

## MINUTE OF EXECUTIVE COMMITTEE MEETING – 5 MAY 2015

Present:	David Godfrey (Chair) David Havelock Cameron Fox Lucy Wylde Shane Lynch Richard Smith-Morgan	Attending:	Michael Carpenter Emmanuel Facques Pat Cauthery Laurence Lily Carol Gradwell Neil Harris Mark Hopkins Rachael Waters	Item 3 Item 3 Items 4 and 5 Items 4 and 5 Items 6 to 9 Items 6 to 9 Items 6 to 9 Item 10
Apologies:	Steve Dodgson			
Secretary:	Kate Bittlestone			

### **1 Draft minute of 28 and 29 April 2015, and matters arising**

- 1.1 The draft minutes of 28 and 29 April 2015 were approved by EC subject to minor amendments.

### **2 Change Board update**

- 2.1 EC received an update on the progress of the Bank Delegation and TFIS end-to-end projects, and requested that the terms of reference (ToRs) for both projects be reviewed.
- 2.2 EC noted that the loss of contractor staff within ITD was likely to present challenges to the delivery of the Change Board's portfolio.

**Action: Head of TFIS Underwriting and Change Board to discuss ToRs for both projects.**

### **3 Salesforce rollout update**

- 3.1 EC received an update on the rollout of the Salesforce programme and discussed the project board's recommendation to upgrade the Salesforce licence to the Enterprise edition. EC questioned whether the upgrade and extra functionality it would provide was essential now, noting that the immediate priority was for the whole department to have access to the baseline customer data stored on Salesforce.

- 3.2 EC asked for a stronger business case for the upgrade to be produced by the project board, which also detailed how sensitive case information would be protected, while also enabling some data to be shared with UKTI. EC also requested assurance that customers are accurately informed about the use and sharing of their information on Salesforce when applying for support.

**Action: Salesforce project board to produce new business case regarding upgrade of Salesforce licence.**

## **Papers prepared for Audit Committee (AC)**

### **4 Annual Report and Accounts and Governance Statement**

- 4.1 EC noted changes to the order and layout of this year's Annual Report and Accounts, the timetable for completion of the Report and upcoming deadlines. EC noted that UKEF would be unable to lay the Annual Report before Parliament in June if a new government is not yet in place.
- 4.2 EC agreed to provide high-level comments on both the Annual Report and the Governance Statement to the authors, and requested that a note be provided to AC outlining its role in relation to the Governance Statement.
- 4.3 EC discussed the importance of ensuring consistency between the information contained in the Governance Statement, Letters of Assurance and Operational Risk Register.

**Action: EC to provide comments on the Governance Statement and Annual Report and Accounts by Thursday 7 May.**

**Action: EC to consider the next draft of the Annual Report and Accounts on 26 May.**

### **5 Summary of the Letters of Assurance for 2014-15**

- 5.1 EC considered the paper on Letters of Assurance ahead of AC. EC noted the issues arising from the submissions, and the Head of IAAD's overall opinion that the Letters of Assurance were comprehensive. EC requested that IAAD review the Business Group submissions with the Business Group Director, and escalate some comments to issues.

5.2 EC noted that the Letters of Assurance were aligned with the Operational Risk Register.

5.3 EC agreed to provide further comments on the paper directly to the Head of IAAD.

**Action: EC to provide comments to the Head of IAAD.**

**Action: IAAD to review submission with Business Group Director.**

## **6 Head of IAAD's Annual Report and Opinion**

6.1 EC noted the Head of IAAD's annual report on the adequacy and effectiveness of UKEF's risk management and governance processes. EC noted that comments made about the controls in place within UKEF, in addition to the outcomes of audits completed during the financial year (including those not yet discussed at EC).

6.2 EC noted that the report would be reflected in the Governance Statement to be included in the Annual Report and Accounts.

## **7 PWC review of the operation of the Direct Lending Facility (DLF)**

7.1 EC discussed the progress of the PWC review of the DLF procedure and the initial findings. EC noted that the review had not included UKEF's GEFCO portfolio, and had focused more on issues concerning third party due diligence than anti-bribery and corruption procedures. EC asked IAAD to press PWC for the final report to be available for AC.

**Action: IAAD to press PWC for final copy of review report.**

## **8 Succession planning audit**

8.1 EC noted the findings of the succession planning audit. EC noted that HRD will present a paper in June to outline the work required to implement an effective succession plan, and IAAD will update EC on progress against the agreed actions set out in the audit report later in the year.

**Action: HRD to present succession planning paper to EC on 30 June.**

**Action: IAAD to update EC on progress against agreed actions later in 2015/16.**

**9 Special bonuses**

9.1 EC held an in camera discussion regarding nominations for special bonuses.

**10 AOB**

10.1 EC held an in camera discussion during AOB.

**Kate Bittlestone**

**Chief Executive's Office**

## MINUTE OF EXECUTIVE COMMITTEE MEETING – 12 MAY 2015

Present:	David Godfrey (Chair)	Attending:	Carol Gradwell	Item 2, 3 and 7
	Cameron Fox		John Cundy	Item 2 & 3
	David Havelock		Andrew Barton	Item 4 & 5
	Lucy Wylde		Richard Wade	Item 4 & 5
	Shane Lynch		Paul Radford	Item 4 & 5
			Lucy Meekums	Item 8
			Liam Nwanze (CSR)	Item 8
			Dan Jellinek	Item 6
			Mari Siciliano	Item 6
			Rachael Waters	Item 7

Apologies: Paul Croucher

Secretary: Kate Bittlestone

### **1 Draft minute of 5 May 2015, and matters arising**

- 1.1 The draft minutes of 5 May 2015 were approved by EC subject to minor amendments.

