Ministers on how best to achieve excellence and equity in the Scottish education system. The role of the ICEA is:

- to advise on the Scottish Government's priorities for education
- to ensure the actions set out in the Delivery Plan for Scotland published in June 2016 are influenced by international best practice
- to advise on the reporting and planning cycle of the national improvement framework and improvement plan.

#### Membership of the ICEA

The membership of the ICEA is made up of education professionals, academics and business experts with a range of knowledge and extensive experience of advising educators and governments on education leadership, school improvement and reform. Biographies of all 11 members are included at Annex A.

#### Meetings

The Council aims to have two full meetings a year, where we usually are joined by both the First Minister and the Deputy First Minister. The dates and locations of the meeting have been as follows:

- 31 August and 1 September 2016 - Edinburgh
- 27 and 28 February 2017 - Edinburgh
- 20 and 21 September 2017 - Glasgow and Edinburgh
- 26 and 27 April - Inverness

At each meeting we have held discussions with a variety of stakeholders involved in Scottish education including the Teacher Panel, the professional associations, teachers and pupils from a number of different schools, and the new Regional Improvement Leads. These discussions have helped to provide a rounded picture of Scotland's education system, which has informed our consideration of how Scotland can continue to build a world class system that delivers excellence and equity for all. At the final session of each meeting, we have had the opportunity to feed back our conclusions and recommendations to both the First Minister, and the Deputy First Minister.

#### The Report

This is the ICEA's formal report of the first two years of our appointment. It sets out the analysis and discussion of the challenges involved, and the action required to make Scotland's education system world class. The report builds on the interim report which was published in July 2017, brings together all the advice that the ICEA has provided to Minister's since August 2016, and sets out in greater detail the areas the ICEA has focused upon during our initial term of appointment.

#### Developments in Scottish Education Policy since 2016

## The National Improvement Framework

The National Improvement Framework for Scottish Education (NIF) was published in January 2016, and set out the Scottish Government's vision and priorities for children and young people's progress in learning. This was followed in June 2016 by the Delivery Plan for Scotland which outlined the specific steps the Scottish Government would take to achieve the system-wide improvements envisaged by the NIF. Scottish Ministers have a statutory duty to review the NIF each year, and to publish an annual plan setting out the action they will take to close the poverty-related attainment gap. The most recent of these, the NIF and Improvement Plan for 2018, was published in December 2017 [*insert link*].

Part of the rationale for the introduction of the National Improvement Framework was a lack of data about the performance of the Scottish education system. As part of the NIF, a wide-range of additional information is now gathered and reported upon and can be used to drive forward improvement. In terms of children and young people's progress from ages 4-15, the key indicator is whether they have achieved the expected Curriculum for Excellence level by the end of P1, P4, P7 and S3. This is based upon the professional judgement of teachers – judgement that is based on the full range of evidence available to them. From the 2017/18 school year, this will include evidence provided by the Scottish National Standardised Assessments (SNSA).

SNSA give teachers a single, nationally developed, consistent set of standardised assessments, designed to reflect the way Scotland delivers education in Scotland, through Curriculum for Excellence. They are expected to replace the variety of existing standardised assessments that local authorities and schools used previously.

SNSA are delivered online and automatically marked through the online system, providing information to teachers in real time. For teachers and school leaders. SNSA provide an objective and comparable measure of children's progress in aspects of reading, writing and numeracy. The assessments should not be used in isolation and should not be viewed as a replacement for the ongoing assessment of children's progress which is central to Curriculum for Excellence.

The Scottish Government is clear that the purpose of all assessment, including national standardised assessments, is to help teachers understand how children are progressing, and to help teachers tailor aspects of future learning accordingly. The assessments are not "high stakes tests". The results do not determine any key future outcomes for students, such as which school they go to, or whether they can progress to the next level. There is no pass or fail. Children are not expected to revise or prepare for assessments. They will simply continue to undertake routine classroom learning activities. The assessment data will be used to improve educational outcomes for every child and young person.

## The National Improvement Framework Evidence Report

The NIF evidence report is published annually and gives an overview of Scottish education and the context in which children and young people learn. It brings together available current evidence on achievement, attainment, health and wellbeing, and the wider education system, with a specific focus on differences between children living in the most deprived and least deprived areas. It aims to present an objective picture of Scottish education, based on a wide range of sources.

Key elements of the report published in December 2017 [*link*] include:

- Teacher numbers increased for the second year in row - rising to 51,513 in 2017, an increase of 543 on last year

- Achievement of Curriculum for Excellence Level results show that between 69% and 85% of pupils in primary schools achieved the relevant CfE level in aspects of literacy and numeracy. The proportion of S3 pupils achieving Third Level or better is between 88% and 91% for each organiser (reading, writing, listening and talking, and numeracy).
- Proportion of schools reported with good or satisfactory condition increased to 86%. 751 schools built or substantially refurbished since 2007-8
- Behaviour in Scottish Schools Research shows vast majority of staff in schools report pupils as being generally well behaved but some concerns over low level disruptive behaviour in primary schools and view that lack of resources affecting management of behaviour
- The exclusion rate for 2016/17 was 26.8 per 1,000 pupils which is the lowest since the statistics began in 2002/03

### Education reform agenda

The Deputy First Minister launched the Education Governance Review on 13 September 2016, seeking views on how the Scottish Government could further empower teachers, practitioners, parents, schools and early learning and childcare settings, starting with a presumption that decisions about individual children's learning and school life should be taken at school level.

The Review took a whole system approach looking at both the strengths of the existing governance arrangements as well as the barriers to delivering excellence and equity. It sought views on what decisions should be taken at a school level, and what support should be in place at a local and national level to support teachers and practitioners as well as how best to support collaboration and partnership working.

No single preferred model emerged from the consultation process, but a number of important themes emerged including:

- The importance of leadership and the strong message from teachers and headteachers that they want to be leaders of learning together with differing views on what was needed to enable them to fulfil that role;
- A high level of variability within the current system;
- The importance of professional development and support;
- A variability in the level of parental engagement and support;
- A desire for flexibility but a concern about variation;
- A focus on collaboration and on the barriers that could make partnership working difficult
- A desire for clarity and coherence.

The Education Governance: Next Steps paper was published in June 2017, setting out the Scottish Government's vision for education, and the reforms it would take forward following the review of education governance. This was followed in November by the publication of a consultation on the provisions of the Education (Scotland) Bill, which is intended to create a school and teacher-led education system.

