
From: Rajeswaran, Siv - UKG [GRO]
Sent: Tue 25/10/2022 11:19:58 AM (UTC)
To: Permanent Secretary [GRO]; Gourlay, James - UKG [GRO]
Cc: Stockbridge, Rebecca (BEIS) [GRO]; Bickerton, David (Business Sectors DG Office) [GRO]; Creswell, Carl (Business Sectors - Services Directorate) [GRO]; Brooks-White (Jobshare) [GRO]; Arasaratnam, Roshana - UKG [GRO]
Subject: OSCOMMERCIAL Briefing Note - 20221027 Sarah Munby call with Lisa Harrington
Attachment: OSCOMMERCIAL Briefing Note - 20221027 Sarah Munby call with Lisa H vFINAL.docx

OFFICIAL - SENSITIVE

Hi Nicol,

There will be a call between Lisa Harrington, POL's RemCo Chair, and the Permanent Secretary this Thursday where the following POL pay issues will be addressed:

1. STIP 21-22 MPM breach – steps taken to address this
2. Retrospective approval of a change in the structure of the 2021/22 STIP
3. Approval of changes in metrics for the 2021-24 LTIP
4. Future pay proposals (STIP 2022-23 and LTIP 2022-25) where metrics are not yet finalised and proposals are not ready.

UKGI has set up the call between the RemCo Chair and the Permanent Secretary to manage POL's expectations on their pay proposals and set up the framework for next steps.

I have attached the briefing note ahead of the Pre-Brief Meeting this week between UKGI and Perm Sec.

Next steps

- Lisa meeting Perm Sec 27th October 2pm (Tom Cooper & David Bickerton to attend from UKGI/BEIS)
- Pre-brief meeting between UKGI and Perm Sec 26th October 4.30pm (Roshana Arasaratnam and Tom Cooper to attend from UKGI)

Thanks again for your help. Please let me know if any questions.

Best,

Siv

Siv Rajeswaran | Manager

UK Government Investments

1 Victoria Street, London, SW1H 0ET

M: **GRO**

www.ukgi.org.uk

Follow on 

OFFICIAL - SENSITIVE

From: Permanent Secretary **GRO**
Sent: 19 October 2022 16:32
To: Gourlay, James - UKGI **GRO**
Cc: Stockbridge, Rebecca (BEIS) **GRO** Bickerton, David (Business Sectors DG Office) **GRO** Creswell, Carl (Professional Business Services, Retail & Post Directorate) **GRO**; brooks-white **GRO** Arasaratnam, Roshana - UKGI **GRO** Rajeswaran, Siv - UKGI **GRO**; permanentsecretary **GRO**
Subject: RE: Letter from Lisa Harrington, Chair of POL Remuneration Committee

Hi James,

Thanks for sending through.

Perm sec has reviewed the sub. In its current form she thinks ministers are likely to reject the retrospective approval so it need some further work. She also wasn't clear on the reasons behind delegation to UKGI – to note she doesn't necessarily disagree here. Grateful if you can revise with this in mind drawing on BEIS pol team as needed.

Best,
Nicol



Department for
Business, Energy
& Industrial Strategy

Nicol Brydon

Private Secretary to the Permanent Secretary
1 Victoria Street, London, SW1H 0ET

GRO

From: Gourlay, James - UKGI **GRO**
Sent: 14 October 2022 10:37
To: Permanent Secretary **GRO**
Cc: Stockbridge, Rebecca (BEIS) **GRO** Permanent Secretary

GRO; Bickerton, David (Business Sectors DG Office)
GRO Creswell, Carl (Business Sectors - Services Directorate)
GRO; Brooks-White (Jobshare) GRO; Arasaratnam,
Roshana - UKGI GRO Rajeswaran, Siv - UKGI
GRO
Subject: RE: Letter from Lisa Harrington, Chair of POL Remuneration Committee

Hi Nicol

Please find attached the sub with a revised Annex C

All the best
James

From: Gourlay, James - UKGI
Sent: 14 October 2022 10:15
To: 'Permanent Secretary' GRO
Cc: Stockbridge, Rebecca (BEIS) GRO
permanentsecretary GRO Bickerton, David (BEIS) GRO; Creswell,
Carl (Professional Business Services, Retail & Post Directorate) GRO; brooks-
white GRO; Arasaratnam, Roshana - UKGI GRO; Rajeswaran,
Siv - UKGI GRO
Subject: RE: Letter from Lisa Harrington, Chair of POL Remuneration Committee

Hi Nicol

Please find attached submission for the Permanent Secretary on the request from POL's RemCo Chair to approve the bonus schemes.

Given the sensitivities, we are initially sending this for Perm Sec's approval and, pending her views, we will send to Minister Russell for approval. This is not super urgent, but given the potential for this to be un-straightforward, we ask for views by mid or later next week please.

