

# MINUTES OF EXECUTIVE COMMITTEE MEETING

14 March 2022

Present: Louis Taylor (Chair)  
Gordon Welsh  
Cameron Fox  
Shane Lynch  
Davinder Mann  
Samir Parkash  
Esi Eshun  
[REDACTED]

Apologies: Richard Simon-Lewis

Secretary: [REDACTED]

## **1 Review of Minutes & Actions, and DIT, HMT, x-WH and General Updates**

- 1.1 The Chair welcomed all to this meeting.
- 1.2 The minutes for the EC meeting on 21 February were reviewed and approved, with some minor amendments suggested and incorporated.
- 1.3 The Chair discussed the recent Civil Service Leadership Group “Top 200” event, which focused on the subject of “Global Britain”. Issues surrounding Civil Service Behaviours, Ukraine and Net Zero were also discussed at the event.
- 1.4 The Chair also discussed an upcoming Written Ministerial Statement that is due to be laid in the House on Tuesday 15 March, highlighting that HMT would need to approve all new deals for Ukraine on a case by case basis.
- 1.5 The Director of Legal and Compliance gave an overview of the outcome from Judicial Review for the Mozambique LNG case. The full outcome is due to be published on Tuesday 15 March. Any appeal procedure would likely be heard in Autumn 2022.
- 1.6 The Director of Business Group mentioned that wider UK Government announcements concerning Iran may be likely this week.
- 1.7 The Director of SPoCC gave an update from the Berne Union, highlighting three workstreams (Climate Products, incentives & innovation, Best Practice in Low-carbon transition; Policy Coherence & Alignment) that they were seeking interested parties to take leadership over. The Director of SPoCC is liaising with the TCFD team and wider stakeholders to ascertain capacity to undertake a leadership role on one of these workstreams, although the Chair believed that UKEF should contribute to all of them.

- 1.8 The Director of SPoCC also provided an overview of the discussions had at EGAC (held on 07 March) including positive feedback for the Mission Statement and a request to review the PwC TCFD report in greater detail.
- 1.9 The Director of Resources confirmed that Civil Service Pay guidance for non-SCS staff will likely be published in the next fortnight. SCS guidance is unlikely to be received until the Summer.

## **2 New Initiatives for Clean Growth**

- 2.1 [REDACTED] presented this paper with a high-level cost/benefit analysis concerning five initiatives to support the Clean Growth agenda.
- 2.2 The aim is to focus UKEF's intervention and exposure on the elements of a project for which there is limited private sector appetite, which will therefore inhibit private sector investment in otherwise investible clean projects.
- 2.3 EC discussed the related work in respect of new technology and new sponsor risks. [REDACTED] confirmed that more stakeholder engagement is required for this with a more formal update expected by the end of May 2022.
- 2.4 EC approved the Strategic Outline Case which will now be sent to HMT.

## **3 IEFE Expansion**

- 3.1 [REDACTED] gave an overview of the IEFE expansion plan. It is expected that 30 IEFEs will be in place globally by Q3 2022/23.
- 3.2 Whilst EC approved the plan, there were several discussions had on ways that the programme could be improved, including increasing the visibility of management reports, regional strategy plans and performance management of IEFEs, amongst others.
- 3.3 The Director of Resources acknowledged that there should be representation from Business Group and Risk on IEFE recruitment panels, and noted that there should be a bespoke induction plan for new IEFEs.

## **4 Commercially Sensitive Breaches**

- 4.1 Following approval at SIMCO, [REDACTED] presented a paper outlining a new standardised approach for how breaches involving commercially sensitive information will be processed across the department.
- 4.2 [REDACTED] highlighted that all matters involving "personal data" will be addressed in accordance with the UK GDPR (as per the *Data Protection Policy*), including requirements to inform the ICO, but all matters concerning commercial sensitivity are deliberately separate, even if this involves a duplication of reporting.