*[text on the outcome of the consultation to be added later]*

### Regional Improvement Collaboratives

A commitment to Regional Improvement Collaboratives was announced in the Education Governance: Next Steps paper. The Scottish Government worked in partnership with local

government and Education Scotland to develop and to take forward arrangements for their establishment.

Each Collaborative is led by a Regional Improvement Lead, employed by one of the local authorities in the Region. The Collaboratives are intended to bring a collective focus to driving continuous and systematic improvement, particularly in relation to closing the attainment gap. They will demonstrate, strengthen and support collaborative working, innovation and the sharing of best practice between schools and across the education system. The action they will take to deliver improvement will be set out in annual Regional Improvement Plans, the first of which were produced at the beginning of 2018.

The six Collaboratives are:

*The Northern Alliance*

Aberdeen City Council  
Argyll and Bute Council  
Highland Council  
Orkney Islands Council Aberdeenshire Council  
Comhairle nan Eilean Siar  
Moray Council  
Shetland Islands Council

*The Tayside Collaborative*

Angus Council  
Perth and Kinross Council  
Dundee City Council

*The West Partnership*

East Dunbartonshire Council  
Glasgow City Council  
North Lanarkshire Council  
South Lanarkshire Council East Renfrewshire Council  
Inverclyde Council  
Renfrewshire Council  
West Dunbartonshire Council

*South West Collaborative*

East Ayrshire Council  
South Ayrshire Council North Ayrshire Council  
Dumfries and Galloway Council

*South East Collaborative*

Edinburgh City Council  
Fife Council  
Scottish Borders Council East Lothian Council  
Midlothian Council

*Forth Valley and West Lothian Collaborative*

Clackmannanshire Council

Stirling Council Falkirk Council  
West Lothian Council

### The Scottish Attainment Challenge

The Scottish Attainment Challenge was launched by the First Minister in February 2015. Backed by a commitment of £750 million over the course of this parliament it prioritises improvements in literacy, numeracy and health and wellbeing of those children adversely affected by the poverty related attainment gap in Scotland's primary and secondary schools.

In 2017, Pupil Equity Funding was introduced to provide funding directly to schools, for headteachers to use at their discretion for additional staffing or resources that they consider will help close the poverty related attainment gap. 95% of schools in Scotland have been allocated funding for pupils in P1-S3 based on those known to be eligible for free school meals. Schools now have their plans in place for using their funding and will be implementing those plans.

An [interim evaluation report](#) of the Attainment Scotland Fund was published on 16 March 2018. The report includes an evaluation strategy for the next two years of the Attainment Scotland Fund, which will incorporate Pupil Equity Funding. The evaluation covers the Challenge Authority and Schools programmes and aims to provide learning about the overall implementation of the fund and the extent to which the aims of the fund have been met.

Stakeholder views were sought as to whether the fund has had a positive or negative impact on inequalities amongst particular groups considering protected characteristics. Most stakeholders felt that there had been a strong focus on poverty related deprivation, and more limited impact on wider inequalities. However, some felt that having improved approaches to monitoring and tracking pupil needs would benefit all pupils. More widely, it will contribute to the Scottish evidence base around what works or does not work to improve attainment and close the attainment gap.

The findings show that in Year 2 of the Scottish Attainment Challenge programme:

- 78% of headteachers indicated that there had been improvement or they expected to see improvement in attainment and health and wellbeing as a result of the Attainment Scotland Fund.
- 97% of headteachers expect to see improvements in closing the poverty-related attainment gap over the next 5 years.
- There was wide support for the aims of the fund, with schools reporting greater collaboration and a focus on improving teaching skills and practice.
- The report found praise for the support provided by local authorities and Attainment Advisors in schools.
- The fund appeared to be a driver for change and cohesion. Stakeholders reported an increased understanding and shared commitment to address the impact of poverty on attainment.
- Widespread agreement that the fund had made a positive impact on professional development and leadership opportunities; use of data to drive improvements; and the level of collaboration both within schools and with external partners.

### Building a Guiding Coalition

The Scottish Government's reform programme provided the opportunity to review and rationalise the existing structures and arrangements for the governance and oversight of

Scottish education policy. As a result, the Scottish Education Council was established as the key forum for oversight of improvement in education in Scotland, as defined by the NIF.

It is chaired by the Deputy First Minister and brings together young people, education leaders and representatives from local authorities and the teaching profession. The role of the Council is to work collaboratively to ensure that there is a system-wide focus on improvement and to agree priorities for improvement activity and delivery

The establishment of the Scottish Education Council saw the disbanding of the Curriculum for Excellence Management Board and its supporting structures i.e. the CfE Implementation Group and Assessment and National Qualifications Group; as well as the National Improvement Framework Strategic Group and the Scottish Attainment Challenge Advisory Group. In their place, the tier beneath the Council now comprises the new Curriculum and Assessment Board and the existing Strategic Board for Teacher Education.

The Curriculum and Assessment Board is the key forum for oversight of curriculum and assessment activity in Scotland. The Board is jointly chaired by the Scottish Government and Education Scotland and contains representation from a range of organisations involved in the delivery of education in Scotland.

The Strategic Board for Teacher Education is the key forum for oversight of teacher professionalism and school leadership. Membership is drawn from a broad cross-section of those involved in teacher education, teaching standards, the delivery of education and all teaching unions.

Strengths of the Scottish Education System

*ICEA to complete*

Progress in Scottish Education since 2016

*ICEA to reflect on the progress that has been made.*

Impact of the ICEA on Policy Development to date

At the first meeting on 31 August and 1 September 2016, the ICEA gathered a wide range of information about education in Scotland to enable us to offer well-informed advice to Ministers. We consequently focused our initial work on examining three key themes:

- Capacity building in educational leadership and professional learning.
- Building collaboration and collective responsibility in Scottish education.
- What works educationally to close the equity gap.

These themes were the focus of our second meeting, after which we published an initial report *[insert link]* identifying three priority areas where we felt the Scottish Government needed to concentrate its efforts in order to deliver the improvements set out in the National Improvement Framework (NIF), whilst retaining the vision and holistic approach of Curriculum for Excellence.

The three priority areas were:

- Improving pedagogy for specific subjects, using clear evidence to identify what works in the classroom

- Developing effective leadership at all levels in Scottish education– unleashing untapped potential within the system
- Ensuring a culture of collaboration exists throughout Scottish education, at classroom, school, regional and national level.

