

## Cabinet Secretary for Education and Skills

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Sue Webber MSP

Convener

Education, Children and Young People Committee

The Scottish Parliament

Edinburgh

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15 November 2022

Dear Convener

Further to your Committee meeting on 7 September 2022, you requested details of programme scope and governance on Education Reform.

As you know the Scottish Government's activity and ambitions on Education Reform are significant. I am overseeing what is a broad and transformational programme, to ensure it produces the scale of change and continuous improvement that we – and the education sector – want and need to see.

We must ensure that together we deliver real change and benefits for learners, teachers and the wider education workforce, and our economy and society.

I would emphasise to the Committee that overall accountability and responsibility for the Education Reform programme sits with the Scottish Government, and with me as Cabinet Secretary.

### **Timeline for delivery**

I appreciate the importance of ensuring we have a shared understanding of the function and role of each part of the reform programme, and how each element will interact. I therefore thought it may be helpful to begin with the overarching timeline, to clarify how each element of the reform programme will be integrated and developed, before providing an overview of the specific elements of reform.

The National Discussion runs until December 5th. Its findings will be taken into account by Professor Louise Hayward as part of the Independent Review of Qualifications and Assessments.

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The Independent Review of Qualifications and Assessment being led by Professor Hayward will report to the Scottish Government in the Spring of next year. The Review will make recommendations designed to ensure our qualifications and assessment approach meets the needs of learners and society in the 21st century.

The preparatory work for the design of the three new national education bodies is now underway to ensure that the first set of draft strategic outputs will be ready to be assessed in light of the outputs and recommendations from these two critical pieces of work. This period will involve extensive stakeholder and user engagement, which in turn will inform the more detailed modelling that will follow for each body.

As you would expect, the new national education bodies will be underpinned by legislation. The Scottish Government's Programme for Government in September set out that an Education Reform Bill will be introduced in the first part of 2023. This will support the establishment of the new independent inspectorate and the new public body responsible for qualifications. I anticipate that the new bodies will be operational from 2024, with the potential for a period of shadow operation ahead of this date.

The spring will also see the reporting of work to develop the 'Purpose and Principles' for the post school education, research and skills ecosystem. This will fulfil the Scottish Government's commitment to publish a statement of strategic intent for the system following the Scottish Funding Council's (SFC) recommendations in its review "Coherence and Sustainability: A Review of Tertiary Education and Research", and will help inform the process of reform for the new education bodies.

Further detail outlining the specific elements of education reform are set out below.

## **National Discussion**

It has been 20 years since Scotland last held a national debate on the future of education – a debate which led to the creation of Curriculum for Excellence.

Curriculum for Excellence is still recognised – both here and around the world – as the right foundation for Scottish education and I would highlight my firm expectation that it is here to stay and serve us into the future.

The Scottish Government recognise however that a lot has changed in the last 20 years – the education landscape has changed beyond recognition, as has the world around us. We recognised that it is time for a national discussion, one that will deliver excellence and equity for today's learners and for future generations.

In September, I launched a National Discussion under the theme of 'Let's Talk Education'. It is generating substantial interest and engagement across education and our society more broadly, and offers everyone who has a stake in the future of Scottish education to be part of a dialogue around how we build on the successes of our system and ensure it remains world leading.

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The discussion is being co-convened by the Scottish Government and COSLA and co-facilitated by Professor Carol Campbell, and Professor Alma Harris, both of whom bring nationally and internationally recognised expertise. It puts into practice a central recommendation of Professor Ken Muir's report.

The National Discussion will deliver a '*Call to Action*' with clear priorities for the future of Scottish education.

Building on the highly valuable insights from recent reviews, the National Discussion will provide Scottish Education with the right platform to take a lead and to set our own direction for the future, with as much consensus as possible.

### **Independent Review on the future of Qualifications and Assessment**

As the Committee will be aware, this work is independent of the Scottish Government and is being led by Emerita Professor Louise Hayward.

