

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

Sent: 28 July 2021 08:29

To: [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Cc: [Redacted s38(1)(b)]

Subject: Education Reform in Scotland

Morning Naomi, I hope you're well? I just wanted to drop you a note to keep you updated further to our helpful conversation, and to introduce you to Ken, copied.

We are hoping to issue to formal invitations to the Panel shortly, and also to pencil in a date for a first meeting in the latter half of August – appreciate diaries will be busy and so we'll try to find a suitable date asap.

In the meantime it might be helpful for you to arrange a brief introductory chat with Ken, and please also let us know if there's anything we can do to help in the meantime.

Kind regards

Liza

Liza McLean

Interim Deputy Director, Learning Workforce, Infrastructure and Reform

Learning Directorate, Scottish Government

Working from home – 07554332348

From: McLean L (Liza) <Liza.McLean@gov.scot>

Sent: 05 August 2021 12:47

To: Naomi Stanford [Redacted s38(1)(b)]; Ken Muir [Redacted s38(1)(b)]

Cc: [Redacted s38(1)(b)]

Subject: RE: Education Reform in Scotland

Hi Naomi, Hope you are well?

Please see a link below to the OECD report which was the genesis of this work. You'll also hopefully get your formal invitation letter later today which will provide draft remits etc. which should also be helpful.

[Scotland's Curriculum for Excellence: Into the Future | en | OECD \(1\)](#)

Kind regards

Liza

Liza McLean

Interim Deputy Director, Learning Workforce, Infrastructure and Reform

Learning Directorate, Scottish Government

Working from home – 07554332348

From: Naomi Stanford [Redacted s38(1)(b)]
Sent: 30 July 2021 10:02
To: Kenneth Muir [Redacted s38(1)(b)]
Cc: McLean L (Liza) <Liza.McLean@gov.scot>; [Redacted s38(1)(b)]
Subject: Re: Education Reform in Scotland

Ken - thanks very much for contacting me, and Liza thanks for making the connection. I will aim to call you on Thursday 5 August. Would around 10:00 work for you?

Liza has sent me some background information on the work, but if there is anything else you think would be useful for me to read, please send it on to me.

I'm looking forward to working with you on this project.

Good wishes

Naomi

Naomi Stanford, PhD
[Redacted s38(1)(b)]

From: [Redacted s38(1)(b)] **On Behalf Of** Education Reform
Sent: 05 August 2021 16:43
To: Naomi Stanford [Redacted s38(1)(b)]
Cc: Education Reform <EducationReform@gov.scot>; Kenneth Muir [Redacted s38(1)(b)]
Subject: Invitation to Expert Panel on Reform of Education Scotland and the Scottish Qualifications Authority

Dear Naomi,

Please find attached a letter from Professor Ken Muir inviting you to join his Expert Panel on Reform of Education Scotland and the Scottish Qualifications Authority. (2)

As indicated in his letter, please also find attached the draft Terms of Reference for the Expert Panel and the Practitioner & Stakeholder Advisory Group (PSAG). (3)
)Please note, **this includes the proposed draft membership of PSAG which is not for onward circulation at this stage as these individuals have not yet been approached to join the group.**

As per the letter from Ken, we would be grateful if you could copy in the EducationReform@gov.scot mailbox when confirming your acceptance, sharing your biography and indicating your availability.

Yours,
[Redacted s38(1)(b)] on behalf of Professor Ken Muir

[Redacted s38(1)(b)]

Scottish Government, Learning Directorate
2B North, Victoria Quay, Edinburgh, EH6 6QQ

[Redacted s38(1)(b)]

Working Pattern: Mondays to Thursdays

British Sign Language (BSL) users can contact us via [contactSCOTLAND-BSL](#)



From: Naomi Stanford [Redacted s38(1)(b)]
Sent: 06 August 2021 15:21
To: Education Reform <EducationReform@gov.scot>
Cc: Kenneth Muir [Redacted s38(1)(b)]
Subject: Re: Invitation to Expert Panel on Reform of Education Scotland and the Scottish Qualifications Authority

Ken - thank you very much for inviting me to be an Expert Panel member. I am delighted to accept this. Thanks too for our conversation this morning which I will follow up with sending some info/resources you may find useful.

I am available the weeks of 30 August and 6 September (Thursdays and Fridays are best days for me, but I can do others with notice). Week of 23 August is more difficult for me but I could do late afternoons/early evenings that week.

Meanwhile here is my bio:

Naomi Stanford Bio

Dr Naomi Stanford is an organisation design practitioner and author. During her earlier UK career Dr Stanford was an employee of large multinational companies, including Price Waterhouse, British Airways, Marks & Spencer, and Xerox. She moved to the US mid-career working as an organisation design consultant to a range of organisations in the government, non-profit and private sectors. She then returned to the UK to work in the government sector. Naomi is now free-lancing as an organisation design consultant. The third edition of her Economist book 'A Guide to Organisation Design' will be published in March 2022. Additionally, she writes articles and a weekly blog, speaks at conferences, and tweets regularly on organisation design.

Email: [Redacted s38(1)(b)]

Website: [Redacted s38(1)(b)]

Twitter: [Redacted s38(1)(b)]

Good wishes and thanks again for inviting me to participate in this project.

Naomi

Naomi Stanford, PhD

[Redacted s38(1)(b)]

On Mon, 9 Aug 2021, 09:44 , <EducationReform@gov.scot> wrote:

Hi Naomi,

We've just been speaking to Ken and he has shared your suggestion of holding a facilitated longer session of the first meeting of the Practitioner & Stakeholder Advisory Group. We're planning on sending the first informal emails to the proposed members of this group today and we're thinking that it would be helpful to flag the proposed date(s) for this when doing so to help with availability.

We discussed with Ken the possibility of offering the option of two half day sessions to increase the chance of all organisations being represented in the discussions. The proposal being that the same half day session would be run twice with organisations choosing which to attend as there's a risk that a full day session will result in a number of organisations not being able to make it. Some organisations (such as SQA) might choose to be represented at both half day sessions, which would be welcome. We would welcome your thoughts on this proposed approach – is this something you would be happy to facilitate?

