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**From:** Director for Education Reform <DirectorforEducationReform@gov.scot>

**Sent:** 15 February 2022 18:46

**To:** Cabinet Secretary for Education and Skills <CabSecES@gov.scot>

**Cc:** Minister for HE, FE, Youth Employment and Training <MinisterHEFEYET@gov.scot>; Minister for Children & Young People <MinisterCYP@gov.scot>; DG Education & Justice <dgej@gov.scot>; Lively D (David) <David.Lively@gov.scot>; Director of Learning <DirectorofLearning@gov.scot>; Director for Children and Families <DirectorforChildrenandFamilies@gov.scot>; Drought A (Andrew) <Andrew.Drought@gov.scot>; Taylor A (Alison) <Alison.Taylor@gov.scot>; Bradley J (Jennifer) <Jennifer.Bradley@gov.scot>; Murdoch L (Laura) (TS) <Laura.Murdoch@transport.gov.scot>; [redacted] <[redacted]@gov.scot>; Cumming A (Alison) Early Learning & Childcare <Alison.Cumming@gov.scot>; Passmore E (Eleanor) <Eleanor.Passmore@gov.scot>; Colvin I (Iona) <Iona.Colvin@gov.scot>; [Redacted]@gov.scot>; Henderson G (Gavin) <Gavin.Henderson@gov.scot>; Director of Advanced Learning and Science <DirectorofAdvancedLearningandScience@gov.scot>; Webster H (Helen) <Helen.Webster@gov.scot>; [Redacted]@gov.scot>; Gray H (Helena) <Helena.Gray@gov.scot>; Reid A (Adam) <Adam.Reid@gov.scot>; Laing C (Catriona) <Catriona.Laing@gov.scot>; Bell D (Donna) <Donna.Bell@gov.scot>; MacAllister I (Iain) <Iain.MacAllister@gov.scot>; Neill S (Sean) <Sean.Neill@gov.scot>; Richards N (Nicola) <Nicola.Richards@gov.scot>; Mackinnon J (Judith) <Judith.Mackinnon@gov.scot>; [Redacted]@gov.scot>; Huggins G (Geoff) <Geoff.Huggins@gov.scot>; McLean L (Liza) <Liza.McLean@gov.scot>; [Redacted]@gov.scot>; [redacted] <kirsty.anderson2@gov.scot>; [Redacted]@gov.scot>; [redacted] (Education Scotland) <Elizabeth.Morrison2@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>; McKay D (Denise) <Denise.McKay@gov.scot>

**Subject:** Official sensitive: Education Reform - Advice on Prof Muir's recommendations 15 Feb 2022

[Redacted]

Please find attached an initial piece of advice on Prof Muir's recommendations which reflects a rapid internal assessment against the decision making criteria agreed by Ms Somerville.

This is a lengthy submission, however the summary provides the critical areas we are seeking initial views from Ms Somerville on.

We will provide further detailed engagement plans reflecting, what Ms Somerville has already agreed to in relation to the bodies affected, their trade unions and wider stakeholders in particular local government.

We will also provide an initial outline of the proposed structure of the SG response to the report building on this initial assessment and positioning the response as the next step in our work to improve outcomes for children and young people.

Many thanks

Clare

Clare Hicks  
Director for Education Reform  
**Scottish Government**

I am currently working from home and you can contact me on:[Redacted]

[Redacted – out of scope]

180.

We have established the Programme Board for education reform and have been developing the programme management arrangements beneath this, in order to quickly move to the design phase following your statement to Parliament. Related roles and responsibilities and underpinning governance structures have been drafted and we are working with the SQA and ES to identify core personnel to fill these roles, as appropriate. We will also reach out to the trade unions very soon to explain our approach to ensuring their full participation in the reform process.

181.

Professor Muir has also recommended that the transition arrangements include an independent Transition Manager to help lead the reform work. We have added this responsibility to the programme arrangements and will come back to you in due course with advice on who might best undertake this important role. It is also our intention to invite Professor Muir to join the Programme Board as an independent member in order to help ensure we realise the many benefits he has identified in his report.

[Redacted – out of scope]

**From:** [Redacted]@sqa.org.uk>

**Sent:** 05 April 2022 14:25

**To:** McLean L (Liza) <Liza.McLean@gov.scot>; Unite Union Rep <unite.unionrep@sqa.org.uk>; [Redacted]@sqa.org.uk>; [Redacted]@unitetheunion.org>; [Redacted]@sqa.org.uk>; [Redacted]@unison.co.uk; [Redacted]@sqa.org.uk>; [Redacted]@sqa.org.uk>; [Redacted] @sqa.org.uk>

**Cc:** [Redacted]@gov.scot>; Director for Education Reform <DirectorforEducationReform@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>

**Subject:** RE: Education Reform - Meeting Cab Sec / SQA unions 18 March - Draft Note

Thank you Liza for the update. Very helpful. It also is a step towards helping the TUs plan for what will be expected of them in terms of involvement in the next phase of work. We look forward to seeing the draft approach and meeting with you and your colleagues to discuss further.