I discussed the review's remit in Parliament last October, setting out that the Review will provide recommendations on delivering assessment and qualifications, while ensuring that externally assessed examinations will remain part of the new system.

Professor Hayward is undertaking an inclusive and participatory programme of stakeholder engagement with the aim of ensuring that everyone with a stake in the future of qualifications and assessments, including individual learners, has the opportunity to participate in the Review process. This approach is intended to ensure that the Review leads to recommendations for a future system that is principled, practical and highly regarded.

Most recently, the review launched a public consultation seeking views on the future of qualifications and assessment, including the option of introducing a school leaving certificate.

As highlighted above, Professor Hayward is working closely with the National Discussion and will reflect on the findings of the Discussion in advance of reporting.

### **New National Education Bodies**

As I outlined to Parliament in March and June of this year, the Scottish Government has accepted and is putting into practice the recommendation in Professor Ken Muir's report to establish three new national education bodies.

A new national education agency, a new inspectorate and a new qualifications body will replace SQA and Education Scotland.

Each of the bodies will be underpinned by new values and governance, and will be designed and able to deliver real and substantial change to improve outcomes and build trust in our education system.

This renewed system will reflect the culture and values we want to see embedded throughout; it will be a system that puts learners at the centre and provides excellent support for our teachers and practitioners.

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Strategic Target Operating Models (TOMs) are being developed for the new organisations. These will be shared and further developed with stakeholders and users in the early part of 2023, as well as drawing on the findings of the other elements of reform as set out above.

Our commitment to stakeholder and user engagement will be met throughout the design and delivery of the new bodies. This is already reflected with the involvement of external voices and critical challenge within the programme arrangements. It will also be realised through direct engagement around both the TOMs referenced above and wider activities to develop the structure, roles and responsibilities of the new bodies.

## **Purpose and Principles for the post school education, research and skills ecosystem**

As part of our broad reform agenda, it is imperative that we have a post school education, research and skills ecosystem that delivers for all people.

We are therefore working to define the ‘Purpose and Principles’ for the post school education, research and skills ecosystem. This presents a bold and exciting opportunity to galvanise all actors across the system behind a shared purpose, articulating clearly defined roles and responsibilities and providing a clear strategic framework for decision-making based on the outcomes we want to see. This will help us to shift cultural expectations and challenge perceptions of what the system can deliver.

This will be a shared endeavour with learners, employers of all shapes and sizes from the public and private sector and parts of the economy and wider society who benefit most directly from the current ecosystems, as well as the staff and leaders of the agencies, colleges, universities third sector and other institutions who are responsible for delivery.

## **Programme delivery**

All structural reform is being overseen by the Education Reform Strategic Programme Board, supported by a governance model, (see Annex A). This programme will be further developed to consider the outputs from the National Discussion and Independent Review of Qualifications and Assessment once they are available, as well as the interplay with the Purposes and Principles work.

Membership of the Strategic Board includes the Scottish Government, SQA, Education Scotland, COSLA, ADES, SOLACE, and also Professor Ken Muir and Emerita Professor Louise Hayward.

Programme Delivery Boards have also been established to lead the specific design and delivery of the three new national education bodies, and the supporting policy and legislation, each with a commitment to undertake stakeholder engagement. Membership of the respective delivery boards includes the Scottish Government, COSLA, SOLACE, ADES, AHDS, Unions, and individuals working across Scottish Education on a daily basis, including in Schools and Colleges.

Information on the membership of all boards is available on the [Scottish Government website](#) and can also be found at Annex B. You will also find a specific timeline for structural reform in Annex C.

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Membership will continue to be subject to regular review to ensure they reflect delivery priorities. The governance arrangements include a broad range of external stakeholders to ensure we are embedding a wide and diverse breadth of views and critical challenge into the process. As recommended by Professor Muir in his independent report, the groups also include representation from the current organisations to ensure the programme is able to benefit from consideration of their professional insights and experience.