If so, we're proposing arranging the two sessions for the afternoon of Tuesday 14 September and the morning of Thursday 16 September. Would these times work for you?

Finally, we're presuming that these sessions would be facilitated through MS Teams – just wanted to confirm that.

Happy to discuss if helpful.

Thanks,

[Redacted s38(1)(b)]

From: Naomi Stanford [Redacted s38(1)(b)]

Sent: 09 August 2021 10:11

To: Education Reform <EducationReform@gov.scot>

Subject: Re: Invitation to Expert Panel on Reform of Education Scotland and the Scottish Qualifications Authority

This sounds good. I'll call you later today to discuss. Good wishes Naomi

Apols 4 brevity. Sent from phone.

From: [Redacted s38(1)(b)]**On Behalf Of** Education Reform
Sent: 09 August 2021 10:25
To: Naomi Stanford [Redacted s38(1)(b)]
Cc: Education Reform <EducationReform@gov.scot>; [Redacted s38(1)(b)];
McLean L (Liza) <Liza.McLean@gov.scot>; [Redacted s38(1)(b)]; [Redacted
s38(1)(b)]
Subject: RE: Invitation to Expert Panel on Reform of Education Scotland and the
Scottish Qualifications Authority

That's helpful Naomi, thanks.

I'll begin drafting the PSAG invitation emails with that approach in mind.

I have meetings from 1300-1400 and 1530-1600 today, but available otherwise for a
phone call on the number below.

Thanks,
[Redacted s38(1)(b)]

From: [Redacted s38(1)(b)] **On Behalf Of** Education Reform
Sent: 19 August 2021 16:42
To: [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]
Cc: Education Reform <EducationReform@gov.scot>; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]
Subject: CONFIDENTIAL: Reform of SQA and Education Scotland - Expert Panel - Meeting 1 - Agenda & Papers - 24 August 2021

Dear Panel members,

Please find attached the agenda and papers for the first meeting of the Expert Panel on Tuesday 24 August at 9am via MS Teams.

Please note the following:

- The attached papers are confidential. They are for panel members only and not for onward circulation.
- The papers are embedded in the attached agenda document – double click on the icons to open each paper.
- We are awaiting an overview background paper from the SQA and will forward this onto you once we have received this.
- The joining instructions are included in the attached agenda document also.

Yours,

[Redacted s38(1)(b)]

[Redacted s38(1)(b)]

Secretariat to the Independent Advisor to Scottish Government

Scottish Government, Learning Directorate
2B North, Victoria Quay, Edinburgh, EH6 6QQ
[Redacted s38(1)(b)]

British Sign Language (BSL) users can contact us via [contactSCOTLAND-BSL](#)



From: [Redacted s38(1)(b)]

Sent: 20 August 2021 08:17

To: Education Reform <EducationReform@gov.scot>; Expert Panel Members [Redacted s38(1)(b)]; Members of the Independent Secretariat

Cc: Kenneth Muir [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Subject: RE: CONFIDENTIAL: Reform of SQA and Education Scotland - Expert Panel - Meeting 1 - Agenda & Papers - 24 August 2021

Dear Panel Members

Please find attached an updated version of the agenda & papers (4) which now includes the SQA overview paper referred to below.

Regards

[Redacted s38(1)(b)]

Senior Policy Officer

Teacher Education and Leadership Unit, Learning Directorate,

[Redacted s38(1)(b)]



From: [Redacted s38(1)(b)] **On Behalf Of** Education Reform
Sent: 20 August 2021 15:57
To: Education Reform <EducationReform@gov.scot>; Expert Panel Members [Redacted s38(1)(b)];
Cc: Kenneth Muir [Redacted s38(1)(b)]; Members of the Independent Secretariat [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]
Subject: FW: CONFIDENTIAL: Reform of SQA and Education Scotland - Expert Panel - Meeting 1 - Agenda & Papers - 24 August 2021 - UPDATE (1 of 2 e-mails given size of attachments)

Dear Expert Panel Members (one of 2 e-mails given size of attachments)

With apologies to those who have experienced technical issues with being able to read the various documents. I hope this has now been resolved and you should be able to access the documents attached. The agenda with the embedded documents is still attached for those who are able to use that format.

If anyone is still experiencing issues then please let me know.

Regards

[Redacted s38(1)(b)]
Senior Policy Officer

Teacher Education and Leadership Unit, Learning Directorate,
[Redacted s38(1)(b)]



From: [Redacted s38(1)(b)]

Sent: 20 August 2021 16:07

To: Education Reform <EducationReform@gov.scot>; Expert Panel Members
[Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted
s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)];
[Redacted s38(1)(b)]

Cc: Kenneth Muir [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)];
[Redacted s38(1)(b)]

Subject: RE: CONFIDENTIAL: Reform of SQA and Education Scotland - Expert
Panel - Meeting 1 - Agenda & Papers - 24 August 2021 - UPDATE (2 of 2 e-mails
given size of attachments)

Dear Panel Members (2 of 2 e-mails given size of attachments)

With apologies to those who have experienced technical issues with being able to read the various documents. I hope this has now been resolved and you should be able to access the documents attached. The agenda with the embedded documents is still attached for those who are able to use that format.

If anyone is still experiencing issues then please let me know.

Regards

[Redacted s38(1)(b)] *Senior Policy Officer*

Teacher Education and Leadership Unit, Learning Directorate

[Redacted s38(1)(b)]



From: EducationReform@gov.scot [Redacted s38(1)(b)]

Sent: 01 September 2021 16:41

To: Education Reform <EducationReform@gov.scot>; Expert Panel Members [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Cc: Kenneth Muir [Redacted s38(1)(b)]; [Redacted s38(1)(b)] ; [Redacted s38(1)(b)] ; [Redacted s38(1)(b)] **Subject:** CONFIDENTIAL: Reform of SQA and Education Scotland - Expert Panel - Meeting 1 - 24 August 2021 - Note of meeting

Panel Members

Please find attached the note of the first Expert Panel meeting held on 25 August along with Walter's additional papers (5) which it was agreed would be provided.