4.3 The Chair requested a copy of all active policies in the department.

4.4 EC approved the new policy and processes.

**ACTION** – Secretariat to circulate a list of all active policies in the department to the Chair.

## **5 Any other business**

5.1 [REDACTED] discussed with EC the Paperless Principles paper (EC(2022)027), discussed at EC in February 2022. The Chair confirmed that EC has approved the principles, but that the KIM team should work with IT Ops to address PDF editing/annotation options before the removal of any printers in the office environment.

5.2 No additional items of AoB were tabled and the Chair closed the meeting.

**[REDACTED]**

**Strategy, Policy and Climate Change Division**

# MINUTES OF EXECUTIVE COMMITTEE MEETING

21 March 2022

Present: Louis Taylor (Chair)  
Gordon Welsh  
Cameron Fox  
Shane Lynch  
Davinder Mann  
Samir Parkash  
Esi Eshun  
Richard Simon-Lewis  
[REDACTED]

Apologies: None

Secretary: [REDACTED]

## **2 Review of Minutes & Actions, and DIT, HMT, x-WH and General Updates**

- 5.3 The Chair welcomed all to this meeting.
- 5.4 The minutes for the EC meeting on 14 March were reviewed and approved, with some minor amendments suggested and incorporated.
- 5.5 The Chair discussed recent engagement with HMT concerning Non-Bank Financial Institutions (NBFIs). HMT had not provided consent and will write to UKEF on an official level confirming this.
- 5.6 The Director of Resources commented on a recent meeting with UKGI that was unproductive. SPoCC own the relationship with UKGI.
- 5.7 The Director of SPOCC confirmed that [REDACTED] will be leaving UKEF at the end of March. There are ongoing discussions internally to find a new SRO for this programme. The Director of Business Group offered the opportunity to informally speak with an official about this.
- 5.8 The Director of SPOCC also confirmed that Ministers had requested a social media screening of two new EGAC members.
- 5.9 The Director of Legal provided an update concerning ECA and other international relations with Russia, commenting on the impacts of on climate change reporting.

## **6 Climate Change – Defence Transactions**

- 6.1 [REDACTED] presented this paper, which proposes a triaging process to determine whether UKEF climate change screening and assessment should be undertaken on a transaction-specific basis.

- 6.2 EC discussed in detail the three categories presented in the paper, noting [REDACTED] comments that a proportionate approach will need to be taken for the purposes of reporting highly confidential information.
- 6.3 The meeting noted that there needed to be greater consultation with customers, multinational supply chain stakeholders and the Ministry of Defence as UKEF needed to be mindful of its reporting requirements.
- 6.4 The Committee approved the 3 category options presented in the paper.

## **7 Customer Satisfaction**

- 7.1 [REDACTED] and [REDACTED] updated EC on the recent results of customer satisfaction surveys.
- 7.2 The meeting commented that the survey was a useful measure and were positive about the results. The meeting discussed the wording of the questions and recommended the wording of two of the survey questions should be reviewed for next time.
- 7.3 EC noted the papers and results, and encouraged them to be referenced in the Annual Report and Accounts as part of a range of ways that customer feedback is received.
- 7.4 The meeting agreed that this should be shared with the Board, as part of a wider Marketing & Communications update.

## **8 FRC Phase 3 – Change Control**

- 8.1 [REDACTED] introduced a paper discussing a Change Request covering additional drawdown of Change Board budget for Financial Reporting Changes – Phase 3 (Programme Design). It was noted the programme design was currently nearing completion with an expected delivery of the business case to HM Treasury in Apr 22.
- 8.2 Members were informed that there were a number of additional pieces of work over and above the original contract for phase 3 that will both add quality and detail into both the programme design and the business case. The change request was requesting funds to enable PwC to support UKEF with this work. It was noted that this would be work that would otherwise need to be done anyway during Phase 4.
- 8.3 Members raised concerns over the cost of the full programme and the ability to move funds between years. CBO identified that this had been raised with HM

Treasury and were waiting on a response from them to a submission to move funds within the SR period.