In conclusion, I am committed to ensuring that our Reform programme will ensure that every person in Scotland is equipped with the education they need to reach their full potential. I am grateful to the learners, teachers, parents, carers and practitioners who are engaging with us as we develop and deliver the programme, and look forward to working closely with our partners across Scotland in the week, months and indeed years to come.

I hope that this response is helpful to the Committee's considerations.

Yours sincerely

**SHIRLEY-ANNE SOMERVILLE**

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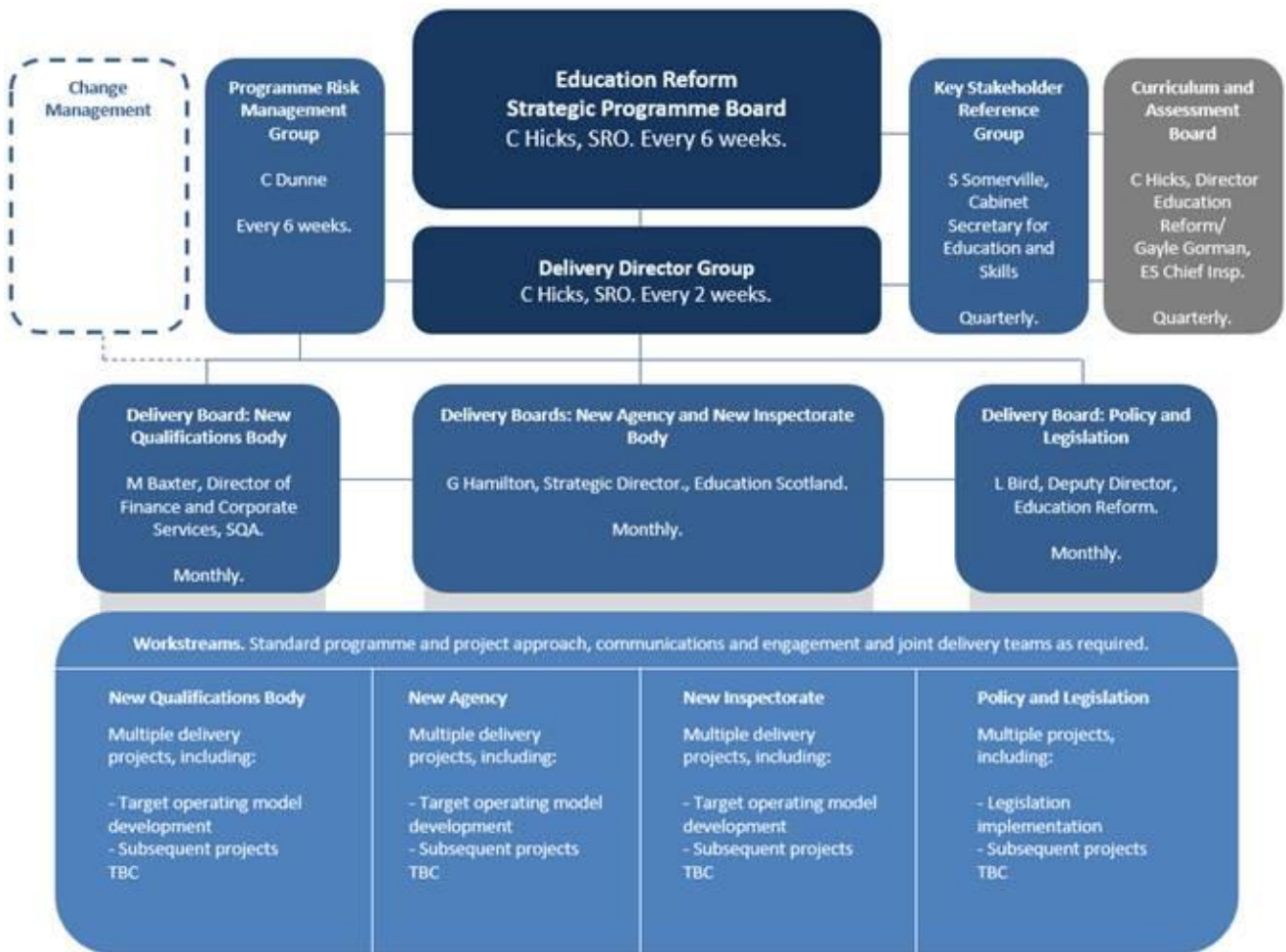
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# Annex A Roles and Responsibilities