You will also wish to note the agenda and papers for the second meeting arranged for 9 September will be issued on Monday 6 September.

Regards

[Redacted s38(1)(b)]

[Secretariat to Independent Advisor on Education Reform](#)

[Redacted s38(1)(b)]

From: [Redacted s38(1)(b)]

Sent: 06 September 2021 15:14

To: Education Reform <EducationReform@gov.scot>; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Cc: [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Subject: CONFIDENTIAL: Reform of SQA and Education Scotland - Expert Panel - Meeting 2 - - 9 September 2021 - Agenda & Papers

Dear Panel Members

Please find attached the agenda and papers (6) for the second Expert Panel meeting on Thursday 9 September. **The papers are confidential to panel members and are not for onward circulation.** The Teams joining instructions are below and on the agenda.

As you are aware Ken is keen on Expert Panel members participating in the PSAG engagement events if at all possible. As you will be aware from the agenda item the 2 half day events which are the same event twice are on 14 Sept, 1-4 pm and 16 Sept 9:30 – 12:30 include breakout sessions for which facilitators will be required. If you are available to attend either or both and happy to facilitate please could you let me know.

Regards

[Redacted s38(1)(b)]

Secretariat to Independent Advisor on Education Reform

[Redacted s38(1)(b)]

From: [Redacted s38(1)(b)]

Sent: 07 September 2021 14:08

To: Education Reform <EducationReform@gov.scot>; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Cc: [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Subject: CONFIDENTIAL: Reform of SQA and Education Scotland - Expert Panel - Meeting 2 - - 9 September 2021 - Agenda & Papers (update)

Dear Panel Members

For ease I am resending the full set of papers for Thursday's meeting as we have an updated purpose paper.

Regards

[Redacted s38(1)(b)]

[Secretariat to Independent Advisor on Education Reform](#)

[Redacted s38(1)(b)]

From: [Redacted s38(1)(b)]**On Behalf Of** Education Reform

Sent: 08 September 2021 10:50

To: Education Reform <EducationReform@gov.scot>; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Cc: [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Subject: RE: CONFIDENTIAL: Reform of SQA and Education Scotland - Expert Panel - Meeting 2 - - 9 September 2021 - Agenda & Papers - (Papers for Item 4)

Dear Panel Members

Please find attached the papers for discussion under item 4 at tomorrow's meeting.

Regards

[Redacted s38(1)(b)]

Secretariat to Independent Advisor on Education Reform

[Redacted s38(1)(b)]

From: [Redacted s38(1)(b)] **On Behalf Of** Education Reform

Sent: 10 September 2021 17:17

To: Expert Panel Members [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Cc: Education Reform <EducationReform@gov.scot>; Kenneth Muir [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Subject: Follow-up from Expert Panel Meeting 2 / Additional EP Meeting Date

Importance: High

Dear all

There are a few immediate things we wanted to follow up on from yesterday's meeting.

There was a consensus to **organise an additional EP meeting**, ideally within the next couple of weeks to reflect on some of the discussion and presentations you heard yesterday. Ken's calendar as you might imagine is becoming challenging, but I've identified a few possibilities – can you reply please indicating, which if any of these would suit, ideally by Tuesday next week, and a calendar request will follow. Some possible options are:

- Tuesday 21st September p.m.
- Thursday 23rd September 1:30 till 3:30 p.m.
- Friday 24th September p.m.

Also, find attached the final versions of both **Terms of Reference**, which takes account of feedback provided at yesterday's meeting. These are for your information only. They will be published to the website in due course.

And finally, we also talked about providing a **Calendar of Key Dates (7)**, to help see when and where you might want to accompany Ken or be involved – you will find this attached. This is very much a moving feast at the moment, so we've populated with as much information as possible, but will aim to re-issue regularly, so you always have the most up-to-date version. If you are interested in attending, particularly any of the PSAG 90 minutes sessions, over the coming weeks, then please just drop us an email to EducationReform@gov.scot

I hope everyone has a lovely and restful weekend.

Best wishes

[Redacted s38(1)(b)]

[Redacted s38(1)(b)]
Secretariat to the Independent Advisor

From: [Redacted s38(1)(b)] **On Behalf Of** Education Reform

Sent: 21 September 2021 17:09

To: Education Reform <EducationReform@gov.scot>; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Cc: [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Subject: CONFIDENTIAL: Reform of SQA and Education Scotland - Expert Panel - Additional Meeting - - 24 September 2021 - Agenda & Papers

Dear Panel Members

Please find attached the agenda and papers (8) for the additional EP meeting to be held on Friday 24 September.

Also as discussed at the last panel meeting, we will be setting you up with access to our system for sharing files with you – this is known as Objective Connect. The attached document provides instructions on how to use this system. You will shortly receive a separate email which contains instructions for setting up your account on Objective Connect. If you have any issues with these instructions please let us know.

Regards

[Redacted s38(1)(b)]

Secretariat to Independent Advisor on Education Reform

[Redacted s38(1)(b)]

From: [Redacted s38(1)(b)]**On Behalf Of** Education Reform

Sent: 24 September 2021 07:32

To: Education Reform <EducationReform@gov.scot>; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Cc: [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Subject: CONFIDENTIAL: Reform of SQA and Education Scotland - Expert Panel - Additional Meeting - - 24 September 2021 - Agenda & Papers - copy of final consultation paper

Dear Panel Members

Please find attached the final version of the consultation document for today's meeting.

Regards

[Redacted s38(1)(b)]

Secretariat to Independent Advisor on Education Reform

[Redacted s38(1)(b)]

From: [Redacted s38(1)(b)]

Sent: 01 October 2021 11:52

To: Education Reform <EducationReform@gov.scot>; Expert Panel Members [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Cc: Kenneth Muir [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Subject: Agencies Reform - CONFIDENTIAL: Reform of SQA and Education Scotland - Expert Panel - Meeting 3 - - 4 October 2021 - Agenda & Papers

Dear Panel Members

Please find attached the agenda and papers (9) for the third Expert Panel meeting on Monday 4 October. **The papers are confidential to panel members and are not for onward circulation.** The Teams joining instructions are below and on the agenda.