- 8.4 The meeting noted that the cost was predominantly an acceleration of spend that would occur later in the programme, and heard that a Change Control Notice would be needed in the short term from the DIT Procurement Team.
- 8.5 Members were informed that Change Board approved the Change Request on condition of UKEF team ensuring they can deliver their parts over year end.
- 8.6 EC endorsed the change requests, although encouraged [REDACTED] to keep a tight control on all expenditure, noting that approval was still be subject to Ministerial and Cabinet Office approval through the Consultancy and Professional Services spend controls

## **9 Any other business**

- 9.1 The Director of HR discussed staff attendance in the office, noting that there may be a possible risk to UKEF's footprint in 1 HGR if attendance remained low. All parties agreed it would be useful to speak to the Board on this subject, but it would be likely that a directive for EC members and Grade 6/7 staff to attend the office more regularly would be issued. The Chair confirmed that he would raise this at the Town Hall meeting on 22 March.
- 9.2 The Director of HR confirmed that he will send letters to EC members regarding instructions for attending the office.
- 9.3 No additional items of AoB were tabled and the Chair closed the meeting.

**ACTION – Director of HR to share a formal letter to other EC members re: office attendance.**

**[REDACTED]**

**Strategy, Policy and Climate Change Division**

# MINUTES OF EXECUTIVE COMMITTEE MEETING

29 March 2022

Present: Louis Taylor (Chair)  
Gordon Welsh  
Cameron Fox  
Shane Lynch  
Samir Parkash  
Esi Eshun  
Richard Simon-Lewis

Attendees: [REDACTED] (items 1-3),  
[REDACTED] (items 2-3),  
[REDACTED]  
(items 1-3)

Apologies: Davinder Mann

Secretary: [REDACTED]

## **3 Review of Minutes & Actions, and DIT, HMT, x-WH and General Updates**

9.4 The Chair welcomed all to this meeting.

9.5 The minutes for the EC meeting on 21 March had only just been sent round so it was agreed to discuss them at the next meeting.

9.6 Members discussed the recent DIT directors' call.

## **10 Operating and Capital Cost budgets 22/23**

10.1 [REDACTED] presented the draft operating budget for the 22/23 financial year which reflected the SR21 settlement from HM Treasury. It was noted that the draft Operating Cost Budget 2022-23 was over programmed by c£4.5m (5% of the total budget) based on the divisional budget bids.

10.2 Members considered the key pressures and risks on keeping to the budget. In particular, the FRC project costs were discussed as they were now expected to be significantly higher than included in SR21 bid. The Chair had already asked for a paper covering the different costs within the total FRC package and focussing on the consultancy output. The Outline Business Case for FRC (currently being reviewed by the programme board) and then reviewed by Change Board would

then come to Executive Committee for sign off and approval before being sent to HMT for final sign off and approval (as this requires HMT sign off).

10.3 Members were informed that any underspend against budget in 2021-22 could not be rolled into 2022-23 and that in the past 3 years the average underspend for UKEF was in the order of c 10% p.a (largely driven by workforce costs). The meeting noted that there were several levers available to the business if expenditure were to keep pace with the divisional planning, such as pausing recruitment or delaying consultancy spend. The CFOO noted that an analysis is being prepared on the underspend in 21/22 and this can be bought back to EC to note as it is expected to be quite different from the Q3 forecast so there is likely scope to improve planning and divisional forecasting.

10.4 The Committee discussed whether indicators could be made available to them ahead of the quarterly reforecasts and it was agreed that progress on big-ticket items (Payroll, Projects, IEFE's and Marketing etc) could be provided to the Committee on a monthly basis.

10.5 It was agreed that the operating cost budget would remain overprogrammed as planned in the draft but be kept under close review.

**ACTION: Finance to provide snapshot monthly figures on progress on big-ticket item expenditure from May 2022.**

## **11 Any other business**

11.1 Due to a diary clash, the fourth item on the agenda, 'Compliance Reorganisation' was agreed to be considered at 9.30 on Thursday 31<sup>st</sup> March as part of the EC awayday.

11.2 There was no other business.

**[REDACTED]**

**Strategy, Policy and Climate Change Division**