Many Thanks

[Redacted]

[Redacted]

Accreditation Manager

SQA Accreditation

Subscribe to SQA Accreditation news [here](#)

t: [Redacted] | m: [Redacted] | e: [Redacted] | w: accreditation.sqa.org.uk

Scottish Qualifications Authority

The Optima Building, 58 Robertson Street, GLASGOW G2 8DQ

**From:** Liza.McLean@gov.scot <Liza.McLean@gov.scot>

**Sent:** 05 April 2022 12:30

**To:** Unite Union Rep <unite.unionrep@sqa.org.uk>; [Redacted]@sqa.org.uk>; [Redacted]@sqa.org.uk>; [Redacted]@unitetheunion.org>; [Redacted]@sqa.org.uk>; [Redacted]@unison.co.uk>; [Redacted]@sqa.org.uk>; [Redacted]@sqa.org.uk>; [Redacted]@sqa.org.uk >

**Cc:** [Redacted]@gov.scot; DirectorforEducationReform@gov.scot; [Redacted]@gov.scot; [Redacted]@gov.scot; [Redacted]@gov.scot; [Redacted]@gov.scot;

**Subject:** RE: Education Reform - Meeting Cab Sec / SQA unions 18 March - Draft Note

Thank you for this, and for your separate email [Redacted].

We are drafting the reform programme governance arrangements (remit and membership of all key groups) at the moment and are embedding the principles of tri-partite working that we have previously discussed within them. I expect the 'tri-partite group' will have a different name, but it will still bring together the trade unions with the reform programme leads and senior colleagues from SQA and ES in a truly meaningful way. We hope to have a draft of our proposed approach we can share with you and the other unions in the next few

weeks for views. It would be helpful for us to meet to talk through that draft and your views once you have had an opportunity to consider.

Once these are agreed and the new group is formally established (hopefully very soon thereafter) one of the first projects it will consider is the one to establish Target Operating Models for the new arrangements. The project brief for that work (still to be drafted) will set out an approach to delivery, timescales and related resource requirements. The group will then agree how best to achieve the products needed and who should lead and support the work.

We will be back in touch, however please let me know if you would like to discuss in the meantime.

Kind regards

Liza

Liza McLean  
Interim Deputy Director, Education Reform  
Education Reform Directorate, Scottish Government  
Working from home – [Redacted]

**From:** Unite Union Rep <unite.unionrep@sqa.org.uk>  
**Sent:** 04 April 2022 14:57  
**To:** [Redacted] , [Redacted]@gov.scot >; [Redacted]@sqa.org.uk>; [Redacted]@sqa.org.uk>; [Redacted]@unitetheunion.org>; [Redacted]@sqa.org.uk>; [Redacted]@unison.co.uk; [Redacted]@sqa.org.uk>  
**Cc:** [Redacted]@sqa.org.uk>; [Redacted]@sqa.org.uk>; [Redacted]@gov.scot ; McLean L (Liza) <Liza.McLean@gov.scot>; Director for Education Reform <DirectorforEducationReform@gov.scot>; Unite Union Rep <unite.unionrep@sqa.org.uk>  
**Subject:** RE: Education Reform - Meeting Cab Sec / SQA unions 18 March - Draft Note

Hi [Redacted],

Thank you for sending these meeting notes over. Unite only have some minor changes, which are detailed below in **red**.

[Redacted]

Many thanks

[Redacted]

**CABINET SECRETARY AND SQA UNIONS (UNISON & UNITE) – FRIDAY 18 MARCH 2022**

**Present:** Shirley-Anne Somerville, Cabinet Secretary for Education and Skills;  
Unison Reps: [Redacted], [Redacted](Unison Officer) and [Redacted];  
Unite Reps: [Redacted](Unite Officer); [Redacted]; [Redacted] and [Redacted]; and Clare  
Hicks, SG Director of Education Reform.

**Apologies:** [Redacted], [Redacted]

[Redacted]

Clare Hicks noted that a SG Programme Board had been set up in an advisory capacity. Work was ongoing with SQA and Education Scotland leadership teams on governance arrangements with a view to providing further clarity on roles and responsibilities. It was also clarified that the operational models commitment was about establishing the high-level operating model including culture, values, governance and functions for the new bodies including how they will interact with each other. The Trade Unions expressed concern that they had not been included on that body and stressed that it was vital that the views of their membership are taken into account before such important decisions are made.

[Redacted]

Education Reform  
March 18 2022

**From:** [Redacted]@gov.scot

**Sent:** 01 April 2022 09:33

**To:** [Redacted]@sqa.org.uk>; [Redacted]@sqa.org.uk>; [Redacted]@sqa.org.uk>;  
[Redacted]@unitetheunion.org>; [Redacted]@sqa.org.uk>;[Redacted]@unison.co.uk;  
[Redacted]@sqa.org.uk>

**Cc:** [Redacted]@sqa.org.uk>;[Redacted@sqa.org.uk>; [Redacted]@gov.scot

**Subject:** Education Reform - Meeting Cab Sec / SQA unions 18 March - Draft Note

Good morning all,

Please find attached draft note of your meeting with Ms Somerville on 18 March, it would be hugely helpful if you can consider for your interest and respond with any comments by COP Tuesday (5 April), but please do flag if this deadline is problematic.

Many thanks

[Redacted]

[Redacted]

Education Reform Division | Policy and Delivery Unit |[Redacted]

\*\*\*\*\*

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\*\*\*\*\*

**From:** Cabinet Secretary for Education and Skills <CabSecES@gov.scot>  
**Sent:** 09 March 2022 16:54  
**To:** [Redacted]@hotmail.com' <[Redacted]@hotmail.com>  
**Cc:** Cabinet Secretary for Education and Skills <CabSecES@gov.scot>  
**Subject:** CORRESPONDENCE FROM SHIRLEY-ANNE SOMERVILLE, CABINET SECRETARY FOR EDUCATION & SKILLS

Please find attached a letter from Shirley-Anne Somerville, Cabinet Secretary for Education & Skills.