Regards

[Redacted s38(1)(b)]

Secretariat to Independent Advisor on Education Reform

[Redacted s38(1)(b)]

Joining Instructions

Microsoft Teams meeting

Join on your computer or mobile app

[Click here to join the meeting](#)

Or call in (audio only)

[+44 131 376 2847,861007080#](#) United Kingdom, Edinburgh

Phone Conference ID: 861 007 080#

From: [Redacted s38(1)(b)]**On Behalf Of** Education Reform

Sent: 29 October 2021 14:10

To: [Redacted s38(1)(b)];[Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Cc: Education Reform <EducationReform@gov.scot>; [Redacted s38(1)(b)]; [Redacted s38(1)(b)] [Redacted s38(1)(b)]

Subject: Agenda and Meeting Papers (Confidential) - Meeting 4 of the Expert Panel – Wednesday 3 November, 0930- 1615

To: Expert Panel Members

Education Reform - Expert Panel – Meeting 4: Wednesday 3 November, 0930-1615

With thanks to all for feedback offered on the draft agenda previously circulated. Please find attached the final version and meeting papers (10). **Please note that paper 3 is highly sensitive, so can I kindly ask that it remains completely confidential, and that the content or ideas are not shared beyond the membership of this group.**

Index of Papers

- 1a - Meeting note of additional EP meeting – 23 Sept
- 1b - Meeting note of EP3 – 4 Oct
- 2 - Summary of comments from webinars
- 3 - Slides/Scenarios [**Confidential/Sensitive Paper**]
- 4 - Additional thoughts from Walter
- 5 - National bodies landscape
- 6 - PSAG 2 - Draft Agenda -25th Nov
- 7 - Calendar of key dates from Nov

Please note all papers can be found on *Connect* within folder titled EP4 meeting, if you find it easier to locate them there.

Pre-meeting

The slides and the scenarios (paper 3) are based on feedback and suggestions received to date.

[s.30(b)(ii)]

Discussion with Local Government

And finally, you will see that COSLA/ADES/SOLACE will be joining for part of the meeting, a separate meeting link is included in the agenda. Ken will offer a steer at that point in the meeting and keep everyone right.

If you have any questions, please do not hesitate to ask.

On Tue, 2 Nov 2021 at 12:59, <EducationReform@gov.scot> wrote:

Good afternoon,

Please find attached a paper from COSLA which has recently been received.

Ken has requested this be shared with you urgently.

Best wishes | Dùrachdan

[Redacted s38(1)(b)]

Secretariat to Professor Ken Muir

Independent Advisor – Education Reform

educationreform@gov.scot
[Schools: Education reform - gov.scot](https://www.gov.scot/Schools:Education-reform)
www.gov.scot

[Redacted s38(1)(b)]
[Redacted s38(1)(b)]

From: Naomi Stanford [Redacted s38(1)(b)]

Sent: 02 November 2021 19:38

To: Education Reform <EducationReform@gov.scot>

Cc: Expert Panel Members [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; Kenneth Muir [Redacted s38(1)(b)]

Subject: Re: Education Scotland Support for RICs - URGENT

Thanks for this. The sentence that stood out as I read it was:

We are aware that there can be tensions between locally and nationally identified priorities for Regional Collaboration.

That theme seems to be threaded through the paper in various ways. Some of the factors that may be leading to the tensions include - lack of clarity on the role/scope/accountabilities of the various interested parties, the competing priorities of each which may not be explained to or seen as valid by others, and perhaps poorly designed performance measures which don't encourage collaboration.

Tomorrow I will only be able to join briefly - from 09:30 -11:30. Apologies for this.

Good wishes

Naomi

Naomi Stanford, PhD

[Redacted s38(1)(b)]

From: [Redacted s38(1)(b)] **On Behalf Of** Education Reform

Sent: 25 November 2021 17:11

To: Expert Panel Members [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Cc: Kenneth Muir [Redacted s38(1)(b)]; Education Reform

<EducationReform@gov.scot>; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Subject: CONFIDENTIAL AND NOT FOR CIRCULATION - EP5 Papers - 1 December 2021 - 09:00 - Ten Hill Place Hotel - Edinburgh

Dear Expert Panel members,

Attached is the agenda plus papers (11) for the meeting due to take place in Edinburgh on 1 December starting at 09:00 at Ten Hill Place Hotel, Edinburgh. Note the second page of the agenda includes details of the venue, accommodation and dinner.

For those attending dinner, Hotel du vin have asked for meal choices in advance.

Grateful if you could respond to the Education Reform mailbox with your choices by midday on Monday.

[hdv-christmas-21-menus-celebrations.pdf \(hotelduvin.com\)](#)

Papers are as follows:

- Agenda
- National Care Service Review Consultation - [A National Care Service for Scotland: consultation - gov.scot \(www.gov.scot\)](#)
- Remit of Independent Advisor
- UNCRC – focus on Articles 28 and 29
- Submissions from Education Scotland and SQA

Note we will be aiming to issue a small number of additional papers on Monday including a revised system map and consultation responses from SQA and ES which we expect to receive this week.

This will be our only face to face meeting as an Expert Panel and the agenda has been designed as an opportunity to reflect on what we have heard from stakeholders so far and assist the Advisor in distilling findings into draft recommendations. It would be appreciated if all members could come to the meeting on Wednesday prepared to reflect on the many meetings and webinars you have attended before offering views on a possible approach in terms of the ‘big ticket’ items listed in the agenda.

We look forward to seeing you next week.

[Redacted s38(1)(b)]

Secretariat: Independent Advisor on Education Reform

[Redacted s38(1)(b)]

From: Secretariat to Independent Advisor on Education Reform [Redacted s38(1)(b)]

Sent: 26 November 2021 09:13

To: Education Reform <EducationReform@gov.scot>; Expert Panel Members [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Cc: Kenneth Muir [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Subject: RE: CONFIDENTIAL AND NOT FOR CIRCULATION - EP5 Papers - 1 December 2021 - 09:00 - Ten Hill Place Hotel - Edinburgh

Hello everyone,

Just a small clarification regarding the dinner. The dinner will be on **Tuesday 30th at 20.00**. It was booked particularly with the six overnight guests in mind but those who are not staying overnight are of course also welcome to attend. Grateful for confirmation of attendance and menu selections by **Monday midday**.