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Annex B  
**Education Reform Programme Board**

<b>Board Role</b>	<b>Name</b>	<b>Organisation</b>	<b>Title</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
Non-Executive Member	Stephen Kerr	Social Security Scotland	Social Security Director
Independent Advisor	Ken Muir		
Independent Advisor	Louise Hayward		
Delivery Director	Lisa Bird	Scottish Government	Deputy Director for Education Reform
Delivery Director	Liz McGrath	SQA	Programme Director SQA
Delivery Director	Gillian Hamilton	Education Scotland	Depute Chief Executive and Strategic Director
Delivery Director	Laura Murdoch	Scottish Government	Deputy Director for Curriculum Qualifications & Gaelic
Programme Lead	Robert Skey	Scottish Government	Head of Delivery Comms & Engagement

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## Annex B (cont.)

**Inspectorate and Agency Delivery Boards**

<b>Board Role</b>	<b>Name</b>	<b>Organisation</b>	<b>Title</b>
Chair/ Delivery Director	Gillian Hamilton	Education Scotland	Delivery Director
Programme lead	Sean Stronach	Scottish Government	SG Programme Lead
Programme lead	Janie McManus	Education Scotland	Strategic Director – ES Lead for new Inspectorate commissions
Programme lead	Patricia Watson	Education Scotland	Strategic Director – ES Lead for new Education Agency commissions
Board Member	Maureen Hamilton	Education Scotland	Chair of ES Change Team & ES Head of Operations
Board Member	Ken McAra	FDA	Trade Union representation – FDA
Board Member	Magnus Hughson	PCS	Trade Union representation - PCS
Non- Executive Member	Laurence Findlay	Aberdeenshire Council	Director of Education Aberdeenshire Council
Non- Executive Member	Greg Dempster	AHDS	Non Executive, AHDS
Non- Executive Member	Andrea Bradley	EIS	Non Executive, EIS
Non- Executive Member	Kerrie Laird	Excellence in Headship Stretch	Head Teacher and programme participant in Excellence in Headship Stretch
Non- Executive Member	Harold Hislop	Department of Education, Ireland	Critical Friend - Chief Inspector, Department of Education, Ireland

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## Annex B (cont.)

**Qualifications Body Delivery Board**

<b>Board Role</b>	<b>Name</b>	<b>Organisation</b>	<b>Title</b>
Chair and Finance and Governance lead	Mike Baxter	SQA	Chair and Finance and Governance Lead
Delivery Director	Liz McGrath	SQA	Delivery Director
Programme Lead	Chris Graham	Scottish Government	Programme Lead
Board Member	George Brown	SQA	Regulation and Accreditation
Board Member	Dawnne Mahmoud	SQA	People
Board Member	Martin Campbell	SQA	Change/Systems
Board Member	John Booth	SQA	Communications
Board Member	Erin McCabe	Unite	Trade Union Representation Unite
Board Member	Liz Cunningham	Unison	Trade Union Representative Unison
Non-Executive Member	Ken Thomson	Forth Valley College	Principal and Chief Executive, Forth Valley College
Non-Executive Member	Stuart McKenna	Scottish Training Federation	Chief Executive, Scottish Training Federation
Non-Executive Member	Lyndsay McRoberts	South Ayrshire Council	Director of Education, South Ayrshire Council
Non-Executive Member	Isabel Nisbet		Non-Executive Member
Non-Executive Member	Julie MacDonald	Highland Council	School Leaders Scotland, Head Teacher, Nairn Academy

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## Annex B (cont.)