**[Redacted]** (she/her)

Assistant Private Secretary to Cabinet Secretary for Education & Skills

T: 0131 244 4957 | E: [cabsecES@gov.scot](mailto:cabsecES@gov.scot)

The Scottish Government | St Andrew's House, Regent Road, EDINBURGH EH1 3DG

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Cabinet Secretary for Education and Skills

Shirley-Anne Somerville MSP  
T: 0300 244 4000  
E: scottish.ministers@gov.scot



Professor Ken Muir  
[Redacted]

09 March 2022

I am writing to thank you for your work as Independent Advisor to the Scottish Government on Education Reform.

You will be aware that today I set out to Parliament the Scottish Government's response to your report, '*Putting Learners at the Centre: Towards a Future Vision for Scottish Education*', noting my sincere thanks to you for providing me with such a thorough, detailed and challenging report.

I want to extend my gratitude to you for the inclusive way in which you approached your work and for providing a final report that skilfully addresses both the need for structural and cultural change.

Your commitment, dedication and passion to improve our education system is clear, and I would like to specifically commend your ability in leading the significant and extensive engagement work you have undertaken. Importantly this not only brought together your Expert and Practitioner and Stakeholder Advisory Groups, but also sought and listened meaningfully to the views of children and young people. I am committed to increasing the part learners play in our education system, and your engagement process and recommendations give us an excellent basis from which to work.

I am pleased that you have agreed to continue supporting this work as it progresses as a Non-Executive Member of the Programme Board. Your extensive knowledge and expertise will be invaluable.

SHIRLEY-ANNE SOMERVILLE

**From:** [Redacted]  
**Sent:** 04 August 2022 11:00  
**To:** [Redacted]@gov.scot>  
**Subject:** FW: Commission: DGC Boards and Groups July 2022

[Redacted],

Apologies I did not see the deadline.

Let me know if you need anything else.

Regards

[Redacted]

**[Redacted]**  
Programme Lead  
Education Reform Directorate  
Buidheann-stiùiridh Ath-leasachadh Foghlaim  
[\[Redacted\]@gov.scot](mailto:[Redacted]@gov.scot)

Working Pattern: Monday to Friday



**From:** [Redacted]@gov.scot>  
**Sent:** 02 August 2022 11:35  
**To:** [Redacted]@gov.scot>  
**Cc:** [Redacted]@gov.scot>  
**Subject:** FW: Commission: DGC Boards and Groups July 2022

Hi [Redacted]

I am no longer working on Education Reform I have come back to the Agency but my colleague [Redacted] copied in will be able to get you the information.

Kind regards,  
[Redacted]

**[Redacted]**  
Release Support Manager  
Strategy, Change, Data and Engagement  
**Social Security Scotland**  
Phone:  
Email: [\[Redacted\]@socialsecurity.gov.scot](mailto:[Redacted]@socialsecurity.gov.scot)  
Website: [www.socialsecurity.gov.scot](http://www.socialsecurity.gov.scot)  
[Friday non working day]



Social Security Scotland  
Tèarainteachd Shòisealta Alba

**From:** [Redacted]@gov.scot> **On Behalf Of** Social Security BMU  
**Sent:** 02 August 2022 11:31  
**To:** [Redacted]@socialsecurity.gov.scot>  
**Cc:** Social Security BMU <[SSDBMU@gov.scot](mailto:SSDBMU@gov.scot)>  
**Subject:** Commission: DGC Boards and Groups July 2022

Hi [Redacted]

We have received a commission from our DG asking for information on Boards and Groups that our Director attends.

One of the Boards that Stephen Kerr attends is the Education Reform Programme Board, could you please provide the below information for this Board, if possible by 3pm tomorrow?

- Remit/ToR – Education Reform
- Director Role – Attendee – Non Executive Director
- Name of Chair – Clare Hicks
- Membership – Education Directors, Cross-government Directors, DD's, Education Scotland, SQA, COSLA, SOLAS, ADES, and Independent Advisors.
- Approximate number of members 22
- Frequency and duration – Frequency? 2 hours duration every 6 weeks
- Formal Reporting Links (if any) – there are 3 Delivery Boards currently that will report into the Programme Board, this may increase. SRO reports to DG E&J and Cab Sec
- Is it for a specific project or ongoing – large Programme of Education Reform, informed by the Muir and OECD reports, currently this is focussed on structural reform of ES and SQA but further work on going around curriculum review and National Conversation. Programme expected to run until 2024
- Date Group was established - Dec 2021
- Links to TOR if available – copy attached – I have removed names
- Secretariat Details – [Redacted]

Thanks

**[Redacted]**  
Business Manager  
Directorate Business Management Unit  
**Social Security Directorate**

Email: [Redacted]@gov.scot

**The Scottish Government**

# EDUCATION REFORM PROGRAMME STRATEGIC PROGRAMME BOARD TERMS OF REFERENCE (DRAFT)

V1.1

## 1. VERSION HISTORY

Date	Version	Comments	Author
29/12/21	0.1	Document creation.	[Redacted]@gov.scot
	0.2	Updated following PB discussion 14/12/21.	[Redacted]@gov.scot
29/03/22	1.0	Baselined	[Redacted]@gov.scot
06/07/22	1.1	Updated to align with Governance paper and include additional Board Membership.	[Redacted]@gov.scot

## DOCUMENT INFORMATION

<b>Review Frequency</b>	Annual (and as required)	<b>Approval Body</b>	Clare Hicks, Senior Responsible Officer.
<b>Next Review Date</b>	July 2023	<b>Document Ownership</b>	Programme Management Office, Education Reform Directorate

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## 1. PURPOSE

To provide advice and support to the Senior Responsible Owner (SRO), who is accountable for the delivery of all elements within the scope of the Programme. The Programme Strategic Board will champion the Programme, supporting successful and safe delivery, ensuring that effective risk management is applied and provide continuing assurance and compliance with policies, procedures, and guidance.

