

MINUTE OF EXECUTIVE COMMITTEE MEETING – 03 May 2017

Present: David Havelock Attending: Kate Kendall
 Shane Lynch Laurence Lily
 Bhaskar Dasgupta Paul Radford
 Cameron Fox
 Davinder Mann

Apologies: Louis Taylor
 Gordon Welsh

Secretary: Ben Robey

1 Review of Minutes, Actions

1.1 The minutes and actions of the previous meeting of 12 April were approved.

2 DIT Engagement Update

2.1 The Head of Human Resources, Shane Lynch, gave an update on UKEF's collaboration with DIT to develop new HR systems.

2.2 Shane Lynch also provided an update on DIT's People Plan.

2.3 The Chief Operating Officer, Bhaskar Dasgupta, discussed options for new office space.

2.4 EC discussed DIT's first Annual Report and the level at which UKEF could feature.

2.5 The Head of Credit Risk, David Havelock, reminded members of the Discover DIT event taking place in May and the collaboration from UKEF.

2.6 The Head of Legal Division, Davinder Mann, updated EC members on efforts to collaborate with DIT's legal teams.

3 Succession Planning and Talent Management

3.1 EC reviewed the departmental talent summary, high level succession plan and divisional succession plans, presented by Kate Kendall.

3.2 There was some discussion on the talent assessments and EC agreed that as completion of the talent profiles was mandatory for managers of all staff G7, G6 and SCS, a further week should be given for managers to complete the missing profiles and EC would review and undertake validation at the EC meeting scheduled for 24th May.

4 UKEF Company Insights

4.1 Laurence Lily presented the paper requesting funding to procure a new product increase UKEF's data and analysis capabilities.

4.2 EC agreed the paper's recommendations and agreed that the paper should be put to the Change Board with EC's approval in principle.

5 Operational Research Analysis – Specialist Pay Allowance

5.1 Paul Radford presented the paper to EC members.

5.2 EC discussed the paper and suggested a number of minor revisions before agreeing the paper's recommendation. **Action – Shane Lynch to approach Treasury officials to action paper.**

6 AOB

6.1 Bhaskar Dasgupta informed EC members of recent changes to the draft Operational Plan following consultation with stakeholders. EC agreed additional revisions that would be circulated ahead of the final draft being presented to the UKEF Board in May.

Ben Robey

Chief Executive's Office

MINUTE OF EXECUTIVE COMMITTEE MEETING – 10 May 2017

Present: David Havelock Attending: Phil Galliver
 Shane Lynch Gwen Williams
 Bhaskar Dasgupta
 Cameron Fox
 Davinder Mann
 Gordon Welsh

Apologies: Louis Taylor

Secretary: David Underwood

1 Review of Minutes, Actions

- 1.1 The minutes and actions of the previous meeting of 3 May were approved after minor amendment.

2 DIT Engagement Update

- 2.1 The Head of Business Group advised that UKEF would be meeting with the Head of Value at DIT to continue and improve collaboration. UKEF will also be represented on the DIT/FCO/DfID Coordination Group to consider cross-departmental issues, initially introducing them to the UKEF Tier One and Tier Two training and contributing Blogs for FCO colleagues.
- 2.2 EC also discussed the forthcoming Discover DIT event at which UKEF would be represented and at which the Head of Credit Risk would be speaking.
- 2.3 The Head of Business Group updated EC on developments at the recent DIT ExCo meeting.

3 Operational Risk Plan

- 3.1 EC discussed the draft Operational Risk: Year End Report, in advance of its presentation to the Audit Committee.
- 3.2 EC members suggested amendments, and would further review the documentation prior to submission to the new Risk Committee. **Action – EC members to provide any further amendments and ORD to circulate a revised draft by the end of the week.**
- 3.3 The committee thanked the Operational Risk Division for the work that had been done, and noted the significant improvement in risk monitoring in the last twelve months.

