

## OFFICIAL

### MINUTE OF EXECUTIVE COMMITTEE MEETING – 04/03/14

Present: David Havelock (Chairing)  
Steve Dodgson  
Cameron Fox  
Stephen Lawrenson

Attending: Olga Crosse  
Andrew Barton (Item 1)  
Paul Radford (Item 1)  
Richard Wade (Item 1)  
Ian Dykstra (Item 4)  
Juliana Sancto (Item 6)

Apologies: David Godfrey  
Paul Croucher  
Lucy Wylde

Secretary: Laurence Lily

#### **1 Draft minute of 18 February meeting and matters arising**

- 1.1 The draft minute was approved.
- 1.2 EC noted that the post to lead the Bill Team had been filled and that staff would be notified via the intranet.

#### **2 Export Refinancing Facility**

- 2.1 EC noted the agreed policy parameters of the Export Refinancing Facility. It noted the most recent communication between UKEF and the EU Commission in connection with the facility and considered the read across with the Direct Lending Scheme, which was under review. EC asked that the facility be made ready in anticipation of receiving applications.

#### **3 Adverse History Checks**

- 3.1 EC received assurance that the necessary adverse history checks are being carried out on principal parties involved in export transactions that UKEF is asked to support. EC noted that the Business Group was implementing a number of minor improvements to the process.

**4 Building Temperature**

- 4.1 EC noted investigations made by Facilities Management into how the building temperature could be better controlled during hot weather. A wide range of possibilities had been explored but Facilities Management told EC that these would be rejected by the building's administration. In light of this, EC agreed that all desks should be fitted with small fans powered via USB ports.

**5 Main Estimate**

- 5.1 EC discussed the 2014-15 Main Estimate, noting it was to be submitted to HM Treasury on 14 March. EC agreed to further consideration of the estimated expenditure for the Direct Lending Facility at its next meeting.
- 5.2 EC noted the draft ambit, which was to be discussed with the Treasury Officer of Accounts.
- 5.3 EC also agreed that Finance Group would prepare a communication for all staff in relation to cost centre rules and budgetary authorities.

**6 Proposal to promote UKEF business plan**

- 6.1 EC agreed a proposal to produce a 6-page publication intended to introduce UKEF and its strategic business plan in a clear, concise and engaging way.

**7 Any other business**

- 7.1 EC discussed UKEF's international marketing plans and asked to be kept informed.

**Laurence Lily**  
**Chief Executive's Office**

## MINUTE OF EXECUTIVE COMMITTEE MEETING – 11/03/14

Present: David Godfrey                      Attending: Olga Crosse  
          Steve Dodgson                        Paul Croucher  
          Cameron Fox                           Neil Harris                      (Items 1-2)  
          David Havelock                        Lawrence Nichols                (Items 1-2)  
          Stephen Lawrenson  
          Lucy Wyld

Secretary: Laurence Lily

### **1     Draft minute of 4 March meeting and matters arising**

- 1.1    The draft minute was approved.
- 1.2    EC asked the Secretary to circulate an action log alongside the minutes of meetings.

**Action: Secretary**

### **2     IT Resilience**

- 2.1    EC discussed plans to develop UKEF's IT infrastructure to ensure it is resilient and is able to support the objectives set out in the UKEF Business Plan. EC noted that these plans would be discussed at the next AC, following AC's request for assurance on the resilience of UKEF's IT. EC noted the key features and attendant risks of the planned changes, and requested that ID return to EC with a draft business case, to include details of:

- how expenditure on the work would be budgeted;
- how performance criteria and milestones for the supplier would be established;
- UKEF responsibilities, upon which the work would be dependent;
- assurances on the availability of necessary resources; and
- downside risks, e.g. investing in equipment that may become prematurely redundant due to the end of the contract with the supplier.

**Action: Lawrence Nichols**

**3 Case Exposure Records**

- 3.1 EC discussed work to provide assurance to the Audit Committee that case exposure records were accurately maintained. EC noted the results of investigations by internal audit, and noted that a working group was examining the issue and would make recommendations. EC asked that the findings and recommendations of this working group be put to EC ahead of the next Audit Committee.

**Action: Cameron Fox**

**4 Any other business**

- 4.1 EC noted that the recruitment of marketing and communications positions would begin shortly, and agreed that staff would need to be made available to conduct interviews.

**Laurence Lily  
Chief Executive's Office**

## MINUTE OF EXECUTIVE COMMITTEE MEETING – 18/03/14

Present: David Godfrey                      Attending: Olga Crosse  
          Cameron Fox                            Paul Croucher  
          David Havelock                        Nick Tyler                                      (Items 1-3)  
          Stephen Lawrenson  
          Lucy Wylde

Apologies: Steve Dodgson

Secretary: Laurence Lily

### **1     Draft minute of 11 March meeting and matters arising**

1.1    The draft minute was approved.

1.2    EC asked the Secretary to arrange an EC meeting for the following week, to include consideration of the business case for IT resilience plans.

**Action: Secretary**

### **2     Business Planning**

2.1    EC discussed a number of drafting points on the business plan, which was being prepared for publication. EC agreed that the Chief Executive would meet with the Credit Risk Group Director and the Head of PRD following the meeting to discuss business forecasts. EC agreed that, once amendments had been made, the draft plan would be sent to MB and to the Minister, and subsequently, to SMT (the same day).

**Action: Lucy Wylde**

2.2    EC agreed that previous business plan working drafts could be made available to staff to assist with objective setting. EC noted a Chief Executive's blog would be issued to keep staff informed.