## 2. KEY RESPONSIBILITIES

The Programme Strategic Board has collective responsibility to:

- Agree the overall strategic objectives and vision for the programme.
- Provide direction and steer the Programme and constituent projects, ensuring they have the resources and capability to deliver and monitors to make efficient and effective use of resources.
- Provide advice on programme risks, issues, and dependencies in the light of the whole programme and be assured that top level risks and issues are identified/addressed and agreed mitigation/contingency plans exist and are actively managed. Giving advice to the SRO on risks and issues that they want to escalate to the Director General and Scottish Ministers where tolerances are likely to be breached, and monitor to ensure all mitigation is implemented and effective.
- Ensure decision making for the programme and its associated projects are in line with the latest Programme Initiation Document or Business Case and are within any agreed tolerances.
- Recognise and escalate to the Director General and Scottish Ministers significant potential impacts on the scope and delivery of the programme and its associated workstreams and projects, which may impact the strategic objectives / vision of the programme.
- Commitment of expenditure and limits that require Programme Strategic Board approval.
- Approve project gates/decision points, including financial commitments against specified deliverables.
- Provide advice on the constituent business cases and that business benefits and project deliverables remain aligned.
- Ensure compliance with corporate programme management.
- Provide advice on reports and recommendations from internal and external reviews.
- Operate within the authority of Scottish Government overarching governance.

Adhere to the Scottish Public Finance Manual and Delegated Financial Authority levels/minimum grade for each level.

### 3. MEMBERSHIP

Full board membership will consist of core members responsible for Programme Strategic Board decision making, stakeholder members which will include other business areas, projects impacted by the Programme etc. and other members including those who act in an advisory capacity, observers etc.

#### 3.1 Core

- Director of Education Reform - Chair and SRO
- CE, [Scottish Qualifications Authority](#)
- Chief Inspector, [Education Scotland](#)
- [COSLA](#) Representative
- [SOLACE](#) Representative
- [ADES](#) Representative
- Director of Learning
- Director of Children and Families
- Director of Advance Learning and Science
- Director of Early Learning and childcare
- Director of Fair Work, Employment and Skills
- Director Digital
- Deputy Director Curriculum, Qualifications & Gaelic
- Deputy Director for Education and Analytical Services
- Non- Executive Members - Director Social Security Scotland
- HR Business Partner
- Finance Business Partner

#### 3.2 Stakeholder Membership (including other business areas with no decision making powers)

- Independent Advisor
- Independent Advisor

#### 3.3 Other Members

- Programme Directors
  - Policy & legislation
  - New Qualifications Body
  - New Agency
  - New Inspectorate
- Programme Manager
- Deputy Programme Manager / Secretariat

## 4. AUTHORITY

The Programme Strategic Board must ensure that all relevant projects/proposals presented have outlined the impact on forecast costs and benefits, scope, timescales, risks, and dependencies and that the budget holder (or someone with delegated authority) has confirmed the required funding stream is in place.

The SRO, supported by the Programme Strategic Board, has delegated authority to make decisions **with the exception of:**

- Changes to scope and timescales that impact on strategic objectives / vision. These will be taken by the Director General or Scottish Ministers, depending on the issue.
- financial drawdown outside the funding envelope recognised by Scottish Government Finance.
- Increasing the costs of the overall programme/projects or decreasing the expected benefits to be realised beyond the tolerances.

## 5. QUORUM & ATTENDANCE

The intention is to reach decisions through consensus, where consensus cannot be reached, decision making for the programme will ultimately sit with the SRO. Once decisions are taken they are intended to sustain a 'programme position'. Education Scotland, Scottish Qualifications Authority, one Local Authority and two Scottish Government representatives must be present when directive decisions are taken.

The chair or their nominated deputy will be expected to attend 100% of the meetings. Other members will be required to attend a minimum of 75% of all meetings and be expected to send a deputy when not available.

## 6. CONDUCT & FREQUENCY

Programme Strategic Board meetings will be via MS Teams or face to face if appropriate. Meetings will take place 6 weekly or more frequently if required. Board papers will be issued by the Secretariat three working days in advance of the meeting. Exceptions will be agreed by Secretariat after consultation with the SRO. All meetings will include: Programme Summary, Project highlight reports, Finance Report and Risk Log.

Other items will be included as required by the programme.

Programme Strategic Board members are expected to have read papers in advance of the meeting to enable focused discussion on the content. Notification of non-attendance and replacement by a suitably informed deputy must be received one week in advance of the meeting. Deputies should be by exception only and pre-agreed with the SRO.

Guests may be co-opted to attend meetings as considered appropriate by the group on an ad-hoc basis.

The Programme Strategic Board Secretariat will maintain an accurate record of the meeting, including decisions taken, record of those Programme Strategic Board members in attendance and any other matters that are deemed necessary for audit purposes. Minutes will be issued within five working days of the meetings.