### **2 IT strategy audit**

- 2.1 EC noted and agreed with the findings and rating of the IT strategy audit, and discussed the importance of having an IT strategy that is sufficiently detailed to allow EC to be assured it is consistent with the Operating Plan and the priorities in the Operating Plan.

### **3 Fraud risk audit**

- 3.1 EC noted and agreed with the outcome and rating of the fraud risk audit. EC discussed ownership of the fraud risk policy. The CEO will meet with the Head of CXO and Operational Risk Manager to review the policy and consider ownership.

**Action: CEO, Head of CXO and Operational Risk Manager to discuss fraud risk policy.**

### **4 Export Refinancing Facility (ERF) update**

- 4.1 EC received an update from FMU on the outcome of discussions with the BBA's Export Finance Committee about changes to the ERF. EC agreed to

the proposed change to the ERF's annual fee and to stagger the hiatus margin, and decided that further work was required on the proposal that UKEF could have a unilateral option of refinancing any loan it has taken out.

- 4.2 EC also noted the further changes to the ERF that had been proposed by the BBA, and requested that the PPRU price the CIRR financing option to determine whether this would represent value for money.

**Action: PPRU to price CIRR financing option.**

## **5 FMU forward look**

- 5.1 EC received a presentation on the FMU's current workstreams and agreed with the FMU's assessment of UKEF's current priorities, although noted that these might have to change in line with the priorities of the new Secretary of State and Minister.

## **6 Civil Service Fast Stream**

- 6.1 EC received a presentation from Liam Nwanze from Civil Service Resourcing (CSR) about the Fast Stream. EC noted what would be required of UKEF were it to host Fast Streamers, including the responsibilities of the local manager(s) and the ability to offer an SEO/Grade 7 posts to each Fast Streamers on completion of the scheme. EC also noted that it would be possible for UKEF to combine its bid for Fast Streamers with UKTI if desired.
- 6.2 EC noted the next steps in the process of bidding for Fast Streamers, which includes submission of paperwork to CSR by the end of June.

**Action: HRD to submit necessary paperwork to CSR in support of UKEF's bid for two Fast Streamers.**

## **7 Supply chain research**

- 7.1 EC discussed the research being undertaken by MCD into the indirect support UKEF provides to supply chains. EC also noted that lines on such indirect support would be included in the Annual Report.

**8 Tax assurance for off-payroll appointments**

8.1 EC discussed the Government Internal Audit Agency's (GIAA) report into UKEF's compliance with the guidance on tax assurance for off-payroll appointments, and the resulting recommendations.

**9 AOB**

9.1 The Finance Director informed EC that a paper on budgets would be circulated shortly.

**Kate Bittlestone**

**Chief Executive's Office**

## MINUTE OF EXECUTIVE COMMITTEE MEETING – 27 MAY 2015

Present: David Godfrey (Chair)      Attending: Paul Croucher  
Cameron Fox    Kristian Hibberd- Items 2-4  
Lucy Wylde    Patrick Cahill- Item 5  
Shane Lynch     Len Brown- Item 5

Apologies: Steve Dodgson  
David Havelock

Secretary: David Underwood

### **1 Draft minute of 5 and 12 May 2015, and matters arising**

- 1.1 The draft minutes of 5 and 12 May 2015 were approved by EC subject to minor amendments.

### **2 Annual Report and Accounts**

- 2.1 Production of the 2014/15 Annual Report and Accounts (ARA) was progressing well. Comment from the National Audit Office and Deloittes were being added in and the draft is at the stage where it is ready to be reviewed by senior UKEF staff.

#### **Actions:**

**CXO to the Ministers Office regarding the foreword. (completed 28 May).**

**CXO to confirm that the GCO comments had been included (completed 28 May).**

### **3 Performance Highlights Report 2014/15**

- 3.1 For the first time, Marketing and Communications Division produced a performance highlights document for release alongside the ARA. EC approved the draft for presentation to Management Board on 3 June where it would be considered further.

### **4 Marketing Update**

- 4.1 EC considered the Marketing Update Presentation, which will be presented to the Management Board on 3 June. EC asked for the presentation to be developed to include how success would be evaluated and how quantity and quality of enquiries could be measured.



**Action: The 2015/16 Marketing Plan should be attached to the MB pack (completed)**

## **5 Business Insight Centre**

- 5.1 EC discussed update from the Business Insight Centre (BIC) on the purpose, objectives and future direction of the BIC. EC endorsed the work being done in BIC to work towards NAO Level 5 reporting. The BIC also presented proposal for the definition of “a customer” and made resourcing requests.
- 5.2 EC should consider the following three identified areas: i) Agree the way forward using accountable information domain owners, ii) Agree a standard definition of “a customer” and; iii) consider the BIC resourcing requests. These issues would be laid out in a written procedure paper for urgent consideration by EC.

**Action: EC to provide comments in response to the written procedure paper circulated 28 May 2015.**

## **6 Engagement Survey Question**

- 6.1 EC noted the proposed questions for inclusion in the 2015 people survey and agreed them.

**Action: Lucy Wylde to speak with David Godfrey regarding Question 1 in the appendix.**

## **7 FOI, PQ and Ministerial Correspondence Update**

- 7.1 EC briefly considered the annual FOI, PQ and Ministerial Correspondence Update.

**Action: EC members to provide and comments or questions to the FOI team in CXO.**

## **8 AOB**

- 8.1 There was none.

**David Underwood  
Chief Executive's Office**