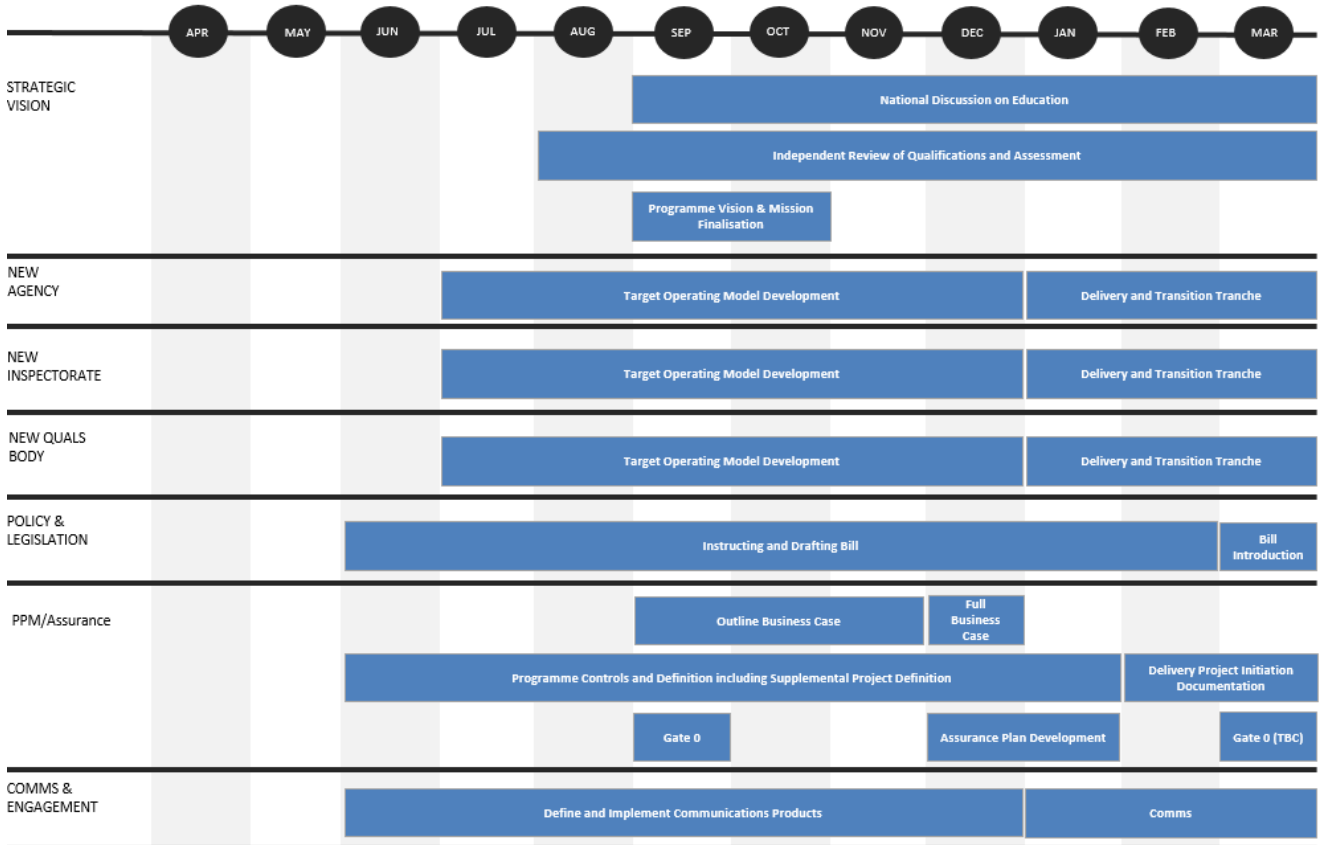
**Policy and Legislation Delivery Board**

