MINUTE OF UKEF BOARD MEETING – 27 OCTOBER 2017

Present: Noel Harwerth (Chair)   Bhaskar Dasgupta   Item 1,2 & 4 – Antonia Romeo
Amin Mawji   (Observer)   Item 5 – Bhaskar Dasgupta, ███████
Sir Eric Peacock   Gordon Welsh
Oliver Peterken   (Observer)   Item 8 – Bhaskar Dasgupta
Lawrence Weiss   ███████   Item 6 – ███████
Louis Taylor   (Observer)   Item 7 – Gordon Welsh, ███████
David Havelock
Cameron Fox
Justin Manson

Apologies: ███████

Secretary: ███████

1. Welcome

1.1. Prior to convening the September Board meeting, the Chair welcomed and introduced Antonia Romeo, Permanent Secretary of the Department for International Trade, and John Hill, Managing Director, Global Exports & Investment at Department for International Trade.

1.2. The Board noted Dr Catherine Raines had left her role as Director General of ITI and therefore her position as ex-officio member of the UKEF Board. The meeting heard that John Hill, Michael Charlton and Susan Caldwell would replace Dr Raines on a rotational basis while a permanent replacement was recruited.

1.3. Antonia provided the Board with a summary of strategic changes at DIT and the importance of UKEF to this strategy. The meeting discussed increasing the understanding of UKEF among front line DIT staff, in particular the Award in Trade Finance which UKEF had developed together with the Institute of Export. The Board agreed that the award should be mandatory for all ITI frontline staff and that UKEF had budgeted to cover the cost of implementing this initiative.

Action: Ms Romeo to investigate making the UKEF tier 2 online module mandatory for frontline ITI staff.

2.   CEO's update

2.1.   The CEO delivered his monthly update to the Board, which covered ongoing progress made across UKEF's various functions.

2.2.   The Board noted that the CEO had appeared at the International Trade Select Committee and discussed the focus of the questions. It was requested that a link to the recording of the select committee session be provided to the Board.

Action: CXO to provide a link to the Select Committee session via correspondence.

3.   Draft Minutes and Actions Log of 4 September 2017 Meeting

3.1.   The draft minutes and actions log were agreed.

3.2.   The Chair requested that the ITI presentation that had been on the forward agenda be broken up into smaller parts and covered at the following Board meetings, starting with a presentation on how HVCs work and how they connect in to UKEF.

Action: CXO Secretariat to commission ITI paper from Michael Charlton for November meeting.

4.   Business Performance Update

4.1.   The Board received an update on Credit Risk from the Chief Risk Officer covering the key risk indicators and the current credit environment. The Head of Business Group presented UKEF's business pipeline and an update was also provided by the Chief Financial Officer on the Department's accounts.

5.   Digital Programme Update / PMO Annual review

5.1.   The Board received an update from Bhaskar Dasgupta, the Chief Operating Officer (COO) on the ongoing work for the Digital Programme. This covered

the key deliveries over the last six months such as eStore, Bank Delegation. Workflow, the digital portal and Salesforce.

5.2. The meeting heard about the progress on procurement on the Purchase 2 Pay (P2P) system. It was noted that it had been delayed and the Board heard that interim measures were being examined and implemented.

5.3. The Board considered the resourcing challenges across the civil service and particularly in the roles UKEF were trying to fill in the context of reducing the headcount of contractors.

5.4. The Board also received a presentation on the division's work over the past year, its key challenges, its vision and objectives, and its approach for the future.

6. <u>Marketing and Communications Update</u>

6.1. The Board noted the progress with marketing campaigns and discussed the upcoming share fairs, customer conferences, Commonwealth summit and the possibility of creating trade-related video content.

Action: Provide provisional dates and details for customer conference to be held in London in the Spring.

Action: Marketing and Communications to look into possibility of creating video content and provide an update to the next Board meeting.

7. <u>Policy Review of the Direct Lending Facility</u>

7.1. The Head of Business Group and the Policy Development Manager introduced a paper on the Direct Lending Facility covering the achievements of the initiative so far and the team's ambitions for the Direct lending Facility in the future.

7.2. The Board thanked the authors for a very complete paper. The Board noted that it would be helpful if the budget limit was in dollars and heard that a series of new banks would be added to the existing panel. It was agreed that

the accounting treatment of any recycling of funds should be considered by the forthcoming Audit Committee.

8. **UKEF Operational Plan review**

8.1. The Chief Operating Officer gave a 6 monthly update on the business plan, covering the progress and challenges encountered. The Board took time to discuss the lessons learned.

8.2. The Board noted the operational timeline and considered the departmental objectives proposed, in particular on the learning and development days per employee. It was agreed that the Head of HR would come back to the Board and discuss how alternative learning and development interventions such as mentoring were being captured.

Action: Mr Lynch to update the Board on how learning and development interventions were being captured.

9. **Board Effectiveness Review**

9.1. The Board agreed that having an external Board effectiveness review was a good idea, and noted that it would require external observers at a future Board meeting as well as Board member interviews.

9.2. The Board requested that the terms of reference of the review and draft scope be provided via written procedure.

Action: CXO Secretariat to provide details of Board effectiveness review to Board members via written procedure.

10. **AOB**

10.1. The Board noted that meeting times would revert to their usual starting time of 9am at the November meeting.

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Chief Executive's Office