

## MINUTE OF EXECUTIVE COMMITTEE MEETING – 14 JULY 2015

Present: David Godfrey  
Steve Dodgson  
David Havelock  
Shane Lynch  
Paul Croucher

Attending: Lucy Meekums (Items 2 & 3)  
Graham Cassell (Items 4 to 7)  
Steven Huntington (Observer)

Apologies: Cameron Fox  
Lucy Wylde

Secretary: Satnam Singh

### **1 Draft minute of 30 June 2015 and open actions**

- 1.1 The draft minute of 30 June 2015 was approved by EC and the actions log updated.

### **2 Succession Planning & Talent Management (L Meekums)**

- 2.1 EC heard that HR had embarked on a number of initiatives regarding effective succession planning and talent management in UKEF since an internal audit report on the subject was issued in April 2015.
- 2.2 Lucy Meekums (Senior HR Business Partner) briefed EC members on the best practices issued in the Civil Service Guidelines on how to deal with succession planning and talent management e.g. aim for three successors per leadership post, and proposals for HR to adopt a similar position for UKEF.
- 2.3 It was agreed that HR would put their plan into a formal framework and report to EC in the autumn of 2015, with a view to rolling out the new framework in UKEF in 2016.

### **3 Leadership (L Meekums)**

- 3.1 EC members were updated on the importance of leadership in ensuring the delivery of UKEF's 2014-17 Business Plan and how work for improving leadership in UKEF was incorporated into the Operational Plan for 2015/16.

- 3.2 Research had shown that BIS (for example) classified only staff at grade 7 & above as being leadership roles, and that they viewed leadership in tandem with talent management.
- 3.3 EC repeated their belief that the subject of leadership should be owned by all managers and not just be seen as an HR initiative, and requested that job descriptions be updated to reflect that this element was integral to senior roles.
- 3.4 EC agreed that HR would start work immediately on incorporating leadership objectives into the 2016/17 Operational Plan, and start developing suitable communications to senior staff.

#### **4 Cardiff update (G Cassell)**

- 4.1 EC was updated regarding the budget situation on returning the Cardiff site to the property owner, and were informed that the project was still on course to be completed on 11 September 2015.
- 4.2 EC was informed that external counsel had advised that the internal walls erected by UKEF whilst in occupation be taken down, before the surrender of the property, and therefore a further £50k had been added to the budget for dilapidations, as a precautionary measure. The budget had accordingly increased to £300k.

#### **5 Digital portal business case (G Cassell)**

- 5.1 EC was informed that this business case had already been cleared by the Change Board and was being presented to EC due to the value exceeding the delegated authority to the Change Board and was being recommended for approval.
- 5.2 EC approved this business case.

#### **6 EFIT business case (G Cassell)**

- 6.1 EC members were told that this project was key to the effective operational running of the department and therefore a top priority. The business case had already been cleared by the Change Board but was being presented to EC

due to the value exceeding the delegated authority to the Change Board, and was being recommended for approval.

- 6.2 Implementation of this project, due to its importance to the department, would be tackled in a piecemeal way in order to minimise potential disruption to everyday operations.
- 6.3 EC approved this business case but asked for a breakdown of the £875k costs, and also asked that consideration be given to the employment of an IT expert (on a part-time basis) with appropriate experience and knowledge to help support the delivery of this pivotal piece for work for UKEF.

## **7 Bank delegation (G Cassell)**

- 7.1 This business case had already been cleared by the Change Board. Whilst this business case (which was related to the feasibility study) involved a spend of £75k (within the Change Board's delegated authority), EC members were being given sight of this because the total spend (with implementation) would equal £400k.

## **8 AOB**

- 8.1 David Havelock updated the Committee on his meeting with the British Business Bank (BBB) in regard to the request made by Lord Maude for UKEF and BBB to work together to review the gaps in funding for SME's.
- 8.2 The Committee was informed that a number of consultants had been interviewed to undertake this work on behalf of UKEF and the BBB, as per Lord Maude's instructions, and that there was agreement between the two organisations on what the requirements should be.
- 8.3 It was noted that the consultancy firm Oliver Wyman had been chosen.

**Satnam Singh**

**Chief Executive's Office**

## MINUTE OF EXECUTIVE COMMITTEE MEETING – 21 JULY 2015

Present: David Godfrey (Chair)      Attending: Steven Huntington  
David Havelock                              Frank Gough  
Cameron Fox                                 Vasso Agapitou  
Shane Lynch                                 Graham Cassell  
Lucy Wylde  
Paul Croucher  
Steve Dodgson

Apologies: None

Secretary: David Underwood

### **1 Draft minute of 14 July 2015, and matters arising**

- 1.1 The draft minutes of 14 July 2015 were approved by EC, subject to some suggested amendments.