Many thanks

[Redacted s38(1)(b)]

[Redacted s38(1)(b)] Secretariat to Independent Advisor on Education Reform

[Redacted s38(1)(b)]

Like many, I will be working at home until further notice.

The mobile number above and email are the best options for direct contact for now.

From: [Redacted s38(1)(b)]

Sent: 29 November 2021 09:48

To: Education Reform <EducationReform@gov.scot>; Expert Panel Members
Redacted s38(1)(b); [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted
s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)];
[Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Cc: Kenneth Muir [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)];
[Redacted s38(1)(b)]

Subject: IMPORTANT UPDATE - RE: CONFIDENTIAL AND NOT FOR
CIRCULATION - EP5 Papers - 1 December 2021 - 09:00

Importance: High

Morning everyone,

A short update on proceedings - I am sure you are all aware of the rapidly changing situation that is the new Coronavirus strain. Whilst we all would very much like the meeting on Wednesday to go ahead as planned, and in person, there may be a need to reconsider the format and whether face-to-face remains appropriate given the circumstances.

We are currently considering the latest developments and awaiting some further information and I will be in touch as soon as possible, later today, when we have a clearer view of how to proceed.

If you would like to speak to me before then please feel free,

with best wishes

[Redacted s38(1)(b)]

[Redacted s38(1)(b)] Secretariat to Independent Advisor on Education Reform

[Redacted s38(1)(b)]

From: Secretariat to Independent Advisor on Education Reform [Redacted s38(1)(b)]

Sent: 29 November 2021 13:56

To: Education Reform <EducationReform@gov.scot>; Expert Panel Members [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Cc: Kenneth Muir [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)] [Redacted s38(1)(b)]

Subject: RE: IMPORTANT UPDATE - RE: CONFIDENTIAL AND NOT FOR CIRCULATION - EP5 Papers - 1 December 2021 - 09:00

Importance: High

Hello everyone,

As promised, an update on Wednesday's meeting which is that Ken has taken the very tough decision to make **Wednesday's meeting fully digital**.

Things are changing really quickly and whilst much remains uncertain about the new variant the updated guidance from the FM is to be cautious and for everyone to double down on mitigating actions for example reducing/minimising non-essential contact. Some of you would have been travelling considerable distance to attend this meeting which could be avoided if we go digital.

I know that Ken has found this a really tough decision to take as he was very much looking forward to having everyone together and discussing face to face however we are confident that it can still be a really good and productive final meeting. Our apologies for the change at such short notice and for any disappointment this causes, but hopefully everyone can agree that this is the most sensible approach given the developing Covid situation.

If you have incurred costs as a result of booked travel etc. please contact me directly so that we can process these.

We will review the agenda in view of the change of format and reissue shortly.

Any questions please get in touch.

With thanks

[Redacted s38(1)(b)]

[Redacted s38(1)(b)] Secretariat to Independent Advisor on Education Reform

[Redacted s38(1)(b)]

Like many, I will be working at home until further notice.

The mobile number above and email are the best options for direct contact for now.

From: Naomi Stanford [Redacted s38(1)(b)]
Sent: 29 November 2021 14:22
To: Secretariat to Independent Advisor on Education Reform [Redacted s38(1)(b)]
Subject: Re: IMPORTANT UPDATE - RE: CONFIDENTIAL AND NOT FOR CIRCULATION - EP5 Papers - 1 December 2021 - 09:00

Kirsty, I just checked my tickets and they are non-refundable. I will send receipt later today - £87. Are you able to reimburse? Naomi

Sorry 4 brevity. Sent from phone. [Redacted s38(1)(b)]

From: Naomi Stanford [Redacted s38(1)(b)]
Sent: 29 November 2021 14:24
To: Education Reform [Redacted s38(1)(b)]
Subject: RE: IMPORTANT UPDATE - RE: CONFIDENTIAL AND NOT FOR CIRCULATION - EP5 Papers - 1 December 2021 - 09:00

Yes I am sure we can. Send across the receipt and will get it sorted.

[Redacted s38(1)(b)]
Secretariat to Independent Advisor on Education Reform

[Redacted s38(1)(b)]

From: Secretariat to Independent Advisor on Education Reform [Redacted s38(1)(b)]

Sent: 29 November 2021 16:25

To: Education Reform <EducationReform@gov.scot>; Expert Panel Members [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Cc: 'Kenneth Muir' [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Subject: CONFIDENTIAL AND NOT FOR CIRCULATION - EP5 Papers - 1 December 2021 - 09:00 - ADDITIONAL PAPERS

Dear Expert Panel members,

Please find attached some additional papers for our meeting on Wednesday.

Attached are:

- Consultation responses from SQA and ES.
- System maps that show the Ecosystem of Education in Scotland (including the functions of SQA and ES) and a map that looks more closely at SQA. They are both drafts but note the broader ecosystem map is felt to be in a good state while the SQA map doesn't, as yet, quite capture the complexity of their work. Also appreciate the documents can be quite tricky to read but we have attached them here for information.

Look forward to seeing you, albeit virtually, on Wednesday.

[Redacted s38(1)(b)]

[Redacted s38(1)(b)]

Secretariat: Independent Advisor on Education Reform

[Redacted s38(1)(b)]

From: [Redacted s38(1)(b)]

Sent: 29 November 2021 22:11

To: [Redacted s38(1)(b)]

Subject: RE: IMPORTANT UPDATE - RE: CONFIDENTIAL AND NOT FOR CIRCULATION - EP5 Papers - 1 December 2021 - 09:00

[Redacted s38(1)(b)]– attached the receipt for my train fare. Let me know if you need more info e.g. bank ac. (Or is there a claim form to fill in?)