Throughout our discussions with the First Minister and Deputy First Minister we have been clear that tackling culture, capacity and structure was key to ensuring meaningful improvements in Scotland's education system. We welcome the fact that the Scottish Government's Education Reform Programme has taken our recommendations into account, and is using them to contribute to the achievement of excellence and equity in the Scottish Education system and the delivery of a school and teacher led education system designed to empower the workforce, parents, pupils and communities.

### *Collaboration*

In our initial report, we stated that collaboration was uneven and was not sufficiently ingrained throughout the education system in Scotland. We cited the Northern Alliance and the Tayside Strategic Collaboration as good examples of partnership activity, and suggested that these examples needed to be developed further, and extended throughout the country. We are pleased that our recommendation helped inform the establishment of the 6 Regional Improvement Collaboratives, to embed collaboration for improvement across the whole of Scotland.

### *Leadership*

We also said that we were keen to establish a way to harness the power and performance of school leaders, and make sure they are not being overlooked via the traditional promotion and employment routes. We recommended that the Scottish Government consider:

- ways of making the teaching profession more attractive, particularly around the structure for career progression;
- how to make use of high-performing teachers and their leadership skills within schools e.g. creating a peer support role to support and mentor other teachers; and
- establishing clear, broad and multiple career pathways for teaching professionals, and look at ways for teachers to progress while remaining in the classroom.

As a result of that advice, the Scottish Government is now working with the teaching profession and other partners (including Education Scotland, GTCS, further and higher education institutions and specialist groups) to develop new career pathways for teachers allowing greater opportunities for development and progression into leadership, specialist or improvement roles. This work has been agreed jointly with the teacher unions as part of Scotland's country commitments for the International Summit on the Teaching Profession (2017 and 2018) and will be taken forward by an independent panel linked to the Scottish Negotiating Committee for Teachers.

Another consistent theme in the advice we have provided to the Scottish Government has been the need to ensure a school, and teacher led education system. We welcome the Scottish Government's proposals for a Headteachers' Charter which should help to deliver this by empowering headteachers so that decisions that most affect children and young people's outcomes are made in a collaborative way at school level.

We also mentioned the need to do more to develop educational leadership. We were already familiar with work of the Scottish College for Education Leadership (SCEL) team, which is now part of Education Scotland, and welcome that it is taking forward an enhanced leadership development offering, and is extending its work to encompass wider professional learning across Scotland. This recognises that headteachers, and other leaders within the school system, may require additional support and professional development in order to

make the most of their new powers to ensure they are able to maximise the impact they have on children and young people.

### *Pedagogy*

Our initial report also highlighted the need to focus on pedagogy at the centre of schools. There is a risk of becoming too focussed on evidence based interventions, and it is crucial to have learning and teaching at the forefront of everything that is being done to ensure excellence and equity in Scottish education. We felt there was a clear need for a better understanding of what pedagogy looks like within Scotland's schools, what was working and what were the areas of difficulty?

It is extremely positive that the need to improve pedagogy is now informing the work that Education Scotland is doing to support and drive improvement in education in Scotland, with the intention of re-engaging the country in a discussion around pedagogical approaches. Collaborative support for pedagogy is fundamental to the new role of Education Scotland, and much of the work will be delivered through the Regional Improvement Collaboratives with teams of professionals who will have the singular focus of helping teachers to improve their practice.

### Reflections/Summary of ICEA Advice

In its considerations thus far, the ICEA has put forward a range of advice to the Scottish Government which can be summarised in three broad headings; culture, capacity and structure. These are broad, so as to help guide the Scottish Government's thinking in each of these areas, and support the development of the evidence base Scotland needs to progress in these areas.

Our reflections and advice is, therefore, grouped under these three headings.

#### Culture

*ICEA reflections on what is working well in terms of cultural change, and what more we need to do to e.g. ensure an empowered profession to deliver CfE. Any further advice on how to ensure outstanding pedagogy.*

#### Capacity

*ICEA reflections on main strengths and progress, and any further advice e.g. on how the talent and capacity of everyone involved in Scotland's education system can be harnessed to remove the obstacles of disadvantage or poverty, and deliver wider improvement.*

#### Structure

*ICEA reflections on what is working well, and anything more that needs to be done to deliver a school led system. Thoughts on the need for further legislation.*

#### Annex A

#### Biographies of Council Members

[redacted – exemption applies]



## Email Chain 53

From: [redacted – exemption applies]  
Sent: 22 May 2018 14:41  
To: [redacted – exemption applies]  
Subject: FW: Text for ICEA First Draft Report

For info

From: Christopher Chapman [redacted – exemption applies ]  
Sent: 21 May 2018 06:43  
To: Robertson FMG (Fiona) (Director of Learning); Logan G (Graeme)  
Cc: [redacted – exemption applies]; Alma Harris; [redacted – exemption applies] ; Andrew Hargreaves; Jayne-Anne Gadhia; Allison Skerrett; Avis Glaze; Lindsey Watt; PLS NG Pak Tee  
Subject: Text for ICEA First Draft Report

Dear Fiona and Graeme

Please find attached some initial text for the ICEA report. We look forward to working on the next iteration and clarifying the the next stage of the process.

With best wishes

The ICEA

[ICEA first draft attached]

## Email Chain 54

---

From: [redacted – exemption applies]  
Sent: 28 May 2018 23:43  
To: [redacted – exemption applies]  
Subject: Draft ICEA Report

Hi [redacted – exemption applies]

Sorry this is later than anticipated. I have added in the information we discussed with the ICEA, and have highlighted areas where I think we need more specific advice. I have also edited it so that the narrative flows a bit better, and I have put all the recommendations I could find into the Executive Summary.

I think it still needs a wee bit more work, but it also needs a fresh pair of eyes, so can we have a chat tomorrow once you've had a chance to consider?

Cheers

[redacted – exemption applies]

[First draft of report attached]

[redacted – exemption applies]

## **Email Chain 55**

---

From: [redacted – exemption applies]  
Sent: 29 May 2018 13:01  
To: Logan G (Graeme)  
Cc: [redacted – exemption applies]  
Subject: Draft of the ICEA Report

Hi Graeme

This is the latest draft for discussion. There is still some formatting, and possibly some random capitals etc to tidy up, but it would be helpful if you could take a look before our meeting at 2.