## 7. SPECIFIC ACCOUNTABILITIES OF MEMBERS

Role	Accountabilities
<b>Programme Strategic Board Sponsor &amp; SG Accountable Officer</b>	Accountable for ensuring delivery of the programme and its alignment with Scottish Government policies, strategies and priorities.
<b>SG Director of Education Reform and Senior Responsible Officer</b>	Accountable for ensuring delivery of the programme and realisation of the agreed benefits. In relation to the operation of the Board, the SRO is responsible for: <ul style="list-style-type: none"> <li>■ Appointing and setting priorities for the Board.</li> <li>■ Ensuring that all voices are heard, and decisions made at Board meetings are properly documented.</li> <li>■ Escalation upwards, when necessary, via the agreed escalation routes.</li> <li>■ Be a visible, engaged, and active programme leader, not a figurehead.</li> <li>■ Deliver the agreed outcomes and benefits (including policy intent) in line with business cases and within approved tolerances.</li> <li>■ Create an open, honest, and positive culture committed to delivering at pace, influencing constructively the context and operating environment.</li> <li>■ Ensure the programme is governed responsibly.</li> <li>■ Challenge senior officers and Ministers when appropriate and escalate quickly.</li> </ul>
<b>Chief Executive Officers from SQA and ES</b>	<ul style="list-style-type: none"> <li>■ Remain accountable for all activities and the totality of resources within their respective organisations.</li> <li>■ Accountable for ensuring programme delivery is alert to the requirements of existing service provision and related legislative requirements.</li> <li>■ Work with the SRO to balance the demands of programme delivery alongside existing service provision.</li> <li>■ Ensure alignment of ongoing work within the predecessor bodies with the needs and demands of the reform programme.</li> <li>■ Alongside the SRO, support the Programme Directors in their work.</li> </ul>

Role	Accountabilities
<b>Programme Directors</b>	<p>Provide senior leadership across the programme for its people and business priorities, with specific responsibility for:</p> <ul style="list-style-type: none"> <li>■ Programme resources, recruitment, and workforce planning.</li> <li>■ Development and implementation of Education Reform legislation and policy.</li> <li>■ Ensuring that legislation and policy deliver the overall policy intent set by Ministers.</li> <li>■ Ensuring that policy is delivered to support the programme and its constituent projects.</li> <li>■ Articulate the policy design within the programme to ensure that business design can effectively meet policy requirements.</li> <li>■ Providing assurance to the Board that policy intent is accurately met by programme and project deliverables.</li> <li>■ Impacting any future changes in programme scope against existing policy.</li> </ul>
<b>Finance Business Partner</b>	<ul style="list-style-type: none"> <li>■ To advise and support effective financial management within the programme.</li> <li>■ Advise in relation to SG financial controls and the programme.</li> <li>■ Provide financial management advice.</li> <li>■ Advise on the affordability of the programme and robustness of the business case.</li> </ul>
<b>All other members</b>	<ul style="list-style-type: none"> <li>■ Take collective responsibility for the successful implementation of the programme and related business change (as appropriate).</li> <li>■ Have the delegated authority to make decisions on behalf of their area.</li> <li>■ Understand and be responsible for ensuring that their area is fully aware of the potential impact of any changes brought about by the associated projects or programme.</li> <li>■ Ensure that any risks or concerns that may threaten the success of the programme in their area are made clear to the SRO.</li> <li>■ Lead by example and demonstrate commitment and direct involvement.</li> </ul>
<b>Non-executive Directors</b>	<ul style="list-style-type: none"> <li>■ Provide a creative contribution by sharing independent views and constructive challenge.</li> <li>■ Provide third party oversight to ensure the programme is being well managed by the SRO and the other members.</li> </ul>

Role	Accountabilities
<p><b>Programme Manager</b></p>	<ul style="list-style-type: none"> <li>■ Effectively managing delivery of the programme.</li> <li>■ Providing accurate, timely and relevant information on which decisions can be based and progress monitored against the integrated Programme plan.</li> <li>■ Escalating risks and issues that cannot be resolved at the lower level; recommend mitigation action and support openness and transparency of top level programme risks, issues and dependencies and associated mitigation and contingency plans.</li> <li>■ Developing and maintaining a robust benefits realisation plan with robust financial controls and approvals.</li> <li>■ Define, manage and track the realisation of programme benefits and associated benefits model components.</li> <li>■ Provides support to the Programme Director and is accountable for the communication and implementation of the Programme Strategic Board's decisions.</li> </ul>

**From:** [Redacted]@gov.scot>

**Sent:** 27 July 2022 13:23

**To:** [Redacted]@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>;  
[Redacted]@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>;  
[Redacted]@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>; McLean L (Liza)  
<Liza.McLean@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>;  
[Redacted]@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>;  
[Redacted]@gov.scot>; [Redacted]@gov.scot>

**Cc:** [Redacted]@educationscotland.gov.scot>

**Subject:** Education Reform - Programme Management - Programme and Delivery Board  
Dates and Members (A39599438)

Hi All,

As mentioned today here is the link to the Programme and Delivery Board Dates and Members document. I will add this to the Config library but I wanted to share the link with you just now.

Click on the link to open 'Education Reform - Programme Management - Programme and Delivery Board Dates and Members' –  
[Redacted]

I also want to make a few additions to this so it's still a bit of a work in progress, so happy to take on any feedback and any suggestions on what else we would could add in that would be useful to the team.