4 Chief Operating Officer (COO) Assurance Update

- 4.1 EC reviewed and agreed the proposed template to be used by the COO for his assurance updates to the Risk Committee.
- 4.2 EC recommended consulting the Risk Committee Terms of Reference and including a cover paper setting out the background and requirements of this update for the Risk Committee.

5 Laptop Upgrade

- 5.1 EC generally supported the proposals for a refresh of the laptop equipment. EC requested a survey of all of the special equipment requirements which would be needed following a move to increased home working. **Actions: Shane Lynch will review the WAH guidance and discuss with other government departments how they have overcome challenges presented. Bhaskar Dasgupta will bring to EC a design of “how we work”.**

6 Business Forecast Update (Aero and Non Aero)

- 6.1 The Head of Business Group updated EC on the latest forecast for the Aerospace & Defence and Civil, Energy & Infrastructure divisions. EC noted that the pipeline remained promising and a number of larger deals were on the verge of closing.

7 **AOB**

7.1 EC noted ongoing concerns raised by banks, regarding sanctions.

7.2 The Head of Legal advised that a routine review of UKEF's guarantee was due, and more details would be provided to EC in due course.

7.3 The Chief Financial Officer advised of a small change in the budget allowing a slight increase in headroom. He also advised that the Auditors are currently working with UKEF and will keep EC members updated of any points that they raise.

7.4 EC also recorded that Nayan Mehta had sadly passed away and agreed that his long career with UK Export Finance and ECGD would be appropriately marked.
(Action: Shane Lynch)

David Underwood

Chief Executive's Office

MINUTE OF EXECUTIVE COMMITTEE MEETING – 17 May 2017

Present:	David Havelock	Attending:	Gwen Williams
	Shane Lynch		David Underwood
	Bhaskar Dasgupta		Tony Haberfield
	Cameron Fox		Steven Bellett
	Davinder Mann		Laurence Lily
	Gordon Welsh		Kristian Hibberd
			Charles Hickson
Apologies:	Louis Taylor		Hannah Zainuddin
			Rytas Stankunas
Secretary:	Ben Robey		Kurt Christoffersen
			Lucy Brewer

1 Review of Minutes. Actions

- 1.1 The Chair welcomed four additional UKEF staff members who observed EC as part of Learning at Work Week.
- 1.2 The minutes and actions of the previous meeting of 10 May were approved after minor amendment.

2 DIT Engagement Update

- 2.1 The Chief Operating Officer (COO) updated EC on efforts to secure potential new office space in response to the growing workforce.
- 2.2 The COO provided an update on UKEF's involvement with the Permanent Secretary's People Plan. It was agreed that further discussion would be held at the next EC meeting.
- 2.3 The Head of Legal gave an update on collaboration with DIT legal teams and noted the positive impact that the new Permanent Secretary is having to increase collaboration.

- 2.4 The Head of Business Group informed EC members of a positive meeting with DIT's Value Team.

3 Draft Annual Report and Accounts

- 3.1 Laurence Lily and Kristian Hibberd presented the first draft version of the Annual Report and Accounts to EC.
- 3.2 EC discussed the draft and suggested a number of amendments. It was noted that EC members would fully consider the draft and provide comments over the next week.
- 3.3 In order to mitigate against commercial sensitivities, EC agreed that identifying information relating to UKEF's Bond Insurance Policy and Export Insurance Policy would not be reported in the Annual Report and Accounts.

4 Governance Statement

- 4.1 Charles Hickson presented the draft Governance Statement to EC ahead its presentation to the May Audit Committee.
- 4.2 EC discussed the draft Governance Statement and agreed a number of amendments. **Action – Charles to liaise directly with EC members.**
- 4.3 EC requested that the minutes for the last financial year be published online. **Action – CXO Secretariat.**

5 FOI/PQ Update

- 5.1 David Underwood presented the quarterly update regarding the Freedom of Information requests and Parliamentary Questions received by the Department.
- 5.2 EC noted the continuing strong response rate which is in addition to the increased number of direct Parliamentary Questions.

6 Enterprise Architecture

- 6.1 Tony Haberfield and Steven Bellett presented the paper to EC.

