

Message

From: Gratton, Lorna - UKGI [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=BB76B812225A46C1A30178FD66C68922-GRATTON, LO]
Sent: 15/01/2024 16:52:40
To: Donald, Charles - UKGI [REDACTED] GRO
CC: Coppin, James - UKGI [REDACTED] GRO
Subject: Agenda for meeting with Henry / UKGI Board POL working group

Charles,

When we spoke last week, you mentioned that Henry had asked for an agenda for your and Vindi's meeting with him. How about the below:

Agenda:

- POL senior team
- Governance
- Inquiry

Within this I thought headline things to touch on could be as below. If you're happy with the thrust of the below, I'll put together a first draft of a script based on that. We also discussed trying to see David B in order to agree this in advance with him. We were due to speak to David on Friday to do this, however, [REDACTED] GRO he's currently off work (at least for this week) – so we may need to see if we can agree something with him by email.

Finally, there is the UKGI board working group on Thursday, where you suggested we discuss some of the more sensitive things they might have useful input on. I was thinking POL Chair / SID recruitment and investigations – can you let me know if there is anything else it would be useful to cover. Do I need to circulate something in advance, or should I just plan to talk to something in the meeting?

Best wishes,
Lorna

- POL senior team
 - o Understand a there have been a number of changes to strengthen team. Still concerned about quality of team, and absence of permanent CFO. Performance management needs to be effective (as per Minister's letter, which should hopefully have issued). Processes need to be robust, so number of settlements required decreases. Where there are investigations, these need to be thorough. POL's approach needs to be beyond reproach.
- Governance
 - o Level of scrutiny continues to be extremely high. Looking to him for leadership and to set the right tone with department and rest of the board (e.g. on Nomco and Remco). Not the right time to battle the shareholder (e.g. re Nick's pay). Realise public sector environment is unique, but ultimately not that dissimilar to a privately held company – there is a framework and we operate within it.
 - o Board needs to ensure it has adequate reassurance on NBIT. Lots of the criticism of the board at the inquiry is that they were too trusting of the management's view. Does the board have sufficient expertise and challenge to make sure that doesn't happen again.
- Inquiry
 - o Recognise lots of pressure and scrutiny on the company. Need to make sure that the company has its house in order in all regards – current employees, processes, practices. Make sure we don't have

avoidable own goals through not having addressed something we knew needed addressing. Will be lots of scrutiny on current governance arrangements and effectiveness of management.

Lorna Gratton | Director

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