Regards

[Redacted]

[Redacted]

Programme Lead

Education Reform Directorate

Buidheann-stiùiridh Ath-leasachadh Foghlaim

[Redacted]@gov.scot

Working Pattern: Monday to Friday



[Redacted]

<b>Board Role</b>	<b>Name</b>	<b>Organisation</b>	<b>Role</b>
Chair/ SRO	Clare Hicks	Scottish Government	Director Education Reform
Board Member	Fiona Robertson	SQA	Chief Executive
Board Member	Gayle Gorman	Education Scotland	Chief Inspector
Board Member	Laura Caven	COSLA	Representative
Board Member	Grace Vickers	SOLACE	Representative
Board Member	Douglas Hutchison	ADES	Representative
Board Member	Graeme Logan	Scottish Government	Director for Learning
Board Member	Stephen Pathirana	Scottish Government	Director for Advance Learning and Science
Board Member	Alison Cummings	Scottish Government	Director for Early Learning and Childcare
Board Member	Elaine Lothian for Nicky Richards	Scottish Government	Director for People ( HR Business Partner)
Board Member	Helena Gray	Scottish Government	Director for Fairwork, Employment and Skills
Board Member	Geoff Huggins	Scottish Government	Director for Digital
Board Member	Peter Hookway	Scottish Government	Finance Business Partner
Board Member	Jennifer Bradley	Scottish Government	Deputy Director for Education and Analytical Services
Non-Executive Member	Stephen Kerr	Social Security Scotland	Social Security Director
Independent Advisor	Ken Muir		
Independent Advisor	Louise Hayward		
Programme Director	Liza McLean	Scottish Government	Deputy Director for Education Reform
Programme Director	TBC	SQA	
Programme Director	Gillian Hamilton	Education Scotland	Depute Chief Executive and Strategic Director
Programme Director	Laura Murdoch	Scottish Government	Deputy Director for Curriculum Qualifications & Gaelic
	[Redacted]	Scottish Government	Head of Delivery Comms & Engagement





[Redacted]@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>;  
[Redacted]@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>; McLean L  
(Liza) <[Liza.McLean@gov.scot](mailto:Liza.McLean@gov.scot)>; Murdoch L (Laura) (Educ) <[Laura.Murdoch2@gov.scot](mailto:Laura.Murdoch2@gov.scot)>;  
[Redacted]@gov.scot>;

**Subject:** RE: Media query: education reform - The Times

Colleagues

The membership of the Education Reform Programme Strategic Board comprises:

- Scottish Government
- Scottish Qualifications Authority
- Education Scotland
- The Convention of Scottish Local Authorities (COSLA)
- Association of Directors of Education in Scotland (ADES)
- Society of Local Authority Chief Executives (SOLACE)
- Stakeholder Members (Professors Ken Muir and Louise Hayward)

[Redacted]

[Redacted]

Education Reform - Delivery | Directorate for Education Reform  
The Scottish Government | St. Andrew's House | Regent Road | Edinburgh | EH1 3DN  
Mobile – [Redacted] | Landline – [Redacted] | Email [Redacted]

**From:** [Redacted]@gov.scot>; >

**Sent:** 08 June 2022 16:34

**To:** [Redacted]@gov.scot>;[Redacted]@gov.scot>;[Redacted]@gov.scot>;

**Cc:** EdS Media <[mediaenquiries@educationscotland.gov.scot](mailto:mediaenquiries@educationscotland.gov.scot)>; Communications Education & Skills  
<[CommunicationsEducation&Skills@gov.scot](mailto:CommunicationsEducation&Skills@gov.scot)>; News Desk <[Newsdesk@gov.scot](mailto:Newsdesk@gov.scot)>; [Redacted]@gov.scot>;  
[Redacted]@gov.scot>; [Redacted]@gov.scot>[Redacted]@gov.scot>; [Redacted]@gov.scot>;  
[Redacted]@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>; McLean L  
(Liza) <[Liza.McLean@gov.scot](mailto:Liza.McLean@gov.scot)>; Murdoch L (Laura) (Educ) <[Laura.Murdoch2@gov.scot](mailto:Laura.Murdoch2@gov.scot)>;  
[Redacted]@gov.scot>; **Subject:** RE: Media query: education reform - The Times

Hi [Redacted]

Copying [Redacted] into the chain,

Thanks,

[Redacted]

**From:** [Redacted]@gov.scot>;

**Sent:** 08 June 2022 16:29

**To:** [Redacted]@gov.scot>;

**Cc:** EdS Media <[mediaenquiries@educationscotland.gov.scot](mailto:mediaenquiries@educationscotland.gov.scot)>; Communications Education & Skills  
<[CommunicationsEducation&Skills@gov.scot](mailto:CommunicationsEducation&Skills@gov.scot)>; News Desk <[Newsdesk@gov.scot](mailto:Newsdesk@gov.scot)>; [Redacted]@gov.scot>;  
[Redacted]@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>;  
[Redacted]@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>; [Redacted]@gov.scot>;  
[Redacted]@gov.scot>; McLean L (Liza) <[Liza.McLean@gov.scot](mailto:Liza.McLean@gov.scot)>; Murdoch L (Laura) (Educ)





**From:** [Redacted]@gov.scot>;  
**Sent:** 20 December 2021 09:00  
**To:** [redacted]) <[redacted]@gov.scot>  
**Subject:** RE: Education Reform Programme Board - 14.12.21 - Agenda and Papers

Thanks [redacted] we will get this amended and then can take a view from the board when they are reissued.

Kind regards,  
[Redacted]

**[Redacted]**  
Programme Manager – Education Reform  
Learning Directorate  
[Redacted]

Working Pattern: Monday to Thursday, Friday non working day



**From:** [redacted] <[\[redacted\]@gov.scot](mailto:[redacted]@gov.scot)>  
**Sent:** 17 December 2021 09:22  
**To:** [Redacted]@gov.scot>;  
**Cc:** [Redacted]@gov.scot>;  
**Subject:** RE: Education Reform Programme Board - 14.12.21 - Agenda and Papers

Hi [Redacted]

As promised, some amends to the Terms of Reference. Generally it has reworded to position the FBP role as an advisory function. Ensuring the affordability and adherence to delegated authority etc. is the role of the SRO and ultimately the Accountable Officer. From a Scottish Government finance perspective we need to maintain an ability to challenge and advise on programmes and spend from that position, which would become conflicted with the previous wording.