### **2 Electronic Case Management System (ECMS) Project Update**

- 2.1 Mr Gough updated EC on the ECMS project. He reported that the roll-out had been successful, with good levels of take-up and engagement. As a result, the project phase was ending, and ECMS should move into a business-as-usual mode.
- 2.2 EC agreed that responsibility for ECMS should move from PMO to the divisions using the system, and that a post-implementation review should take place in October 2015 to include an independent review, possibly from BIS, to ensure ECMS is being used appropriately, and embedded correctly. EC agreed that quarterly reviews by the Security Committee and consideration of the wider work on Records Management Policy should form part of the post implementation review.
- 2.3 **Action: BG and TFIS to jointly manage the post-implementation review and report to EC upon completion.**

### **3 Q1 Business Performance Review**

- 3.1 EC reviewed the first Q1 BPR. A number of changes to the format were discussed to make the next BPR more interactive and interrogative. EC asked that the

working party consider changes to the format and content at a special session on 4 August.

- 3.2 EC members provided background to the information provided for their divisions. Q1 2015/16 business levels were lower than forecast but this remained consistent with lower business levels seen in 14/15, due to increased liquidity in the market but noting that some projects were taking longer to bring to a conclusion than expected. TFIS data was showing a lag between the forecast and actual performance which would be made up as pipeline business is completed over the course of the year.
- 3.3 EC reviewed the reforecast data and noted that cost pressures remained at an acceptable level for the period. MCD would have some budget headroom because of the revised forecast and the scaling back of the original marketing plans. There had been a marked increase in project costs that would be examined by Change Board.

#### **4 Forward Plan Review**

- 4.1 EC reviewed the Group Forward Plan for June 2015. Risks and issues were identified in Finance Group and COO Group, where severe IT disruption had affected operations. The CEO will shortly meet with CGI and raise these issues. Other divisions reported resourcing issues of varying urgency and the plans to address them.
- 4.2 EC agreed that HRD should examine the feasibility of approaching the BBA and arranging the secondment of skilled credit risk analysts from banks.  
**Action: David Godfrey and David Havelock to produce a proposal for the BBA to consider.**

#### **5 IAAD Report on Outstanding Actions**

- 5.1 EC reviewed the end of June 2015 report on outstanding actions. **Actions: TFIS to liaise with IAAD and update on progress against overdue actions. David Godfrey to follow up the action on Audit Committee effectiveness with Guy Beringer.**

## **6 AOB**

6.1 EC was advised that the final KPMG TFIS Post Issue Management report would be released shortly. The report made recommendations on resourcing, and follow up work by KPMG would identify suggestions where improvements could be made to the process by automation.

6.2 EC discussed a ShEx ministerial submission on UKEF Governance. GCO and CXO will liaise with ShEx on this subject and report to EC in due course.

David Underwood

**Chief Executive's Office**

## MINUTE OF EXECUTIVE COMMITTEE MEETING – 28 JULY 2015

Present: David Godfrey  
Steve Dodgson  
David Havelock  
Cameron Fox  
Lucy Wyld

Attending: Max Griffin (Item 2)  
Mari Siciliano (Item 3)  
Matt Vale (Item 4)  
Satnam Singh (Observer)  
Shane Lynch  
Paul Croucher

Steven Huntington

Secretary:

### **1 Draft minute of 21 July 2015 and open actions**

1.1 The draft minute of 21 July 2015 was provisionally approved by EC prior to suggested changes being circulated. The actions log was updated.

### **2 ESHR Policy Statement (Max Griffin)**

2.1 EC reviewed a draft UKEF Environmental, Health, Safety, Social and Human Rights (ESHR) policy statement to fulfil a requirement of the OECD Common Approaches to publish such a document.

2.2 EC members noted the policy statements of other Export Credit Agencies (ECAs).

2.3 EC agreed that an ESHR policy statement should be published and asked the EAU to agree the text with GCO in advance of it being submitted to the Export Guarantees Advisory Council for advice, before sending a final version to Ministers for their approval by the end of September 2015.

### **3 UKTI, UKEF and Lloyd's Cooperation Update (Mari Siciliano)**

3.1 EC members were briefed on a proposed pilot scheme to formalise UKEF's relationship with the banking sector. Lloyd's Bank would be the initial subject of the pilot.

3.2 Mari Siciliano explained that the pilot would enable UKEF to promote its role via bank advertising campaigns; in turn, banks would be offered limited training on the role of UKEF.

3.3 EC welcomed the principle that UKEF's relationship with partners in the banking sector should be formalised, but asked Mari Siciliano and Paul Croucher liaise with

UKTI to determine how they had approached this issue, and to raise it with the BBA and determine the degree of appetite for an arrangement of this kind among banks. EC also emphasised the importance of ensuring a level playing field throughout the process.

#### **4 Government Property (Matt Vale)**

- 4.1 Matt Vale updated EC regarding the Government Property Unit's plans to reduce the number of Government buildings in Whitehall by 2020 in favour of relocating offices to several hubs beyond Whitehall, and the effect this could have on UKEF.
- 4.2 EC agreed that wider workplace issues – including working at home, flexible working, and the availability of technology that would enable the wider uptake of both – were at issue, and asked Shane Lynch to write a paper on adopting a more formal approach for the Committee to consider. Matt Vale was asked to seek further detail from GPU on their plans and their implications for UKEF.

#### **5 Talent Management Nominations**

- 5.1 Shane Lynch presented the results of a round of testing for inclusion in the Future and Senior Leaders Programmes.
- 5.2 EC nominated three persons to be interviewed under the Future Leaders Programme, and one person under the Senior Leader Programme.

**Steven Huntington**

**Chief Executive's Office**