All the best
James

James Gourlay | Assistant Director | UK Government Investments | T: GRO
| E: GRO

From: Permanent Secretary GRO
Sent: 07 October 2022 15:30
To: Gourlay, James - UKGI GRO; Bickerton, David (BEIS)
GRO Creswell, Carl (Professional Business Services, Retail & Post
Directorate) GRO; brooks-white GRO Arasaratnam, Roshana - UKGI
GRO
Cc: Stockbridge, Rebecca (BEIS) GRO;
permanentsecretary GRO

Subject: RE: Letter from Lisa Harrington, Chair of POL Remuneration Committee

For the benefit of the chain the response to Lisa has now been sent – please see attached for final version.

Thanks,
Nicol

From: Permanent Secretary

Sent: 07 October 2022 14:32

To: Gourlay, James - UKGI [REDACTED] Bickerton, David (BEIS)
[REDACTED] Creswell, Carl (Business Sectors - Services Directorate)
[REDACTED] Brooks-White (Jobshare) [REDACTED] Arasaratnam,
Roshana - UKGI [REDACTED]
Cc: Stockbridge, Rebecca (BEIS) [REDACTED]
Subject: RE: Letter from Lisa Harrington, Chair of POL Remuneration Committee

Hi James,

Thanks for the draft, Sarah fed back with some minor tweaks – removing the line on nick read (given his potential flight risk) and some additional, softer wording. As they're handwritten notes I will update the version sent through and send back to Lisa.

Best,
Nicol



Department for
Business, Energy
& Industrial Strategy

Nicol Brydon

Private Secretary to the Permanent Secretary
1 Victoria Street, London, SW1H 0ET

[REDACTED]

From: Gourlay, James - UKGI [REDACTED]
Sent: 07 October 2022 08:36
To: Permanent Secretary [REDACTED] Bickerton, David (BEIS)
[REDACTED] Creswell, Carl (Business Sectors - Services Directorate)
[REDACTED] Brooks-White (Jobshare) [REDACTED] Arasaratnam,
Roshana - UKGI [REDACTED]
Cc: Permanent Secretary [REDACTED] Stockbridge, Rebecca (BEIS)
[REDACTED]
Subject: RE: Letter from Lisa Harrington, Chair of POL Remuneration Committee

Morning Nicol

Please find attached draft letter for Sarah to send to Lisa for now. Obviously very happy to adjust if you've any thoughts on this.

We're working through a draft submission and triangulating views on the recommendation before finalising. It is not super urgent to get this approved (though it will need to be sorted by early-mid November) and we will get a sub to you next week.

All the best
James

James Gourlay | Assistant Director | UK Government Investments | T: [REDACTED] GRO
| E: [REDACTED] GRO

From: Permanent Secretary [REDACTED] GRO
Sent: 06 October 2022 10:23
To: Gourlay, James - UKGI [REDACTED] GRO; Bickerton, David (BEIS) [REDACTED] GRO; Creswell, Carl (Professional Business Services, Retail & Post Directorate) [REDACTED] GRO; [REDACTED] GRO; brooks-white [REDACTED] GRO; Arasaratnam, Roshana - UKGI [REDACTED] GRO
Cc: permanentsecretary [REDACTED] GRO
Subject: RE: Letter from Lisa Harrington, Chair of POL Remuneration Committee

Hi James,

Great, do send up the sub when it's ready. And yes please do also draft Sarah's response.
Thanks,

Jacob (covering Nicol today)

Jacob Fear | Private Secretary and Business Manager to the Permanent Secretary | [REDACTED] GRO

From: Gourlay, James - UKGI [REDACTED] GRO
Sent: 06 October 2022 10:16
To: Bickerton, David (BEIS) [REDACTED] GRO; Permanent Secretary [REDACTED] GRO; Creswell, Carl (Business Sectors - Services Directorate) [REDACTED] GRO; brooks-White (Jobshare) [REDACTED] GRO; Arasaratnam, Roshana - UKGI [REDACTED] GRO
Subject: RE: Letter from Lisa Harrington, Chair of POL Remuneration Committee

Thanks David

That works from our perspective – sounds like a good plan

We are putting a submission together on the case for retrospective approval which we will give to Perm Sec and may then go to Ministers

We're happy to draft Perm Sec's response to Lisa's apology if that's helpful Nicol?

All the best
James

From: Bickerton, David (BEIS) [GRO]
Sent: 06 October 2022 08:42
To: permanentsecretary [GRO]; Creswell, Carl (Professional Business Services, Retail & Post Directorate) [GRO]; brooks-white [GRO]; Arasaratnam, Roshana - UKGI [GRO]; Gourlay, James - UKGI [GRO]
Subject: RE: Letter from Lisa Harrington, Chair of POL Remuneration Committee

I asked them to separate the governance issue from the case for the payment into 2 letters so we can deal with them separately. It also avoids the awful look of a single letter saying "We (POL) got the governance wrong but the outcome is correct".

