



THE UNIVERSITY *of* EDINBURGH

2 February 2024

The General Council
of The University of Edinburgh
Charles Stewart House
9-16 Chambers Street
Edinburgh EH1 1HT
Tel +44 (0)131 650 2152
general.council@ed.ac.uk
www.ed.ac.uk/general-council

Janet Legrand OBE
Senior Lay Member
University Court
University of Edinburgh
Old College
South Bridge
EDINBURGH
EH8 9DL

Dear Janet

Governance of Strategic Change Programmes: Lessons learned from People and Money

We were very grateful for the opportunity to meet you on 18 January and for the helpful conversation we had then about some of the implications of the PA Consulting report on People and Money. As you may know, we have also met subsequently with the Principal, ahead of his report to the Half Yearly Meeting of the General Council on 17 February and, as before, we are copying this letter to Sir Peter, since its contents relate to his responsibilities as head of the University's Senior Leadership Team as well as to those of Court.

At our meetings with you and Sir Peter, we explained that the concerned reaction from General Council members to the PA Consulting report – some of our members having had direct experience of People and Money – had prompted us to convene an extra-ordinary meeting of the Business Committee of the Council and that we would report the outcome of that to you and Sir Peter. We are writing now formally to do that.

The tone of the Business Committee's discussion was concerned but forward-looking and constructive. Its focus was on identifying issues which members felt need to be addressed if the lessons to be learned from the experience of People and Money are to inform, not just the successful completion of the remaining stages of that project but the governance and management of other strategic change programmes at Edinburgh University. We have set out these issues in the accompanying note. Many if not all of them may already have been identified by Court and the Senior Leadership Team as they have themselves reflected on the PA report. Nonetheless we hope that providing this list is a useful contribution to the work to follow up the report which is already in hand.

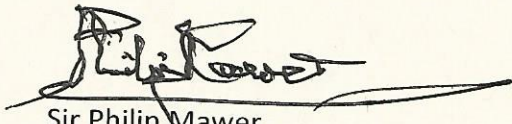
The General Council fully recognises that it is not part of the executive leadership of the University. Its core statutory role, as part of the arrangements for the University's governance, is to take into consideration "all questions affecting the wellbeing and prosperity of the University, and to make representations from time to time on such questions to the University Court, who

Chairman HRH The Princess Royal
Secretary Dr William Duncan
(to whom all correspondence should be addressed)

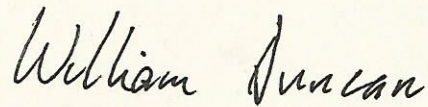
shall consider the same and return to the Council their deliverance thereon". (Section 6 of the Universities (Scotland) Act 1858.) We ask that when Court has been able to consider the points we identify, it will respond formally to this letter and the accompanying note. It is not our intention to make the contents of this letter and the note public at this point: we are limiting its circulation to those listed below. However, we are ready to consider publication in due course of our exchange with you if this will materially assist the restoration of confidence and trust, both within and beyond the University. Assisting in this restoration, the need for which is highlighted by the PA report, is our principal motivation for writing to you now.

In addition to Sir Peter, we are copying our letter to the Secretary to the University (given her responsibilities to Court), the General Council Assessors on Court, and the other members of the Business Committee of the General Council.

Yours sincerely



Sir Philip Mawer
Convener, Business Committee



Dr William Duncan
Secretary to General Council

cc.

Sir Peter Mathieson
Leigh Chalmers, University Secretary
The Rt. Hon. Douglas Alexander
Lady Wolffe KC
Mr Jock Millican
Members of the General Council Business Committee

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