Cheers

[redacted – exemption applies]

[First draft of report attached]

## **Email Chain 56**

---

From: [redacted – exemption applies]  
Sent: 29 May 2018 16:57  
To: [redacted – exemption applies]  
Cc: Logan G (Graeme); [redacted – exemption applies]  
Subject: ICEA report

Hi [redacted – exemption applies]

Can you find some time (about 30 mins) in Fiona's diary tomorrow for us to have a chat with her about the ICEA report please?

Cheers

[redacted – exemption applies]

[redacted – exemption applies]

## Email Chain 57

From: [redacted – exemption applies]  
Sent: 06 June 2018 15:33  
To: Lindsey Watt  
Subject: RE: ICEA Report

Thanks Lindsey

Hope you are having a fabulous holiday ☐ I will bear in mind your point about more time for working on the report for future meetings.

Cheers

[redacted – exemption applies]  
[redacted – exemption applies]

From: Lindsey Watt [[redacted – exemption applies]  
Sent: 01 June 2018 23:42  
To: [redacted – exemption applies]  
Subject: Re: ICEA Report

Dear [redacted – exemption applies]  
I'm off to Marbella with my girls tomorrow, I'm back 09.06.18. As this was my first one my contribution was based on my experience as a Headteacher, so less than the others but if you need me, happy to help.  
I do think the council would benefit from longer time working on reports when we are together. The whole distance report writing was very disjointed and quite stressful!  
Looking forward to seeing you soon.  
Best  
Lindsey

Lindsey Watt

---

From: [redacted – exemption applies] >  
Sent: Friday, June 1, 2018 11:35:31 AM  
To: [redacted – exemption applies]  
Cc: [redacted – exemption applies];

Subject: ICEA Report

Dear Council Members

Thank you again for producing your draft report in such a short space of time. Following our teleconference last week, I now attach a revised copy, which includes the additional information you asked us to include, and the reorganisation of the document that we discussed (including putting your recommendations into an Executive Summary at the start). We will provide a few more pictures to be included throughout the document, but I

have included the one that was taken of all of you at the first meeting (minus Lindsey, sorry) on the front page.

At the teleconference last week, Chris kindly agreed to co-ordinate the Council's further drafting of the report, so I'd be grateful if you could get in touch with Chris as soon as possible, to enable him to provide a near final copy to us by close on Friday 8 June. This will allow us time to get the report formatted and ready for online publication in the week beginning 11 June.

Finally, we have been thinking about the launch of your report, and it would be good to have a photo opportunity with one or a few of you handing the report over to the DFM/FM. It would probably be more practical for those of you who are based in the UK to do this, but let me know who might be available for this during week beginning 11 June – we will confirm the exact time once we know who from the Council is available

Please don't hesitate to contact me if any of this is unclear, or if you need anything else from the Secretariat.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

## **Email Chain 58**

---

From: [redacted – exemption applies]  
Sent: 22 June 2018 17:04  
To: Robertson FMG (Fiona) (Director of Learning)  
Subject: RE: Publication of the ICEA Report

Hi Fiona

There isn't any SG branding as such, but it does have the standard final crown copyright page, which does have the SG logo on in and states it is published by the Scottish Government. This is the same as the report of the Council of Economic Advisers.

I attach an earlier pdf version so that you can see what I mean.

[redacted – exemption applies]



---

From: Robertson FMG (Fiona) (Director of Learning)  
Sent: 22 June 2018 16:54

To: [redacted – exemption applies]  
Subject: RE: Publication of the ICEA Report

[redacted – exemption applies]  
I just want to check that the report has no SG branding.  
thanks.

Fiona

Fiona Robertson  
Director of Learning | Stiùiriche an Ionnsachaidh  
The Scottish Government | Riaghaltas na h-Alba

[redacted – exemption applies]

---

From: [redacted – exemption applies]  
Sent: 22 June 2018 16:52  
To: [redacted – exemption applies] ; Andrew Hargreaves  
Cc: [redacted – exemption applies] ; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)  
Subject: Publication of the ICEA Report

Dear Council Members

Your report will be published on Tuesday 26 June, and we are planning to issue a press release to publicise it. We do expect there to be media interest in the report, and it would be helpful if you could supply a quote from the ICEA that we can use in the press release, and agree amongst yourselves which one of you would be available for any media interview requests on Tuesday or Wednesday next week.

Thanks again for all the hard work you have put into producing the first formal report of the ICEA.

Kind regards

[redacted – exemption applies]

[redacted – exemption applies]

### **Email Chain 59**

From: Logan G (Graeme)  
Sent: 20 June 2018 09:43  
To: [redacted – exemption applies]

Subject: ICEA report

Hi [redacted – exemption applies]

[redacted – one paragraph - exemption applies]

[redacted – one paragraph - exemption applies]

[redacted – one sentence - exemption applies]

Thanks  
Graeme.

## **Email Chain 60**

---

From: [redacted - exemption applies]  
Sent: 21 June 2018 15:12  
To: [redacted - exemption applies]  
Cc: [redacted - exemption applies]

Subject: RE: ICEA Report

Perfect – thanks, [redacted - exemption applies]

Chris

[redacted - exemption applies]

Tell us how to make Scottish education even better: [www.engageforeducation.org](http://www.engageforeducation.org)

---

From: [redacted - exemption applies]  
Sent: 21 June 2018 15:11  
To: [redacted - exemption applies] >  
Cc: [redacted - exemption applies] >  
Subject: RE: ICEA Report

Hi [redacted - exemption applies]

You might want to use the following:

In its first formal report, the International Council of Education Advisers recommended that we ensure that Scotland's strong track-record of collaboration and consensus in implementing education policy, remains the central focus of system improvement.

To that end, the Council asked the Scottish Government to consider whether our approach to educational improvement can be achieved by the collaborative approach that has achieved the progress to date, rather than pursuing a more legislative approach.

The Council is supportive of the direction that the current reform process is taking, and commends the central policy aspiration of raising achievement and securing equity for every child, irrespective of context, setting, or background.

Let me know if you need anything more.

[redacted - exemption applies]

---

From: [redacted - exemption applies]  
Sent: 21 June 2018 13:57  
To: [redacted - exemption applies]  
Subject: RE: ICEA Report

Hi [redacted - exemption applies]

Would you be able to give me a couple of lines on the ICEA report for DFM's statement to Parliament next week? I know the general position regarding legislative reform but is there any specific positive feedback/observation from the council he should highlight?