Thanks

[redacted]

**From:** [Redacted]@gov.scot>;  
**Sent:** 09 December 2021 14:33  
**To:** [Redacted]@gov.scot>; Director for Education Reform <[DirectorforEducationReform@gov.scot](mailto:DirectorforEducationReform@gov.scot)>; Director of Advanced Learning and Science <[DirectorofAdvancedLearningandScience@gov.scot](mailto:DirectorofAdvancedLearningandScience@gov.scot)>; Director for Children and Families <[DirectorforChildrenandFamilies@gov.scot](mailto:DirectorforChildrenandFamilies@gov.scot)>; Director Digital <[DirectorDigital@gov.scot](mailto:DirectorDigital@gov.scot)>; Cumming A (Alison) Early Learning & Childcare <[Alison.Cumming@gov.scot](mailto:Alison.Cumming@gov.scot)>; Director for Fair Work, Employability and Skills <[DirectorFWES@gov.scot](mailto:DirectorFWES@gov.scot)>; Director of Learning <[DirectorofLearning@gov.scot](mailto:DirectorofLearning@gov.scot)>; Education Reform <[EducationReform@gov.scot](mailto:EducationReform@gov.scot)>;

[redacted] <[\[redacted\]@gov.scot](mailto:[redacted]@gov.scot)>; Kerr S (Stephen) (Social Security Director) <[Stephen.Kerr@gov.scot](mailto:Stephen.Kerr@gov.scot)>; [Redacted]@gov.scot>; Richards N (Nicola) <[Nicola.Richards@gov.scot](mailto:Nicola.Richards@gov.scot)>

**Cc:** [Redacted]@gov.scot>; **Subject:** Education Reform Programme Board - 14.12.21 - Agenda and Papers

Dear Education Reform PB Members (apologies, and interested parties),

I attach the papers for this month's Board, scheduled 14 December. As we only have an hour scheduled for this month's meeting grateful if members could review the documents ahead of the meeting, in particular the Terms of Reference (Paper 2) and the Programme Aims and Objectives (Paper 3). List of the complete set of papers below:

- Agenda – Paper 1
- Terms of Reference – Paper 2
- Programme Aims and Objectives – Paper 3
- Governance Model – Paper 4
- Programme Risk Heat Map – Paper 5
- Below the line papers:
  - High Level Plan – BTL paper 1
  - High Level Flow Chart – BTL paper 2

Kind Regards,  
[Redacted]

**[Redacted]**  
Education Reform | Learning Directorate | [Redacted]

Buidheann-stiùiridh Ath-leasachadh Foghlaim  
Directorate for Education Reform  
Roinn Ath-leasachadh Foghlaim  
Education Reform Division



Scottish Government  
Riaghaltas na h-Alba  
gov.scot

T: [Redacted]  
E: directorforeducationreform@gov.scot

Douglas Hutchison  
President  
ADES

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13 May 2022

Dear Douglas

As Senior Responsible Officer for the Education Reform Programme, I wish to invite you or another ADES colleague to represent the voice of Local Government on the Education Reform Programme Strategic Board. The Board provides strategic advice and support to me in my capacity as the Senior Responsible Officer for the Education Reform programme.

Given the central and vital role of Directors of Education in the delivery of education services, I would very much value ADES insights and experience on the Board to help guide the development of these new arrangements for Scottish education.

The Board meets every six weeks in hybrid fashion (MS Teams), but will hopefully meet in person from time to time as well. The next meeting of the Board will take place on Tuesday 7 June.

The Board's remit covers:

- The establishment of a new agency for Scottish education, a new independent inspectorate and a new qualifications body. This acknowledges decisions still to be taken on the placement of the functions of accreditation and regulation and the Registrar of independent schools.
- The reform of the approach to assessment and qualifications.
- The overall delivery of the OECD Implementation Framework, including re-assessing the vision for Curriculum for Excellence (CfE) and improvements to curriculum delivery and measurement of impact.

Core membership includes representatives from Scottish Government, Scottish Qualifications Authority, Education Scotland and Non-Executives, and we are in the process of extending an invitation to the Convention of Scottish Local Authorities.

I would be grateful if you could let me know if you are content to join as a member of the Board on this basis.

I look forward to hearing from you soon.

**CLARE HICKS**  
**Director, Education Reform**

Cidhe Bhictòria, Dùn Èideann, EH6 6QQ

[www.gov.scot](http://www.gov.scot)





T: [Redacted]  
E: directorforeducationreform@gov.scot

Gayle Gorman  
Chief Executive  
Education Scotland

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29 April 2022

Dear Gayle

As Senior Responsible Officer for the Education Reform Programme I am pleased to invite you to join the Education Reform Strategic Programme Board, to represent Education Scotland in your capacity as its Chief Executive Officer.

The Board provides strategic advice and support to me in my capacity as SRO. Given the critical role of the Chief Executive Officers of the national organisations within scope of reform, I would very much value your insights and experience on the Board to help guide the development of these new arrangements for Scottish education.

The Board meets every six weeks in hybrid fashion (MS Teams), but will hopefully meet in person from time to time as well. The next meeting of the Board will take place on Tuesday 7 June.

The Board's remit covers:

- The establishment of a new agency for Scottish education, a new independent inspectorate and a new qualifications body. This acknowledges decisions still to be taken on the placement of the functions of accreditation and regulation and the Registrar of independent schools.
- The reform of the approach to assessment and qualifications.
- The overall delivery of the OECD Implementation Framework, including re-assessing the vision for Curriculum for Excellence (CfE) and improvements to curriculum delivery and measurement of impact.