<b>Board Role</b>	<b>Name</b>	<b>Organisation</b>	<b>Role</b>
Chair /Delivery Director	Lisa Bird	Scottish Government	Delivery Director, DD Education Reform
Board Member	Helen Webster	Scottish Government	Deputy Director, Advanced Learning and Science Reform Division
Board Member	Adam Reid	Scottish Government	Deputy Director, Skills
Board Member	Eleanor Passmore	Scottish Government	Deputy Director Early Learning and Childcare
Board Member	Linda Pooley	Scottish Government	Deputy Director, Colleges, Young Workforce and SFC Sponsorship
Board Member	Laura Murdoch	Scottish Government	Deputy Director, Curriculum and Qualifications
Board Member	Alison Taylor	Scottish Government	Deputy Director, Improvement Attainment and Wellbeing
Board Member	Janie McManus	Education Scotland	Strategic Director – ES lead for new Inspectorate commissions
Board Member	Steve Borley	SQA	Head of Corporate Office, SQA
Non-Executive Member	Tracy Kirk	University Of Stirling	Non-Executive Member, University of Stirling
Non-Executive Member	Naomi Stanford		Non-Executive Member, Organisational Design
Non-Executive Member	Fiona Robertson	ADES (Midlothian Council)	Representative
Non-Executive Member	Campbell Wilson	Peebles High School	Headteacher and Vice President of SLS
Non-Executive Member	Matthew Sweeney	COSLA	Non-Executive Member, COSLA

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# Annex C High Level Roadmap – 2022/2023