Thanks

[redacted - exemption applies]  
[redacted - exemption applies]

Tell us how to make Scottish education even better: [www.engageforeducation.org](http://www.engageforeducation.org)

---

From: [redacted - exemption applies]  
Sent: 05 June 2018 18:26  
To: [redacted - exemption applies] >  
Subject: ICEA Report

[redacted - exemption applies]

As discussed, the latest version of the ICEA report for your info.

[redacted - exemption applies]

[redacted - exemption applies]

## **Email Chain 61**

From: NG Pak Tee (GPL, PLS) [redacted - exemption applies]  
Sent: 26 June 2018 00:08  
To: Harris Alma; Christopher Chapman  
Cc: Allison Skerrett; Gadhia, Jayne-Anne; Carol Campbell; Avis Glaze; [redacted - exemption applies]  
Subject: RE: quote for press release

I agree with "we".

Thank you, [redacted - exemption applies]

From: Harris Alma [redacted - exemption applies]

Sent: Tuesday, June 26, 2018 5:25 AM

To: Christopher Chapman [redacted - exemption applies]

Cc: Allison Skerrett [redacted - exemption applies] >; Gadhia, Jayne-Anne [redacted - exemption applies] >; Carol Campbell [redacted - exemption applies] ; Avis Glaze [redacted - exemption applies] ; NG Pak Tee (GPL, PLS) [redacted - exemption applies]

Subject: Re: quote for press release

Great thanks

Alma

On Mon, 25 Jun 2018 22:16 Christopher Chapman, [redacted - exemption applies] wrote:

Thankds Alison

Here is what I've done:

Professor Chris Chapman, a member of the International Council of Education Advisors said:

"The International Council has drawn on the research-base and experiences across a range of systems to inform our advice to Scottish Government. A key part of our early work has been to engage with a range of stakeholders and visit schools in different settings to gain an understanding of the Scottish context."

"We believe that the conditions for success are dependent on a number of factors including: Focusing on building on the strengths of the current system, ensuring there is the collective will from all involved to move forward together and that teachers and school leaders are empowered to ensure that all children achieve their full potential irrespective of where they come from"

"We consider that the establishment of Regional Improvement Collaboratives provide the mechanism to embed and extend collaborative improvement across Scotland. The alignment and cohesion of these efforts offer a once in a generation opportunity to transform Scottish education"

Professor Christopher Chapman PhD MA BSc (Hons) FRSA

[redacted - exemption applies]

From: Allison Skerrett [redacted - exemption applies]

Date: Monday, 25 June 2018 at 18:51

To: "Gadhia, Jayne-Anne" [redacted - exemption applies] Harris Alma [redacted - exemption applies]

Cc: Carol Campbell [redacted - exemption applies] Christopher Chapman [redacted - exemption applies] , Avis Glaze [redacted - exemption applies]

Subject: Re: quote for press release



Thanks, Chris. I like what you have here and would agree to some “we’s”.

Best,

Allison

Allison Skerrett, Associate Professor

Department of Curriculum & Instruction

The University of Texas at Austin

From: "Gadhia, Jayne-Anne" [redacted - exemption applies]

Date: Monday, June 25, 2018 at 12:36 PM

To: Harris Alma [redacted - exemption applies]

Cc: Carol Campbell [redacted - exemption applies] , Chris Chapman [redacted - exemption applies] , Avis Glaze [redacted - exemption applies] Allison Skerrett [redacted - exemption applies] >, "[redacted - exemption applies]

Subject: Re: quote for press release

Great. Many thanks

Jayne-Anne

Jayne-Anne Gadhia

Chief Executive Officer

[redacted - exemption applies]

On 25 Jun 2018, at 18:05, Harris Alma [redacted - exemption applies] wrote:

Agree with Carol thanks Chris!!!

On Mon, 25 Jun 2018 17:11 Carol Campbell, [redacted - exemption applies] wrote:

Looks great. Thanks Chris. I agree to being included in as “we”.

Best wishes

Carol

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---

From: Christopher Chapman [redacted - exemption applies]  
Sent: Monday, June 25, 2018 12:03:03 PM  
To:[redacted - exemption applies] ; Carol Campbell; [redacted - exemption applies]  
Cc: [redacted - exemption applies]  
Subject: quote for press release

Colleagues

I've been asked to provide a quote a relatively short notice. Our report will be published tomorrow. You will note I've written as a personal statement but if you are agreeable I would like to write it with a few "we are" in the text. If you could respond by return to let me know this is ok and copy in to [redacted – exemption applies] we may be able to include these changes before publication tomorrow:

Professor Chris Chapman, a member of the International Council of Education Advisors said:

"The international Council has drawn on the research-base and experiences across a number of systems to inform the advice offered to Scottish Government. A key part of the early work of work of the Council has been to develop an nuanced understanding of the Scottish context."

"Building on the strengths of the system, supported by the collective will of all of those involved in educating our children, teachers and school leaders can lead the improvements necessary to ensure that all children achieve their full potential irrespective of where they come from"

"The establishment of Regional Improvement Collaboratives provide the mechanism to embed and extend collaborative improvement across Scotland. The alignment and cohesion of these efforts offer a once in a generation opportunity to transform Scottish education"

Many thanks

Chris

Professor Christopher Chapman PhD MA BSc (Hons) FRSA

[redacted - exemption applies]

From: [redacted - exemption applies]  
Date: Monday, 25 June 2018 at 15:24  
To: [redacted - exemption applies] , Christopher Chapman [redacted - exemption applies]  
Cc: [redacted - exemption applies]  
Subject: Re: Minutes of the fourth ICEA meeting

Thanks to you and your team, [redacted - exemption applies] for the draft minutes.

I would like to support Pasi's comment. We suggested terms other than "reform" such as education improvement strategy/agenda.

Avis

Sent from my Samsung Galaxy smartphone.

----- Original message -----

From: [redacted - exemption applies]

Date: 2018-06-25 4:18 AM (GMT-08:00)

To: [redacted - exemption applies]

Cc: [redacted - exemption applies]

Subject: Minutes of the fourth ICEA meeting

Dear Council Members

I attach a draft of the minutes of the fourth meeting of the Council in Inverness. Can you let me know if you have any comments please?

[redacted - exemption applies]

Minute of 4<sup>th</sup> meeting published on gov.scot website:  
<https://beta.gov.scot/publications/international-council-of-education-advisers-meeting-april-2018/>.