Good wishes

Naomi

Naomi Stanford, PhD

[Redacted s38(1)(b)]

From: Secretariat to Independent Advisor on Education Reform [Redacted s38(1)(b)]

Sent: 01 December 2021 12:23

To: Education Reform <EducationReform@gov.scot>; Expert Panel Members [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Cc: Kenneth Muir [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Subject: 9 Tests of or design

As discussed this morning.

[Redacted s38(1)(b)]

From: [Redacted s38(1)(b)]

Sent: 03 December 2021 11:18

To: [Redacted s38(1)(b)]

Cc: Education Reform <EducationReform@gov.scot>

Subject: RE: IMPORTANT UPDATE - RE: CONFIDENTIAL AND NOT FOR CIRCULATION - EP5 Papers - 1 December 2021 - 09:00

Hello Naomi

If you could complete the attached form with your details I will get this sent off to be processed asap. If you would prefer not to provide your bank details you can opt to receive a cheque instead. Please indicate your preference on the form.

Many thanks and best wishes

[Redacted s38(1)(b)]

[Redacted s38(1)(b)] Secretariat to Independent Advisor on Education Reform

From: [Redacted s38(1)(b)] on behalf of EducationReform@gov.scot
<EducationReform@gov.scot>

Sent: 06 December 2021 15:42

To: [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Cc: EducationReform@gov.scot <EducationReform@gov.scot>

Subject: SQA meetings tomorrow - 07/12/21 - and other actions arising

Good afternoon,

I hope everyone is well (warm and dry too).

SQA meeting tomorrow (07/12/21)

Ken has asked me to approach you advising that he has two meetings with SQA tomorrow;

- EMT at 11:30-13:00
- SQA all staff at 14:00-15:00

If anyone is available to attend either of these, that would be great. If I don't hear from you by 09:00 tomorrow, I will presume diaries will not allow. This is as I need to ask permission from SQA to forward the links to their meetings to anyone attending, and they have asked for advance notice.

EP5 actions arising

Whilst I am on, I wanted to send you a note of some of the actions arising from EP 5 last week. If you could get back to Ken (via the ER mailbox), he would appreciate that very much – that's if you haven't already responded:

- EP views on key messages – half dozen each
- Views on what you anticipate key recommendations to be.
- Views on Gaelic terms, particularly for the inspectorate. Names that say exactly what the organisation does. Help with clarity in education system.
- Talked a lot about the paradigm, welcome thoughts you might have.
- Send address for Christmas cards.

Thank you so much for your continued help and support.

Best wishes | Dùrachdan

[Redacted s38(1)(b)] Secretariat to Professor Ken Muir
Independent Advisor – Education Reform

From: [Redacted s38(1)(b)] on behalf of EducationReform@gov.scot
<EducationReform@gov.scot>

Sent: 16 December 2021 14:25

To: Expert Panel Members [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Cc: EducationReform@gov.scot <EducationReform@gov.scot>

Subject: HOMEWORK - REQUEST FOR PERMISSION TO SHARE - Actions arising from EP5 (01/12/21)

Hello,

Just to say I have received some responses to the 'homework' set by Ken at the EP5 meeting held on 1 December, and subsequently there was chat around the possible sharing of your thoughts with other EP members.

If you would like to give your permission to share your returns, I would be happy to cascade these to the group on your behalf. If you haven't had a chance to respond (but intend to do so), please confirm that you are happy for me to share these on your behalf.

As a reminder:

EP5 actions arising

- EP views on key messages – half dozen each.
- Views on what you anticipate key recommendations to be.
- Views on Gaelic terms, particularly for the inspectorate. Names that say exactly what the organisation does. Help with clarity in education system.
- Talked a lot about the paradigm, welcome thoughts you might have.

Once again, many thanks for your continued help.

Best wishes | Dùrachdan

[Redacted s38(1)(b)]

.....
[Redacted s38(1)(b)]

Secretariat to Professor Ken Muir
Independent Advisor – Education Reform

From: [Redacted s38(1)(b)] **On Behalf Of** education.reform@gov.scot
Sent: 12 January 2022 17:54
To: [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]
Cc: 'Kenneth Muir' [Redacted s38(1)(b)]; Education Reform <EducationReform@gov.scot>; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]
Subject: RESTRICTED AND NOT FOR CIRCULATION - Papers for Expert Panel Meeting - 14 January 2022 - 09:00 - 12:30

Dear Expert Panel Members,

Please find attached the agenda and following papers (12) for the above meeting.

- Draft report
- Interim public consultation analysis
- Summary of finding from Children and Young People Survey.

Please note that the link to the meeting is available at the top of the agenda.

The agenda for the morning meeting is structured around EP members' reactions and responses to the draft report. To facilitate discussion, you are invited to consider a number of questions and discussion points set out in the agenda. The proposed questions and discussion points do not preclude wider discussion on any points you wish to bring up. If time permits, it would be helpful if you have the chance to look at both the draft report and the questions and discussion points prior to attending the meeting.

Comments and suggestions offered at EP6 will be taken into account by Ken in producing a final draft. To support this process, you will be invited after EP6 to offer any tracked changes you would like to see in the current draft. To expedite production of the next draft version, it would be extremely helpful if these were in the form of actual text rather than general comments. These should be with the secretariat no later than 4pm on Wednesday 19th January. This will give Ken time to take them all on board and produce a further draft version which will be shared with you for any final comments prior to a final version being prepared and sent to the Cabinet Secretary at the end of January.

Ken and the team look forward to seeing you on Friday and to the discussion that will take place.

With best wishes

[Redacted s38(1)(b)]

From: On behalf of EducationReform@gov.scot <EducationReform@gov.scot>

Sent: 13 January 2022 14:00

To: Expert Panel Members [Redacted s38(1)(b)]

Cc: Kenneth Muir [Redacted s38(1)(b)]; EducationReform@gov.scot
<EducationReform@gov.scot>

Subject: Expert Panel meeting 5 - (EP5) - 01/12/21

Good afternoon,

Please find attached a draft note of the discussion points from EP5 meeting held on 1 December.

A note of the earlier Expert Panel meetings have already been added to the website (they can be found here: [Education Reform: Expert Panel - gov.scot \(www.gov.scot\)](http://www.gov.scot/Information/ExpertPanel) if you are interested).