So I suggest option C – we acknowledge both letters separately.

- In response to the Governance apology I suggest we write back saying that we note it and look forward to hearing what they have done to improve the approval process.
- In response to the retrospective approval request (which makes the case that Sarah was asking for), we ignore the governance point (as that is dealt with in the other chain) and assess the case that they have made.

Kind regards
David Bickerton



Department for
Business, Energy
& Industrial Strategy

David Bickerton (he/him)
 Director General, Business Sectors Group
 Telephone: [GRO]
 Email: [GRO]
 1 Victoria Street, London SW1H 0ET
www.gov.uk/beis | Twitter: [@beisgovuk](https://twitter.com/beisgovuk)

For diary queries and availability please contact my PA, [GRO]

From: Permanent Secretary [GRO]
Sent: 05 October 2022 21:21
To: Creswell, Carl (Business Sectors - Services Directorate) [GRO]; Bickerton, David (BEIS) [GRO]; Brooks-White (Jobshare) [GRO]; Arasaratnam, Roshana - UKGI [GRO]; Gourlay, James - UKGI [GRO]
Cc: Permanent Secretary [GRO]
Subject: FW: Letter from Lisa Harrington, Chair of POL Remuneration Committee

Hi all,

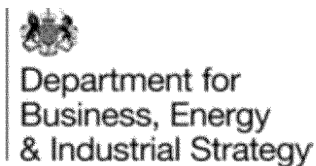
POL have sent through two letters following the Remco/Bonus debacle. Perm sec was clear that we should request a proper case very rapidly with a hard deadline and that whilst we don't need to require repayment at this time we do need to flag that repayment would be required if the case is not approved.

Grateful for quick view tomorrow on whether we:

- a. send a combined response to both letters and follow up with mtg to discuss
- b. acknowledge letters and discuss the issues in mtg with Lisa and/or Ben

My assumption is (a) is most sensible (?). If individuals on chain agree can UKGI lead on drafting a response, with input from POL policy team, so we are in position to send **Friday pm**. Also if there is an option (c) im missing then do shout!

Thanks,
Nicol



Nicol Brydon
Private Secretary to the Permanent Secretary
1 Victoria Street, London, SW1H 0ET
[Redacted] **GRO**
[Redacted] **GRO**

From: Lisa Harrington [Redacted] **GRO**
Sent: 04 October 2022 20:34
To: Permanent Secretary [Redacted] **GRO**
Cc: Arasaratnam, Roshana - UKGI [Redacted] **GRO**; Benjamin Tidswell [Redacted] **GRO**
[Redacted] **GRO**; Bickerton, David (BEIS) [Redacted] **GRO**
Subject: Letter from Lisa Harrington, Chair of POL Remuneration Committee

Good morning,

Please find attached a letter for Sarah Munby regarding the recent Managing Public Money breach.

Kind regards,

Lisa

Lisa Harrington
Non-Exec Director
GRO

This email and any attachments are confidential and intended for the addressee only. If you are not the named recipient, you must not use, disclose, reproduce, copy or distribute the contents of this communication. If you have received this in error, please contact the sender by reply email and then delete this email from your system. Any views or opinions expressed within this email are solely those of the sender, unless otherwise specifically stated.

POST OFFICE LIMITED is registered in England and Wales no 2154540. Registered Office: Finsbury Dials, 20 Finsbury Street, London EC2Y 9AQ.

Post Office Limited is committed to protecting your privacy. Information about how we do this can be found on our website at www.postoffice.co.uk/privacy

This email and any files transmitted with it are intended solely for the use of the individual(s) to whom they are addressed. If you are not the intended recipient and have received this email in error, please notify the sender and delete the email. This footnote also confirms that our email communications may be monitored to ensure the secure and effective operation of our systems and for other lawful purposes, and that this email has been swept for malware and viruses.

This email and any files transmitted with it are intended solely for the use of the individual(s) to whom they are addressed. If you are not the intended recipient and have received this email in error, please notify the sender and delete the email. This footnote also confirms that our email communications may be monitored to ensure the secure and effective operation of our systems and for other lawful purposes, and that this email has been swept for malware and viruses.

This email and any files transmitted with it are intended solely for the use of the individual(s) to whom they are addressed. If you are not the intended recipient and have received this email in error, please notify the sender and delete the email. This footnote also confirms that our email communications may be monitored to ensure the secure and effective operation of our systems and for other lawful purposes, and that this email has been swept for malware and viruses.

This email and any files transmitted with it are intended solely for the use of the individual(s) to whom they are addressed. If you are not the intended recipient and have received this email in error, please notify the sender and delete the email. This footnote also confirms that our email communications may be monitored to ensure the secure and effective operation of our systems and for other lawful purposes, and that this email has been swept for malware and viruses.