[redacted - exemption applies]

## **Email Chain 62**

From: Andrew Hargreaves [redacted - exemption applies]

Sent: 25 June 2018 21:56

To: Christopher Chapman

Cc: [redacted - exemption applies]

Subject: Re: quote for press release

Hi

This is great apart from two things - both in last para.

provide should be provides

instead of alignment, most people now talk about coherence (how things fit and make sense) along with cohesion (how things stick).

Nice job

Andy

Andy Hargreaves  
Research Professor  
President: International Congress of School Effectiveness & Improvement  
Editor-in-Chief: Journal of Professional Capital & Community  
Lynch School of Education  
Boston College, Campion Hall 109  
[redacted - exemption applies]

On Mon, Jun 25, 2018 at 12:03 PM, Christopher Chapman [redacted - exemption applies] > wrote:

Colleagues

I've been asked to provide a quote a relatively short notice. Our report will be published tomorrow. You will note I've written as a personal statement but if you are agreeable I would like to write it with a few "we are" in the text. If you could respond by return to let me know this is ok and copy in to [redacted – exemption applies] we may be able to include these changes before publication tomorrow:

Professor Chris Chapman, a member of the International Council of Education Advisors said:

"The international Council has drawn on the research-base and experiences across a number of systems to inform the advice offered to Scottish Government. A key part of the early work of work of the Council has been to develop an nuanced understanding of the Scottish context."

"Building on the strengths of the system, supported by the collective will of all of those involved in educating our children, teachers and school leaders can lead the improvements necessary to ensure that all children achieve their full potential irrespective of where they come from"

"The establishment of Regional Improvement Collaboratives provide the mechanism to embed and extend collaborative improvement across Scotland. The alignment and cohesion of these efforts offer a once in a generation opportunity to transform Scottish education"

Many thanks

Chris

Professor Christopher Chapman PhD MA BSc (Hons) FRSA

[redacted - exemption applies]

From: edu-quest [redacted - exemption applies]

Date: Monday, 25 June 2018 at 15:24  
To: "[redacted - exemption applies]  
, Christopher Chapman [redacted - exemption applies]  
Cc" [redacted - exemption applies]  
Subject: Re: Minutes of the fourth ICEA meeting

Thanks to you and your team, [redacted - exemption applies], for the draft minutes.

I would like to support Pasi's comment. We suggested terms other than "reform" such as education improvement strategy/agenda.

Avis

Sent from my Samsung Galaxy smartphone.

----- Original message -----

From: [redacted - exemption applies]

Date: 2018-06-25 4:18 AM (GMT-08:00)

To: [redacted - exemption applies]

Cc: [redacted - exemption applies]

Subject: Minutes of the fourth ICEA meeting

Dear Council Members

I attach a draft of the minutes of the fourth meeting of the Council in Inverness. Can you let me know if you have any comments please?

[redacted - exemption applies]

[redacted - exemption applies]

### **Email Chain 63**

From: Christopher Chapman [redacted - exemption applies]  
Sent: 25 June 2018 19:40  
To: Allison Skerrett; Gadhia, Jayne-Anne; Harris Alma  
Cc: Carol Campbell; Avis Glaze; [redacted - exemption applies]  
Subject: Re: quote for press release

Thanks to all that have replied we will see what we can do.

With best wishes

Chris

Professor Christopher Chapman PhD MA BSc (Hons) FRSA

[redacted - exemption applies]

From: Allison Skerrett [redacted - exemption applies]  
Date: Monday, 25 June 2018 at 18:51  
To: "Gadhia, Jayne-Anne" [redacted - exemption applies]  
, Harris Alma <[redacted - exemption applies]>  
Cc: Carol Campbell <[redacted - exemption applies]  
, Christopher Chapman [redacted - exemption applies]  
Avis Glaze [redacted - exemption applies], "[redacted - exemption applies]"  
  
Subject: Re: quote for press release

Thanks, Chris. I like what you have here and would agree to some "we's".

Best,  
Allison

Allison Skerrett, Associate Professor  
Department of Curriculum & Instruction  
The University of Texas at Austin

From: "Gadhia, Jayne-Anne" [redacted - exemption applies]  
Date: Monday, June 25, 2018 at 12:36 PM  
To: Harris Alma [redacted - exemption applies]  
Cc: Carol Campbell [redacted - exemption applies]  
Chris Chapman [redacted - exemption applies], Avis Glaze [redacted - exemption applies]  
Allison Skerrett <[redacted - exemption applies]>  
Subject: Re: quote for press release

Great. Many thanks

Jayne-Anne

Jayne-Anne Gadhia  
Chief Executive Officer  
[redacted - exemption applies]

On 25 Jun 2018, at 18:05, Harris Alma [redacted - exemption applies] wrote:  
Agree with Carol thanks Chris!!!

On Mon, 25 Jun 2018 17:11 Carol Campbell, [redacted - exemption applies] wrote:  
Looks great. Thanks Chris. I agree to being included in as "we".

Best wishes  
Carol

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---

From: Christopher Chapman [redacted - exemption applies]

Sent: Monday, June 25, 2018 12:03:03 PM

To: edu-quest; [redacted - exemption applies]; Carol Campbell; [redacted - exemption applies]

Cc: [redacted - exemption applies]

Subject: quote for press release

Colleagues

I've been asked to provide a quote a relatively short notice. Our report will be published tomorrow. You will note I've written as a personal statement but if you are agreeable I would like to write it with a few "we are" in the text. If you could respond by return to let me know this is ok and copy in to [redacted – exemption applies] we may be able to include these changes before publication tomorrow:

Professor Chris Chapman, a member of the International Council of Education Advisors said:

"The international Council has drawn on the research-base and experiences across a number of systems to inform the advice offered to Scottish Government. A key part of the early work of work of the Council has been to develop an nuanced understanding of the Scottish context."

"Building on the strengths of the system, supported by the collective will of all of those involved in educating our children, teachers and school leaders can lead the improvements necessary to ensure that all children achieve their full potential irrespective of where they come from"

"The establishment of Regional Improvement Collaboratives provide the mechanism to embed and extend collaborative improvement across Scotland. The alignment and cohesion of these efforts offer a once in a generation opportunity to transform Scottish education"

Many thanks

Chris

Professor Christopher Chapman PhD MA BSc (Hons) FRSA

[redacted - exemption applies]

From: edu-quest [redacted - exemption applies]

Date: Monday, 25 June 2018 at 15:24

To: "[redacted - exemption applies], Christopher Chapman [redacted - exemption applies]

Cc: [redacted - exemption applies]

Subject: Re: Minutes of the fourth ICEA meeting

Thanks to you and your team, [redacted - exemption applies], for the draft minutes.