Please confirm that you are happy for these to be published, or provide feedback by lunchtime next Tuesday 18 January 2022.

Thank you for your continued help and support.

Best wishes | Dùrachdan

[Redacted s38(1)(b)]

Secretariat to Professor Ken Muir

Independent Advisor – Education Reform

From: On behalf of EducationReform@gov.scot [Redacted s38(1)(b)]
Sent: 24 January 2022 16:47
To: Expert Panel Members [Redacted s38(1)(b)];
Cc: Kenneth Muir [Redacted s38(1)(b)]; Education Reform
<EducationReform@gov.scot>; [Redacted s38(1)(b)]; [Redacted s38(1)(b)];
[Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Subject: RESTRICTED AND NOT FOR CIRCULATION - draft Report of the Advisor on Education Reform

Dear EP members,

I am pleased to attach a copy of the latest iteration of Ken's report. This is sent to you in the strictest confidence with a request that it is not circulated further.

As discussed at EP 6 last week, you are receiving this to allow you to make any final annotations (actual text preferred) which should be returned to the Education Reform email address by **midday on Wednesday this week (26th January) at the very latest.**

Sincere thanks again for your much-valued and ongoing support to this important report. As Ken notes in the report itself, your expertise, insights and advice have been invaluable in bringing it to fruition.

Best wishes

[Redacted s38(1)(b)]

Secretariat: Independent Advisor on Education Reform
[Redacted s38(1)(b)]

From: Naomi Stanford [Redacted s38(1)(b)]

Sent: 27 January 2022 10:17

To: Education Reform [Redacted s38(1)(b)]; Kenneth Muir [Redacted s38(1)(b)]

Subject : Re: RESTRICTED AND NOT FOR CIRCULATION - draft Report of the Advisor on Education Reform

Ken, [Redacted s38(1)(b)] - sorry I didn't give a final reply yesterday on the report. I had another look at it, and given the time constraints you are working under and the comments I've already made, I don't have anything further to add at this point.

I wish you well in this final leg and am looking forward to seeing the finished product

Good wishes

Naomi

Naomi Stanford, PhD

Phone: [Redacted s38(1)(b)]

Email: [Redacted s38(1)(b)]

Visit my blog and website: <http://www.naomistanford.com>

Follow me on Twitter [@Naomiorgdesign](#)

Buy my latest book [Designing Organisations; why it matters and ways to do it well](#)

From: McLean L (Liza) <Liza.McLean@gov.scot>

Sent: 21 July 2022 10:19

To: Naomi Stanford [Redacted s38(1)(b)]

Cc: SG Policy Officials [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]

Subject: Education Reform - New Public Bodies - Policy and Legislation Delivery Board

Dear Naomi, I hope you are well?

You'll recall the work that you supported with Ken Muir on the structural reform of education bodies. We're now at the stage where we are setting up the governance structures to take that work forward – the Cabinet Secretary was keen that you remain involved given the approach to the design and culture of the new organisations is so important.

I wondered if you might be interested and available to support the work as an external member of one of our Boards? The commitment would roughly be an hour and a half every 6 weeks. If so there are two levels of governance/involvement that it may be worth us discussing in terms of your membership and preference:

- the programme board level is the overall assurance board and it supports the SRO – Clare Hicks – of the programme. Ken is one of the external independent advisors on that board; or
- the policy and legislation delivery board will have responsibility for the underpinning policy and legislation needed for the work, this includes the cross cutting work that will be needed for all of the new bodies, including considerations such as governance, culture, values etc.

My initial thought was that you might participate in the latter, as that is where the majority of the thinking and work would be done, however I also anticipate that this might take up a bit more of your time than the programme board, and so the decision would be up to you.

Grateful if you could let me know what you think, and we can take it from there. Happy to provide terms of reference etc. if that would be helpful for your consideration, just let me know.

Kind regards

Liza

Liza McLean
Interim Deputy Director, Education Reform
Education Reform Directorate, Scottish Government
[Redacted s38(1)(b)]

From: Naomi Stanford [Redacted s38(1)(b)]
Sent: 09 September 2022 10:12
To: Education Reform Programme Office [Redacted s38(1)(b)]
Subject: Re: Education Reform - Delivery Board - Policy and Legislation DB02 - 20220901 Minutes unapproved

[Redacted s38(1)(b)] - thanks for sending. I'm interested in the discussion noted under para 4 (Target Operating Model) and am sorry I missed that.

I wonder if [Redacted s38(1)(b)] would be willing to have a conversation with me on it? Is the toolkit mentioned an actual document? I see that the Scottish Government has a methodology for Programme and Project Management. It quotes the APM body of knowledge 2020. There is a rather different updated version from the Institute of Project Management (PMBOK 2021) which is principles based - see attached slide - which is a principles based approach rather than a programmatic based approach to projects.

Good wishes

Naomi

Naomi Stanford, PhD

[Redacted s38(1)(b)]

From: Education Reform Programme Office [Redacted s38(1)(b)]
Sent: 09 September 2022 10:29
To: Naomi Stanford [Redacted s38(1)(b)]
Cc: SG Policy Officials [Redacted s38(1)(b)]; [Redacted s38(1)(b)]
Subject: RE: Education Reform - Delivery Board - Policy and Legislation DB02 - 20220901 Minutes unapproved
Importance: High

Hi Naomi,

[Redacted s38(1)(b)] is currently on leave until early next week. I have cc'd him in so he can pick this up on his return.

Regards

[Redacted s38(1)(b)]

[Redacted s38(1)(b)]
Programme Lead
Education Reform Directorate
Buidheann-stiùiridh Ath-leasachadh Foghlaim
[Redacted s38(1)(b)]



From: SG Policy Official [Redacted s38(1)(b)]
Sent: 21 September 2022 14:23
To: Naomi Stanford [Redacted s38(1)(b)]
Cc: SG Policy Officials [Redacted s38(1)(b)]; [Redacted s38(1)(b)]; [Redacted s38(1)(b)]
Subject: Education Reform - TOM Toolkit and PPM approach

Naomi

I'm now back in the office following my first bout of Covid. Which I managed to avoid for two years!