Core membership includes representatives from Scottish Government and Non-Executives, and we will shortly also be inviting local government representation. I would be grateful if you could let me know if you are content to join as a member of the Board on this basis.

I have written in similar terms to the Chief Executive of the Scottish Qualifications Authority.

I look forward to hearing from you soon.

CLARE HICKS  
Director, Education Reform

Cidhe Bhictòria, Dùn Èideann, EH6 6QQ

[www.gov.scot](http://www.gov.scot)



T: [Redacted]  
E: directorforeducationreform@gov.scot

Fiona Robertson  
Chief Executive  
Scottish Qualifications Authority

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29 April 2022

Dear Fiona

As Senior Responsible Officer for the Education Reform Programme I am pleased to invite you to join the Education Reform Strategic Programme Board, to represent the Scottish Qualifications Authority in your capacity as its Chief Executive Officer.

The Board provides strategic advice and support to me in my capacity as SRO. Given the critical role of the Chief Executive Officers of the national organisations within scope of reform, I would very much value your insights and experience on the Board to help guide the development of these new arrangements for Scottish education.

The Board meets every six weeks in hybrid fashion (MS Teams), but will hopefully meet in person from time to time as well. The next meeting of the Board will take place on Tuesday 7 June.

The Board's remit covers:

- The establishment of a new agency for Scottish education, a new independent inspectorate and a new qualifications body. This acknowledges decisions still to be taken on the placement of the functions of accreditation and regulation and the Registrar of independent schools.
- The reform of the approach to assessment and qualifications.
- The overall delivery of the OECD Implementation Framework, including re-assessing the vision for Curriculum for Excellence (CfE) and improvements to curriculum delivery and measurement of impact.

Core membership includes representatives from Scottish Government and Non-Executives, and we will shortly also be inviting local government representation. We are currently working through the various terms of reference with your Senior Management Team and your trade unions and hope to have this work completed soon.



I would be grateful if you could let me know if you are content to join as a member of the Board on this basis.

I have written in similar terms to the Chief Executive of Education Scotland.

I look forward to hearing from you soon.

**CLARE HICKS**  
**Director, Education Reform**

Cidhe Bhictòria, Dùn Èideann, EH6 6QQ

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T: [Redacted]  
E: directorforeducationreform@gov.scot

Laura Caven  
Chief Officer – Children and Young People  
COSLA  
Verity House  
19 Haymarket Yards  
EDINBURGH  
EH12 5BH

---

13 May 2022

Dear Laura

As Senior Responsible Officer for the Education Reform Programme, I wish to invite you or another colleague to represent the voice of Local Government in your capacity as the COSLA Chief Officer for Children and Young People on the Education Reform Programme Strategic Board. The Board provides strategic advice and support to me in my capacity as the Senior Responsible Officer for the Education Reform programme. Given the central and vital role of Local Government in the delivery of education services, I would very much value your insights and experience on the Board to help guide the development of these new arrangements for Scottish education.

The Board meets every six weeks in hybrid fashion (MS Teams), but will hopefully meet in person from time to time as well. The next meeting of the Board will take place on Tuesday 7 June.

The Board's remit covers:

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- The reform of the approach to assessment and qualifications.
- The overall delivery of the OECD Implementation Framework, including re-assessing the vision for Curriculum for Excellence (CfE) and improvements to curriculum delivery and measurement of impact.

Core membership includes representatives from Scottish Government, Scottish Qualifications Authority, Education Scotland and Non-Executives, and we are in the process of extending an invitation to the Association of Directors of Education in Scotland.

I would be grateful if you could let me know if you are content to join as a member of the Board on this basis.

I look forward to hearing from you soon.

**CLARE HICKS**  
**Director, Education Reform**

Cidhe Bhictòria, Dùn Èideann, EH6 6QQ

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Directorate for Education Reform  
Roinn Ath-leasachadh Foghlaim  
Education Reform Division



Scottish Government  
Riaghaltas na h-Alba  
gov.scot

T: [Redacted]  
E: directorforeducationreform@gov.scot

Dr Grace Vickers  
SOLACE  
Midlothian Council  
Midlothian House  
Buccleuch Street  
Dalkeith  
EH22 1DN

20 May 2022

Dear Grace

As Senior Responsible Officer for the Education Reform Programme, I wish to invite you to join the Education Reform Programme Strategic Board in your capacity as SOLACE Portfolio Holder for Education in Scotland. The Board provides strategic advice and support to me in my capacity as the Senior Responsible Officer for the Education Reform programme. Given the central and vital role of Local Government Chief Executives in the delivery of education services, I would very much value SOLACE insights and experience on the Board to help guide the development of these new arrangements for Scottish education.

The Board meets every six weeks in hybrid fashion (MS Teams), but will hopefully meet in person from time to time as well. The next meeting of the Board will take place on Tuesday 7 June.

The Board's remit covers:

- The establishment of a new agency for Scottish education, a new independent inspectorate and a new qualifications body. This acknowledges decisions still to be taken on the placement of the functions of accreditation and regulation and the Registrar of independent schools.
- The reform of the approach to assessment and qualifications.
- The overall delivery of the OECD Implementation Framework, including re-assessing the vision for Curriculum for Excellence (CfE) and improvements to curriculum delivery and measurement of impact.

Core membership includes representatives from Scottish Government, Scottish Qualifications Authority, Education Scotland, COSLA, ADES and Non-Executives.

I would be grateful if you could let me know if you are content to join as a member of the Board on this basis.

I look forward to hearing from you soon.

**CLARE HICKS**  
**Director, Education Reform**

Cidhe Bhictòria, Dùn Èideann, EH6 6QQ

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