I would like to support Pasi's comment. We suggested terms other than "reform" such as education improvement strategy/agenda.

Avis

Sent from my Samsung Galaxy smartphone.

----- Original message -----

From: [redacted - exemption applies]

Date: 2018-06-25 4:18 AM (GMT-08:00)

To: [redacted - exemption applies]

Cc: [redacted - exemption applies]

Subject: Minutes of the fourth ICEA meeting

Dear Council Members

I attach a draft of the minutes of the fourth meeting of the Council in Inverness. Can you let me know if you have any comments please?

[redacted - exemption applies]

[redacted - exemption applies]

#### **Email Chain 64**

From: [redacted - exemption applies]

Sent: 25 June 2018 16:07

To: [redacted - exemption applies]

Cc: [redacted - exemption applies]; Logan G (Graeme)

Subject: RE: DRAFT RELEASE - ICEA

Hi [redacted - exemption applies]

[redacted – one sentence - exemption applies]

Many thanks,

[redacted - exemption applies]

From: [redacted - exemption applies]

Sent: 25 June 2018 13:59

To: [redacted - exemption applies]

Cc: [redacted - exemption applies]; Logan G (Graeme)

Subject: RE: DRAFT RELEASE - ICEA



Thanks [redacted - exemption applies],

[redacted – one sentence - exemption applies]

From: [redacted - exemption applies]  
Sent: 25 June 2018 12:40  
To: [redacted - exemption applies]  
Cc: [redacted - exemption applies]; Logan G (Graeme)  
Subject: RE: DRAFT RELEASE - ICEA

Hi [redacted - exemption applies]

[redacted – two sentences - exemption applies]

Cheers

[redacted - exemption applies]

From [redacted - exemption applies]  
Sent: 25 June 2018 11:23  
To: [redacted - exemption applies]  
Cc: [redacted - exemption applies]  
Subject: DRAFT RELEASE - ICEA

Hi all,

First draft of a release below. Grateful for any views/suggestions.

Many thanks,

[redacted - exemption applies]

[redacted – four paragraphs - exemption applies]

[redacted – five paragraphs - exemption applies]

ICEA Quote

Background

[The International Council of Education Advisers \(ICEA\)](#) was established in 2016 to advise Ministers on how best to achieve excellence and equity in our Scottish education system.

This is their first formal report (LINK) following the initial two-year period of its appointment.

From: [redacted - exemption applies]  
Sent: 25 June 2018 11:08  
To: [redacted - exemption applies]  
Cc: [redacted - exemption applies]  
Subject: RE: Media handling for next week

Not yet but we're chasing.

[redacted - exemption applies]

From: [redacted - exemption applies]  
Sent: 25 June 2018 10:58  
To: [redacted - exemption applies]  
Cc: [redacted - exemption applies]

Subject: RE: Media handling for next week

Hi [redacted - exemption applies]

Do we have a confirmed time yet for publication of the ICEA report? We need to let the web team know.

Cheers

[redacted - exemption applies]

From: [redacted - exemption applies]  
Sent: 22 June 2018 14:25  
To: Robertson FMG (Fiona) (Director of Learning); Bruce A (Andrew); Logan G (Graeme); Wilson M (Mick); [redacted - exemption applies]; Communications DFM & Education; Higgins K (Kate); [redacted - exemption applies]

Subject: Media handling for next week

Hi all,

[redacted – four paragraphs - exemption applies]

Happy to discuss.

[redacted - exemption applies]

[redacted - exemption applies]

**Email Chain 65**

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From: [redacted - exemption applies]

Sent: 25 June 2018 15:42

To: Robertson FMG (Fiona) (Director of Learning); [redacted - exemption applies]; Deputy First Minister and Cabinet Secretary for Education and Skills; First Minister

Cc: DG Education, Communities & Justice; Gorman G (Gayle); Logan G (Graeme); [redacted - exemption applies]; Communications DFM & Education; [redacted - exemption applies]; McAllister C (Colin); Higgins K (Kate); [redacted - exemption applies]; FM Policy Team Mailbox; Communications First Minister

Subject: RE: Report of the International Council of Education Advisers (ICEA)

[redacted - exemption applies]

Thanks for providing sight of this report which the First Minister has noted.

[redacted - exemption applies]

[redacted - exemption applies]

---

From: Robertson FMG (Fiona) (Director of Learning)

Sent: 22 June 2018 16:57

To: [redacted - exemption applies]; Deputy First Minister and Cabinet Secretary for Education and Skills; First Minister

Cc: DG Education, Communities & Justice; Gorman G (Gayle); Logan G (Graeme); [redacted - exemption applies]; Communications DFM & Education; [redacted - exemption applies]; McAllister C (Colin); Higgins K (Kate); [redacted - exemption applies]; FM Policy Team Mailbox; Communications First Minister

Subject: RE: Report of the International Council of Education Advisers (ICEA)

Also copying in [redacted - exemption applies], FM Comms and FM's Policy Unit.

Fiona

Fiona Robertson

Director of Learning | Stiùiriche an Ionnsachaidh

The Scottish Government | Riaghaltas na h-Alba

[redacted - exemption applies]

---

From: [redacted - exemption applies]

Sent: 22 June 2018 16:41

To: Deputy First Minister and Cabinet Secretary for Education and Skills; First Minister

Cc: DG Education, Communities & Justice; Robertson FMG (Fiona) (Director of Learning); Gorman G (Gayle); Logan G (Graeme); [redacted - exemption applies]; Communications DFM & Education; [redacted - exemption applies]; McAllister C (Colin); Higgins K (Kate)

Subject: RE: Report of the International Council of Education Advisers (ICEA)

PS/FM  
PS/DFM

I am resending to copy in the First Minister.

Kind regards

[redacted - exemption applies]

<< File: ICEA - Fourth Meeting - Final report for APS - 20 June 2018.docx >>

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From: [redacted - exemption applies]  
Sent: 22 June 2018 15:50  
To: Deputy First Minister and Cabinet Secretary for Education and Skills  
Cc: DG Education, Communities & Justice; Robertson FMG (Fiona) (Director of Learning); Gorman G (Gayle); Logan G (Graeme); [redacted - exemption applies]; Communications DFM & Education; [redacted - exemption applies]  
Subject: Report of the International Council of Education Advisers (ICEA)

PS/DFM

I attach the latest version of the ICEA report which is due to be published on Tuesday. There will be no further changes to the draft, as it is now with APS for publication.