You have asked for a chat about our TOM Toolkit (attached) and related PPM approach. Happy to do so. When would be a good slot for you?

[Redacted s38(1)(b)]

[Redacted s38(1)(b)] Programme Lead - Delivery
Education Reform | Directorate for Education Reform
The Scottish Government | St. Andrew's House | Regent Road | Edinburgh | EH1
3DN
[Redacted s38(1)(b)]

From: Education Reform Programme Office [Redacted s38(1)(b)]
Sent: 24 October 2022 13:48
To: Naomi Stanford [Redacted s38(1)(b)]
Subject: RE: Policy & Legislation Delivery Board

Hi Naomi,

I have passed your concerns onto Lisa, the Chair for Policy & Legislation Delivery Board.

Lisa is conscious that she hasn't had an opportunity to speak to you directly since she took over the role as Delivery Director and she is keen to speak with you to understand your concerns.

If you could let me know if that would suit, I can set up a meeting.

Regards

[Redacted s38(1)(b)]

[Redacted s38(1)(b)]
Programme Lead
Education Reform Directorate
Buidheann-stiùiridh Ath-leasachadh Foghlaim
[Redacted s38(1)(b)]



From: Naomi Stanford [Redacted s38(1)(b)]
Sent: 23 October 2022 15:08
To: Education Reform Programme Lead [Redacted s38(1)(b)]
Subject: Policy & Legislation Delivery Board

[Redacted s38(1)(b)] - for various reasons I've decided to withdraw from participation in the Policy and Legislation Delivery Board. I feel I am not adding value to the discussions and that there are plenty of others who contribute ably.

My primary reason is to do with the language and process of the programme delivery - as you know I had a conversation with your colleagues on this, but I see no difference in approaches.

The machinery of programme management may, as your colleague said, have been judged 'proportionate', but I wonder if it was compared with other more agile approaches that enable quick experimentation, building on things which are already working to deliver your vision and mission, putting things in simple to understand terms, and so on.

The report on Education Reform was submitted at the end of January 2022, coming up for a year ago. Can you point to significant and substantial changes that have already emanated from this report's recommendations beyond the establishment of a programme organisation?

I hope your project goes well and delivers the outcomes you have been charged with. Thanks very much for involving me in the first instance.

Good wishes

Naomi

Naomi Stanford, PhD
[Redacted s38(1)(b)]

On Tue, 1 Nov 2022 at 17:38, <Lisa.Bird@gov.scot> wrote:

Naomi

Just a quick note to thank you for your time earlier – a really helpful conversation!

I'll be in touch to follow-up.

Lisa

Lisa Bird

Deputy Director, Education Reform

Scottish Government

From: Naomi Stanford [Redacted s38(1)(b)]
Sent: 02 November 2022 10:00
To: Bird L (Lisa) [Redacted s38(1)(b)]
Subject: Re: Thank you

Lisa - thanks. I enjoyed our conversation.

All the best

Naomi

Naomi Stanford, PhD

Visit my blog and website: <http://www.naomistanford.com>

My latest book [Designing Organisations; why it matters and ways to do it well](#)

On Wed, 7 Dec 2022 at 18:14, <Lisa.Bird@gov.scot> wrote:

Hi Naomi

Further to our last conversation, I just wanted to let you know that we have had a media inquiry about your role on the Board. We have responded to say that we are still in discussion about possible future contributions to our wider work, and that you have much to offer this agenda and that we very much value that.

I'll be in touch further to follow up our conversation about current thinking, but very happy to speak in the meantime.

With best wishes

Lisa

Lisa Bird

Deputy Director, Education Reform, Scottish Government

From: Naomi Stanford [Redacted s38(1)(b)]

Sent: 08 December 2022 10:39

To: Bird L (Lisa) <Lisa.Bird@gov.scot>

Subject: Re: Update

Thanks Lisa, I understand that there is some discomfort about the recent announcement on SQA. I think it is best for me now to completely withdraw from the project, as it appears that what is going ahead is not in line with Professor Muir's recommendations.

Good wishes

Naomi

Naomi Stanford, PhD

[Redacted s38(1)(b)]

On Thu, 8 Dec 2022 at 12:27, <Lisa.Bird@gov.scot> wrote:

Thanks Naomi. I'm really sorry to hear that, but thank you for letting me know.

I can reassure you that we are still absolutely committed to taking forward the invaluable work that Professor Muir, you and colleagues undertook. We are working through the delivery of the recommendations, the majority of which as you know were fully accepted. You rightly mention the decision on the location of accreditation and regulation where Ministers had indicated that they wanted to look at this further,

as there were a number of issues that arose from that recommendation that needed to be considered in slower time.

Since then, we have looked in more detail at that recommendation and the implications, and also explored the range of possible options which would address the issues raised. We sought the views of a range of organisations who use the services provided by SQA Accreditation, awarding bodies and other public bodies including the Scottish Funding Council and the SCQF Partnership, along with other UK regulation and accreditation bodies including Ofqual and Qualifications Wales, as well as staff within SQA who provide this at present.

The clear conclusion was that locating the functions in the new qualifications body was by far the most beneficial, and importantly would ensure there is a clear separation of these functions from government which a move to the new Education Agency would not allow. This independence is critical. Also, by doing this through the creation of the new qualifications body in legislation, we have a unique opportunity to strengthen how accreditation and regulation are delivered, and to significantly change the governance arrangements within the new body and establish a much clearer delineation between the awarding and accreditation functions from the outset.

I hope this context is helpful and thanks again for your advice and input to date.

With best wishes

Lisa

Lisa Bird

Deputy Director, Education Reform

Scottish Government

From: Naomi Stanford [Redacted s38(1)(b)]

Sent: 10 December 2022 07:43

To: Bird L (Lisa) <Lisa.Bird@gov.scot>

Subject: Re: Update

Lisa - thanks for your email. I hope things work out for the best.

All good wishes

Naomi

Naomi Stanford, PhD

[Redacted s38(1)(b)]