## HIGH LEVEL PROGRAMME ROADMAP – 2022/2023

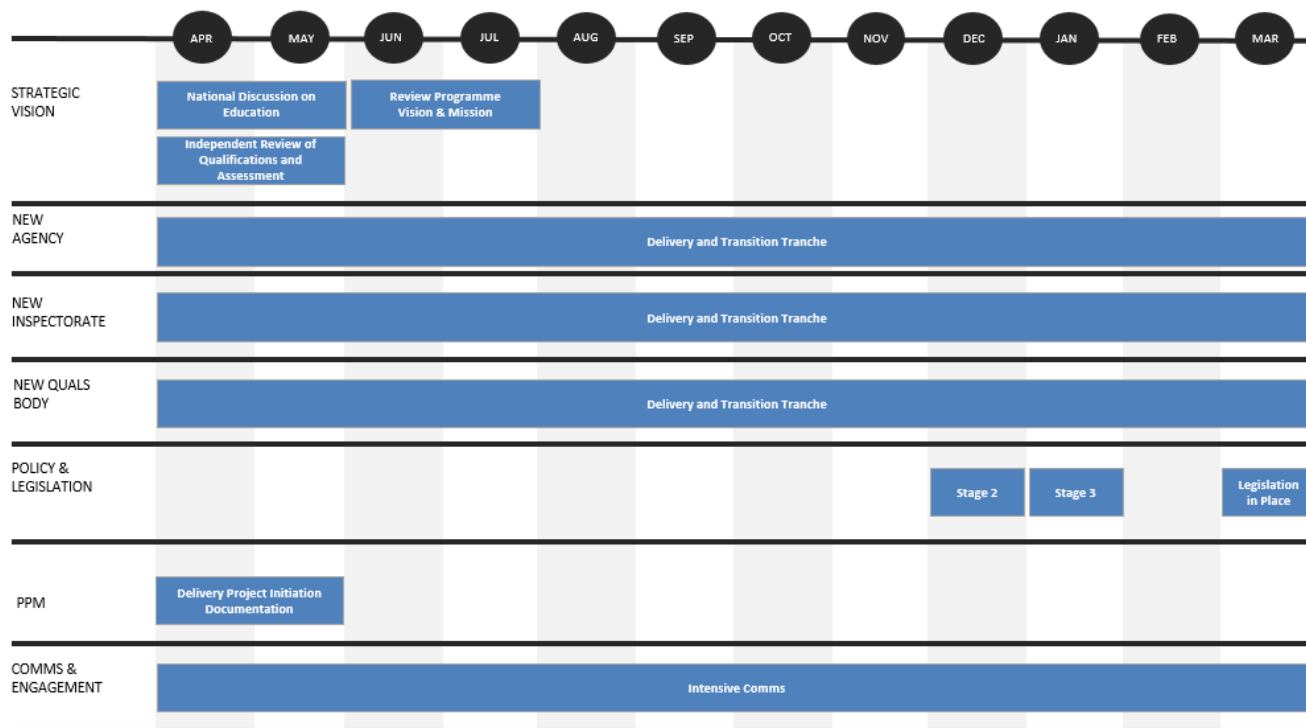


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## Annex C (cont) High Level Programme Roadmap – 2023/2024

### HIGH LEVEL PROGRAMME ROADMAP – 2023/2024



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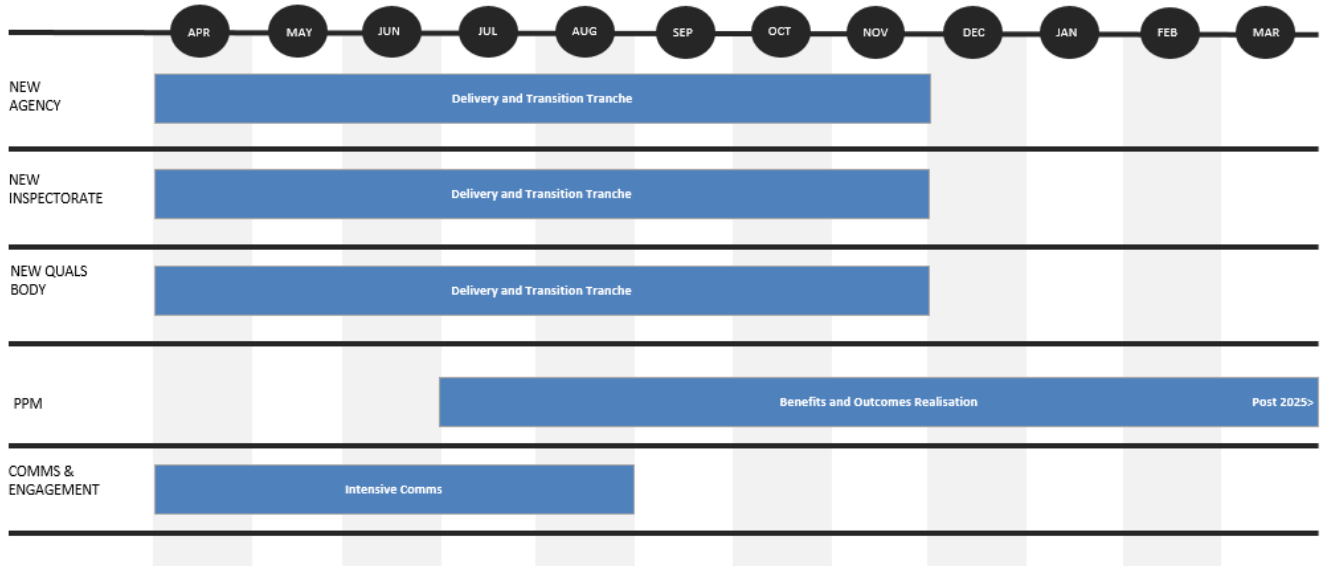
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## Annex C (cont) High Level Programme Roadmap – 2024/2025

### HIGH LEVEL PROGRAMME ROADMAP – 2024/2025



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