

Minute OF UKEF board meeting – 22 November 2017

Present: Noel Harwerth (Chair) [REDACTED] Item 1 – Susan Caldwell
Amin Mawji Bhaskar Dasgupta Item 5 – Richard Simon-Lewis,
Sir Eric Peacock (Observer) [REDACTED]
Lawrence Weiss Gordon Welsh Item 7 – Bhaskar Dasgupta
Louis Taylor (Observer) Item 8 – [REDACTED]
David Havelock Andy Butterworth [REDACTED]
Cameron Fox (Observer) Item 9 – Emily Taylor, Marcia
Jackson (the National
Archives)

Apologies: Oliver Peterken
Justin Manson

Secretary: Jamie Hart

1. Account Management in ITI

1.1. Susan Caldwell, the Managing Director of Strategic Relationships and Performance from DIT gave a presentation on account management within ITI, how the Strategic Relationship Management (SRM) process works and the feedback DIT have received from the companies involved. The meeting heard about the existing SRM UKEF engagement with companies such as GE and Bouagues and discussed how further leads could be generated for UKEF through DIT.

1.2. It was noted that there were opportunities for mutual training, and several SRM team members were undertaking UKEF online training modules, and Effective Account Management courses were open to UKEF colleagues. The meeting discussed how the relationship could develop

2. CEO's update

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

2.2. The Board noted that the Civil Service People Survey results had been received and showed an improvement in areas including leadership, engagement and understanding of organisational objectives and purpose. It was agreed that in those areas where improvement had not been as strong, the HR Director would provide a plan to the Board in early 2018.

Action: HR Director to provide an Engagement Update paper covering next steps and how the survey will be responded to.

3. Draft Minutes and Actions Log of 27 October 2017 Meeting

3.1. The draft minutes and actions log were agreed.

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 meeting heard that Baroness Fairhead wished to attend a Credit Committee meeting, the Chief Risk officer and Chief Executive Officer agreed to facilitate this.

Action: Chief Risk Officer and CEO to invite Baroness Fairhead to attend a Credit Committee meeting.

4.2. The Board received an update on UKEF's business pipeline from the Head of the Business Group and the Board noted that future projects were being bolstered by the recent exporter fairs, which had been run very efficiently in terms of cost. The Board was also given an update by the Chief Financial Officer on the Department's accounts. The Board heard that the financial objectives for the year had been met.

5. Export Share Fairs and Private Market Assists (PMAs).

5.1. Richard Simon-Lewis, Head of Civil, Infrastructure and Energy and Head of International and Business Development, and [REDACTED], the Head of Export Finance Managers provided a presentation on exporter fairs and how their benefits were recorded.

5.2. The Board noted the increase in support for exporters highlighted in the UKEF Business Plan 2017-20. The meeting heard that a key tenet of this strategy was the holding of exporter fairs, which showcased opportunities for UK suppliers to bid for major contracts on projects across the world.

5.3. The Board supported the proposals in the paper and discussed how the wider benefits of the exporter fairs were measured and how SME interest was being tracked. It was agreed that information on first time exporters would be collected at future exporter fairs, while existing tracking methodologies would continue. The meeting noted that the Head of International and business Development would lead the programme in conjunction with new marketing personnel.

Action: The Head of International and Business Development to ensure that information on first time exporters was captured at future exporter fairs.

Action: The Head of Export Finance Managers and Head of International and Business Development to ensure that the definition of PMAs was amended.

6. Remuneration Committee

6.1. The Chair of the Remuneration Committee informed the Board that the Committee heard an overview of SCS Performance Management Process and the HR Director advised on the process that was followed for the Chief Executive's performance appraisal 2016/17 via the Department for International Trade. It was noted that in 2018/19 the performance appraisal was to be considered by UKEF's Remuneration Committee.

6.2. The Board heard that the Committee were apprised and agreed with the Chief Executive's proposed SCS mid-year performance ratings for the SCS cohort. In addition, the HR Director provided an overview of UKEF's approach to SCS succession planning.

7. Digital Programme Update

- 7.1. The Board received an update from the Chief Operating Officer (COO) on the ongoing work for the Digital Programme. This covered the developments since the last Board meeting in the key workstreams such as eStore, Bank Delegation. Workflow, the digital portal and Salesforce.
- 7.2. The meeting heard that Bank Delegation had launched and a number of transactions had been processed and feedback had been sought and received from users. It was noted that despite the launch of the minimum viable product, there remained 6-8 months of development of Bank Delegation to be completed.
- 7.3. The Board noted that behavioural change was required within the CRM workstream, including adding details of all external meetings to Salesforce. The Board also considered the resourcing challenges in hiring project management and knowledge and information specialists. If permanent staff could not be sourced, it was agreed that contractors should be brought in to complete specific discrete tasks.

8. Marketing and Communications Update

- 8.1. [REDACTED], the Head of Communications and Engagement and [REDACTED], the Head of Marketing provided an update to the Board on progress with marketing campaigns and communications programmes.
- 8.2. It was noted that the government was to launch a targeted campaign to promote the support available from UKEF, as part of the wider GREAT campaign. In addition, to help raise awareness and support UKEF's marketing activity, resources were allocated within the wider £60m per year GREAT campaign budget, in line with an enhanced marketing plan that was being developed.
- 8.3. The meeting discussed methods of lead generation and heard that the most efficient method was via direct marketing and that the key messages from this programme were being developed with our marketing agency. UKEF's international and regional proposition was also considered by the Board, and it was agreed that the proposed pitch and key messages would be provided to the next Board meeting.

Action: Head of Communications and Head of Marketing to provide a paper on the strategy for marketing messages and the international and regional proposition to the January meeting

8.4. It was noted that the UKEF customer conference was due to be held in March 2018. It was agreed more details of this conference would be provided to the Board as soon as they became available.

Action: Head of Marketing to provide details of the UKEF customer conference to the Board via correspondence.

9. General Data Protection Regulation (GDPR) update

9.1. Emily Taylor, a director of Oxford Information Labs and editor of the Journal of Cyber Security, and Marcia Jackson from the National Archives gave a presentation on the General Data Protection Regulation Act which is replacing the Data Protection Act (DPA) in May 2018.

9.2. The meeting heard that data protection legislation needed to be updated to reflect the fact that modern organisations are able to process data in ways that were inconceivable when the DPA was written up. The presentation discussed the board level activities that were required which included ensuring that decision makers and key people in the organisation were aware of the changes in the law; and that the right procedures were in place to detect, report and investigate a personal data breach.

10. Any other business

10.1. The Board requested that a dinner be arranged prior to the next meeting.

Action: Secretariat to arrange a Board dinner prior to meeting on 24th January.