2.3    EC noted that HMT had asked UKEF to continue operating within expenditure limits agreed as part of the 2010 Comprehensive Spending Review, and that this would require some reconsideration of plans for 2014-15. Cameron Fox

presented a revised budget for EC consideration. EC agreed the reconsideration of potential pay flexibility; IEFA resource; and corporate communications and marketing resource and budgets.

- 2.4 EC agreed that UKEF should discuss its marketing objectives with UKTI and discuss how UKEF and UKTI could work together to meet overlapping objectives. Following this, the Marketing Director should meet with the Business Group Director, Chief Operating Officer and the Head of TFIS to revisit UKEF's marketing requirements for 2014-15.

**Action: Tim Harris**

- 2.5 EC agreed that the Business Group Director should urgently consider IEFA resource for 2014-15 in light of the expenditure limits and present a plan to EC as soon as possible.

**Action: Steve Dodgson**

- 2.6 EC discussed UKEF's current brand and identity guidelines and the availability of corporate brochures.

### **3 Performance and Risk Indicators**

- 3.1 EC discussed plans to develop Key Performance Indicators (KPIs) and Key Risk Indicators (KRIs). EC noted that these should align with the objectives within the business plan and could be a mix of qualitative as well as quantitative measures. EC noted that the most useful indicators were tangible and regularly measured. EC requested that EC members send their suggestions for KPIs to the PMO by Friday, 21 March.

**Action: EC members**

- 3.2 EC agreed that the development of KRI's should be considered by the Chief Executive, the Credit Risk Group Director and the Head of PRD.

**Action: David Havelock**

### **4 Case Exposure Records**

- 4.1 EC discussed work to provide assurance to the Audit Committee that the appropriate system of internal control was in place to ensure that case exposure records were accurately maintained. EC noted the controls in place, which had been reviewed and updated. EC noted that plans to invest greater resource towards operational risk management would provide greater assurance in the future that the correct controls were effectively operating and that accountability for them was clearly maintained.
- 4.2 EC queried where responsibility lay for the maintenance of electronic copies of transaction documentation.

**Action: Lucy Wylde to raise with Steve Dodgson**

## **5 Any other business**

- 5.1 EC noted planned budget announcements relating to UKEF.

**Laurence Lily  
Chief Executive's Office**

## MINUTE OF EXECUTIVE COMMITTEE MEETING – 26/03/14

Present: David Godfrey                      Attending: Olga Crosse  
          Cameron Fox                            Paul Croucher  
          Stephen Lawrenson                    Lawrence Nichols            (Item 2)  
          Lucy Wylde                                Nick Tyler                    (Item 3)

Apologies: Steve Dodgson  
              David Havelock

Secretary: Laurence Lily

### **1     Draft minute of 11 March meeting and matters arising**

- 1.1    The draft minute was approved.
- 1.2    EC noted updates to actions from previous meetings.
- 1.3    EC requested that Marketing and Communications produce an outline of UKEF's expectations of UKTI when cooperating on complementary marketing objectives, as the basis for an MoU. The Head of TFIS, the Business Group Director and General Counsel should provide input as required.

**Action: Tim Harris**

- 1.4    EC agreed the proposals on UKEF's budget put forward by the Finance Director at the previous meeting.
- 1.5    EC noted that the Business Group Director was due to consider IEFAs and requested that a proposal be presented at its next meeting.
- 1.6    EC requested that EC discuss KPIs/KRIs at its next meeting.

**Action: Secretary to arrange with Nick Tyler**

### **2     Business Planning**

- 2.1    EC discussed the business plan, noting that GCO would seek to conclude a number of outstanding drafting points in order to agree a final draft, which would then be shared with staff.

**Action: Lucy Wylde**



- 2.2 EC discussed the communications plan, including the timing of publication, and asked that a communications plan be agreed.

**Action: Juliana Sancto**

### **3 IT Resilience**

- 3.1 EC considered the business case for IT resilience work, as recommended to EC by the Change Board. EC approved the business case and agreed that the work should commence, noting the options analysis presented and the depreciation scenarios.
- 3.2 EC noted that the project would report monthly to the Change Board, and invited the IT Director to:
- 3.2.1 make use of GCO resource to ensure communications and agreements with the supplier are robustly documented; and
  - 3.2.2 (if possible) seek external challenge as part of the project's governance from someone within central government with the requisite experience.

### **4 Operational Planning**

- 4.1 EC discussed the portfolio of planned activities for 2014-15. EC asked the PMO to add to the plan the work to introduce a "three lines of defence" model.

**Action: Nick Tyler**

- 4.2 EC noted and agreed the process by which new activities could be introduced to the portfolio via the Change Board. EC discussed SMT's role in the operational planning process and how SMT could best meet this remit.
- 4.3 EC agreed that, following input from SMT, EC should spend time considering the planned activities in more detail, e.g. in a dedicated planning session. EC agreed that each item on the plan would require more supporting detail e.g. on criticality or resource requirements. EC suggested phasing the operational planning work by focusing on activities for Q1, before looking at Q2 to Q4.

4.4 EC agreed that the PMO should continue with its stated next steps, which included providing advice on when further EC input was required.

**5 Any other business**

5.1 EC noted that the Policy Review project had been paused due to a call on resources, and the question was raised as to whether the process for appointing SROs required clarification. There was no time for further discussion.

**Laurence Lily**  
**Chief Executive's Office**