Kind regards

[redacted - exemption applies]

[redacted - exemption applies]

### **Email Chain 66**

From: [redacted - exemption applies]  
Sent: 20 June 2018 17:07  
To: [redacted - exemption applies]; Andrew Hargreaves  
Cc: [redacted - exemption applies]; Logan G (Graeme); Robertson FMG (Fiona) (Director of Learning)  
Subject: ICEA Report

Dear Council Members

The Summary Statistics for Attainment, Leaver Destinations and Healthy Living statistical report was published yesterday (19 June). The full statistical publication is available at: <http://www.gov.scot/Publications/2018/06/6856/0>. Further information on school leaver attainment and destinations can be accessed via the online interactive dashboard [here](#).

I have, therefore, updated the tables in Annex B of the ICEA report to take into account the new data. I attach a revised copy of the report for your information, with the changes highlighted in yellow.

We are in discussion with our communications colleagues about the timing of the publication of the report, and I shall let you know as soon as I have a date.

Kind regards

[redacted - exemption applies]



**DRAFT ATTACHED**

[redacted - exemption applies]

### **Email Chain 67**

From: [redacted - exemption applies]  
Sent: 11 June 2018 10:19  
To: [redacted - exemption applies]  
Subject: FW: ICEA - Biographies

Hi [redacted - exemption applies]

Graham's name was still red in the document you sent me, so did you receive any amendments from him?

[redacted - exemption applies]

From: Graham Donaldson [redacted - exemption applies]  
Sent: 08 June 2018 10:15  
To: [redacted - exemption applies]  
Subject: Re: ICEA - Biographies

I think you have my amendments already. If not, let me know.

Graham

On 7 Jun 2018, at 18:42, <[redacted - exemption applies]> wrote:

Hi all

Further to [redacted - exemption applies] earlier email, can you update your biographies for inclusion in the final report please?

Kind regards

[redacted - exemption applies]

---

From: [redacted - exemption applies]  
Sent: 29 May 2018 15:48  
To: [redacted - exemption applies]; Andrew Hargreaves  
Cc: [redacted - exemption applies]  
Subject: ICEA - Biographies

Dear Council Members,

I would be very grateful if you could have a look at your biography in the attached document and update/amend as necessary.

Many thanks  
[redacted - exemption applies]

<< File: ICEA - biographies.docx >> **Biographies available to view in published report.**  
[redacted - exemption applies]

### **Email Chain 68**

From: Avis Glaze [redacted - exemption applies]  
Sent: 29 May 2018 16:46  
To: [redacted - exemption applies]; Avis Glaze  
Subject: Re: ICEA - Biographies

Dear [redacted - exemption applies]:

I am sending this a second time as I don't think the first one went through. please make changes as you see fit. As well, you will notice that I have career education/development. Please choose the one that represents your terminology as we don't need both.

When you make the changes please send the final version for my file. Many thanks.

Avis



On Tue, May 29, 2018 at 7:48 AM, <[redacted - exemption applies]> wrote:  
Dear Council Members,

I would be very grateful if you could have a look at your biography in the attached document and update/amend as necessary.

Many thanks  
[redacted - exemption applies]

[redacted - exemption applies]

### **Email Chain 69**

From: Andrew Hargreaves [redacted - exemption applies]  
Sent: 29 May 2018 17:43  
To: [redacted - exemption applies]  
Subject: Re: ICEA - Biographies

Thanks [redacted - exemption applies]

Here's a quick edit

Andy

Andy Hargreaves  
Research Professor  
President: International Congress of School Effectiveness & Improvement  
Editor-in-Chief: Journal of Professional Capital & Community  
Lynch School of Education  
[redacted - exemption applies]

On Tue, May 29, 2018 at 10:48 AM, <[redacted - exemption applies]> wrote:  
Dear Council Members,

I would be very grateful if you could have a look at your biography in the attached document and update/amend as necessary.

Many thanks  
[redacted - exemption applies]

[redacted - exemption applies]

### **Email Chain 70**

From: [redacted - exemption applies]  
Sent: 29 May 2018 15:48  
To: [redacted - exemption applies]; Andrew Hargreaves  
Cc: [redacted - exemption applies]  
Subject: ICEA - Biographies

Dear Council Members,

I would be very grateful if you could have a look at your biography in the attached document and update/amend as necessary.

Many thanks  
[redacted - exemption applies]



ICEA -  
biographies.docx

## ICEA BIOGRAPHIES AVAILABLE IN PUBLISHED REPORT

[redacted - exemption applies]

### Email Chain 71

From: [redacted - exemption applies]  
Sent: 21 June 2018 16:48  
To: [redacted - exemption applies]  
Cc: [redacted - exemption applies]  
Subject: RE: ICEA report

Thanks [redacted - exemption applies]

I am not in the office tomorrow, but will be checking my blackberry and you can give me a call on [redacted - exemption applies] if you want to discuss. It would be helpful to have some sort of formal handover of the report from the ICEA to SG, and I'd like to let the Council members know asap if they are going to be needed.

Cheers

[redacted - exemption applies]

From: [redacted - exemption applies]  
Sent: 21 June 2018 16:21  
To: [redacted - exemption applies]  
Cc: [redacted - exemption applies]  
Subject: RE: ICEA report

Hi [redacted - exemption applies],

Just adding [redacted - exemption applies] and [redacted - exemption applies] to the copylist.

[redacted – one paragraph - exemption applies]

Many thanks,

[redacted - exemption applies]

From: [redacted - exemption applies]  
Sent: 21 June 2018 11:34  
To: [redacted - exemption applies]  
Cc: [redacted - exemption applies]  
Subject: FW: ICEA report



Hi [redacted - exemption applies]

We are in the process of getting the report ready for publication at 1pm on Tuesday 26 June. Should I speak to the ICEA about a photo opp, and is there anything else you want to discuss about the publicity around the report?

Cheers

[redacted - exemption applies]

From: Logan G (Graeme)  
Sent: 20 June 2018 09:43  
To: [redacted - exemption applies]  
Subject: ICEA report

Hi [redacted - exemption applies]

[redacted – three paragraphs - exemption applies]

Thanks  
Graeme