

Dear Shona

Transition Group – Final Report

I am delighted to be writing to you to let you know that the Transition Group has concluded its business and I am pleased to submit the final report to you.

The members of the group have come together in a positive and constructive spirit, and have demonstrated the diverse range of views and perspectives in the sector, which is a source of its great strength. I have been impressed with the way the members have listened, reflected, and sought to understand other perspectives, with the common purpose of creating an intermediary of which all the sector can be proud.

The report sets out some clear recommendations for your Board to consider. In framing these recommendations, we acknowledged that in some areas, it would be inappropriate for us to fetter the discretion of your Board in managing its affairs, therefore, a section of the report contains some advice and guidance that we make available to you as you navigate the period ahead.

There is a strong feeling that it will be important for you, and your Board to make a formal response to this report, not just in terms of acceptance or otherwise of each of the recommendations but also indicating how and when the sector might expect to see them being implemented. A recommendation to this effect has been added to reflect this.

The Transition Group has been successful at bringing together a range of experts who would be willing to continue to engage with you, and others in supporting the development and delivery of the recommendations. My strong view is that this represents a significant opportunity for you to build an engaging and collaborative approach to the further evolution of the Single Enhanced Intermediary.

I would like to thank you and the Board for creating the opportunity for this dialogue and for the opportunity to steer the work to this stage. Your secretariat support has also been appreciated. I would be happy to meet with you and your colleagues to discuss the report in more detail if that would be helpful.

I wish you all the best for your next adventure given your planned retiral from the Board.

Best Wishes

Professor Ian Welsh OBE
Chair of Transition Group