- 6.2 EC discussed the paper and noted the challenges faced by the Department in managing change.
- 6.3 EC agreed the architectural approach recommended by the paper on the basis that there would be no additional cost to the Department.
- 6.4 EC noted the recommendation to create a Design Authority, and agreed that a Terms of Reference and Procedure Document would need to be developed to ensure a clearer understanding of purpose and governance. **Action – Tony Haberfield and Steven Bellett to develop documents and put to the Change Board.**

7 Operational Plan

- 7.1 The COO presented the latest draft of the Operational Plan.
- 7.2 EC discussed the comments received from UK Government and Investments and agreed amendments on that basis.
- 7.3 EC members made a number of suggestions ahead of the Plan's presentation to the May UKEF Board.

8 Contract Management Audit

- 8.1 The Head of Internal Audit, Gwen Williams, presented Internal Audit's report on Contract Management.
- 8.2 EC discussed the report's findings and agreed that the COO would take responsibility to resolve the concerns expressed before UKEF's integration with DIT's Commercial Procurement Hub.
- 8.3 EC agreed the actions identified by the report and placed emphasis on fully understanding the extent of the issue at the earliest opportunity.
- 8.4 EC cleared the paper to be presented to the May Audit Committee.

9 Change Management Audit

- 9.1 Gwen Williams presented the Internal Audit's report on Change Management.

9.2 EC discussed the report and agreed the actions identified to resolve the issues raised. It was agreed that the COO would take responsibility for the actions originally assigned to a contractor.

9.3 EC members suggested a number of amendments and the report was cleared to be presented to the May Audit Committee.

10 Head of Internal Audit Annual Report and Opinion

10.1 Gwen Williams presented her Head of Internal Audit Annual Report and Opinion.

10.2 EC cleared the paper before its presentation to the May Audit Committee.

11 AOB/Communications

11.1 No further business was raised at the meeting.

Ben Robey

Chief Executive's Office

MINUTE OF EXECUTIVE COMMITTEE MEETING – 24 MAY 2017

Present: Louis Taylor Attending: Kate Kendall
 Shane Lynch Sharleene Bibbings
 Bhaskar Dasgupta Andy Hatton
 Cameron Fox
 Davinder Mann
 Gordon Welsh

Apologies: David Havelock

Secretary: Ben Robey

1 **Review of Minutes. Actions**

- 1.1 The minutes and actions of the previous meeting of 17 May were approved after minor amendment.

2 **DIT Engagement Update**

- 2.1 The Chief Executive Officer (CEO) discussed the DIT Collaboration record and noted that UKEF has demonstrated generous collaboration since the creation of DIT.
- 2.2 The COO provided feedback following the Discover DIT event.
- 2.3 EC discussed increased demands on UKEF's Human Resources Division.

3 **Engagement Action Plan**

- 3.1 Kate Kendall presented the engagement action plan to EC.
- 3.2 Following discussion, it was agreed that the plan would be reformatted in line with the seven streams identified in the Permanent Secretary's People Plan.

- 3.3 EC agreed that UKEF leads would be identified for each of the seven streams and HRD would regularly follow-up with the leads to report on aims and objectives.
- 3.4 EC agreed the recommended measures outlined as part of the bullying and harassment action plan, which included workshops and discussion at Town Hall.
- 3.5 EC thanked Kate for the significant work undertaken to complete this plan.

4 Gender Network

- 4.1 Sharleene Bibbings and Andy Hatton presented the paper on UKEF's gender network, which set out the activities and upcoming events of the network.
- 4.2 EC asked the gender network to consider appropriate steps to increase the recruitment of women in roles across the Department. EC also asked the network to review the language used in job postings.
- 4.3 EC agreed that members of the network should present at Town Hall. The CEO asked that a list of upcoming activities be provided in order for senior managers to attend events when appropriate.

5 AOB/Communications

- 5.1 EC discussed the Permanent Secretary's scheduled attendance at EC's meeting in July.

Ben Robey
Chief Executive's Office