

## MINUTES OF EXECUTIVE COMMITTEE MEETING

13 September 2022

Present:	Samir Parkash (Chair)	Attendees:	[REDACTED]
	Julia Beck		[REDACTED]
	Esi Eshun		[REDACTED]
	Cameron Fox		[REDACTED]
	Shane Lynch		[REDACTED]
	Paul Neville		
	Tim Reid		
	Richard Smith-Morgan		
		Guests:	[REDACTED]
Apologies:	Louis Taylor		[REDACTED]
Secretary:	[REDACTED]		

### 1 General updates

1.1 The Chair outlined ministerial changes and the new government's direction to focus on growth. The committee heard about UKEF activity at COP 27 and noted the need to be mindful of costs and environmental impact.

1.2 Members heard updates on potential support for Ukraine and the likely financial impact on UKEF; the effect of changes in HM Treasury Permanent Secretary; the challenging macroeconomic background and implications for various countries. It was noted that there were difficulties recruiting for some Business Group roles, particularly in aerospace. The committee noted a technical issue with Microsoft Teams and the creation of a service improvement plan with the technical supplier, as well as updates on data provision and the monthly management reports.

**Action: CFOO to speak to HM Treasury to ensure they are aware of the commitments**

### 2 Revised buyer credit application form

2.1 The Director of Legal and Compliance Group (LCG), Ms Esi Eshun, introduced revisions to the application form, along with Deputy Director of the Policy and Product Division. She noted the form's strategic importance as an early and formative experience for potential UKEF customers. The committee was asked to approve changes to the form and suggest further improvements.

- 2.2 Further to rigorous LCG consideration of requirements, Ms Eshun outlined proposed changes to make the form more relevant, transparent, and current. This included GDPR provisions, Modern Slavery wording, foreign content wording, and recommended OECD wording on bribery. The inclusions had lengthened the form.
- 2.3 The committee discussed customers' views on the proposed new form; the risk of a longer form dissuading potential customers; digitisation; and options for internal resource to help customers complete the form.
- 2.4 The Director of Digital, Data and Technology added that upcoming department-wide workshops would consider the value for money of digitising application forms, options for collecting information and the ability to scale.
- 2.5 The committee noted and approved the proposed forms and timeframe. Members noted that the Policy and Product Division would subsequently manage application forms as part of business as usual.

### **3 Sustainable lending process**

- 3.1 Product and Policy Manager, [REDACTED], outlined the reasons for the committee to consider taking over the ownership of sustainable lending assessments from the Foreign, Commonwealth and Development Office (FCDO). The change had been suggested by the FCDO.
- 3.2 Members heard that doing assessments in-house would provide a better and faster customer journey. It would bring UKEF in line with how other ECAs operated, and maintain robustness, objective and integrity.
- 3.3 The committee discussed the risks, resourcing requirements, UKEF experience and expertise in this area, and governance and approval processes needed.
- 3.4 The committee approved the recommendation on the basis that UKEF will not absorb headcount but will recruit an additional staff member in the Risk Management Group.

#### **4 HMT Consent Update**

- 4.1 Head of Product, [REDACTED], presented the updated HM Treasury Consent and financial objectives document.
- 4.2 [REDACTED] detailed key changes in the document that had been agreed over the last three years. It was highlighted that, whilst the document should be reviewed annually, the pandemic and lack of HMT resource has contributed to a significant delay.
- 4.3 Members gave feedback on definitions and asked why sensitivity analysis that the Risk Committee asked for was being removed.
- 4.4 The committee approved the Consent but asked that it be reviewed every year and agreed to a more iterative approach to improve the update process.

#### **5 Commercial Transition**

- 5.1 The Commercial Director, [REDACTED], was joined by Efficio Consulting staff, [REDACTED] and [REDACTED], to present the structure for a UKEF Commercial function and recommendation to terminate the Memorandum of Understanding (MoU) with the Department for International Trade (DIT).
- 5.2 Members heard about and discussed current costs, and concerns about value for money and commercial outcomes. The committee discussed options for the team structure, opportunities, controls, and governance and approval processes.
- 5.3 Efficio confirmed they had engaged internally and externally and maintained good relationships with DIT Commercial.
- 5.4 The Chair noted that the committee had discussed the commercial function repeatedly over recent years and had been trying to solve this for many years. There was agreement that the recommendations gave a prospect of a faster,

better, more strategic service. The committee agreed to terminate the MoU with DIT.

5.5 Members were concerned about DIT service levels in the intervening period. The Chair requested a meeting with Chief Operating Officer at DIT to ensure service levels, support with transition and upskilling, and to maintain the relationship.

**ACTION: Private Office to arrange meeting for the interim CEO with DIT COO.**

## 6 AOB

6.1 Director of Legal and Compliance Group, Ms Esi Eshun, raised spending on social recreational activities and away days. Members discussed the need for team development activities to be inclusive and mindful of the economic situation and value for money guidelines.

6.2 Head of Strategy, [REDACTED], updated on possible Machinery of Government changes in the event that the Prime Minister directed to abolish or create an entity, move functions or responsibilities between entities, or move functions into, or out of, the civil service. [REDACTED] assured the committee that the Strategy team would keep abreast of announcements and analyse any potential strategic and operational implications for UKEF.

6.3 The Chair noted that the Chief Executive, Mr Louis Taylor, would leave UKEF on 30<sup>th</sup> September 2022. The committee noted a formal thank you to Mr Taylor and commended his significant achievements and commitment over his seven years in post.

**[REDACTED]**

**Strategy, Policy and Climate Change Division**

# MINUTES OF UK EXPORT FINANCE EXECUTIVE COMMITTEE MEETING

28 September 2022

Present: Samir Parkash (Chair)  
Julia Beck  
Shane Lynch  
Paul Neville  
Richard Smith-Morgan

Apologies: Esi Eshun  
Cameron Fox  
Tim Reid  
Louis Taylor

Secretary: [REDACTED]

## 7 DIT, HMT, x-WH and General Updates

7.1 The Chair gave an overview of the week's meetings with the Secretary of State and junior ministers, highlighting priorities, preferred ways of working, and implications for UKEF.

7.2 Members discussed business continuity in the event of an exogenous shock, and disaster recovery plans. They requested a review of all divisional plans and a committee discussion on in the coming weeks.

**ACTION: Secretariat to arrange an EC discussion on business continuity.**

7.3 The committee discussed the effect of the recent Fiscal Event, the launch of the direct lending project and EXIP calculator, exemptions for reinsurance, and the Interim Chief Risk Officer's perspective on UKEF's exposure to Dubai after a recent visit to projects in the country.

## 8 Allocation of funding for Contractors

8.1 The Head of Transformation and Change, [REDACTED], presented a request to reallocate underspend funds to extend the contracts of three contractors. He noted the value for money that this represented, given that day rates were expensive and increasing, but were in line with market rates and half the cost of contracting

from FIS or PwC who also did not necessarily understand UKEF software or how it is used.

8.2 Members discussed the continuous improvement training programme at length, and the need to prioritise projects.

8.3 The committee were supportive of the proposals. Members recommended that the submission to ministers include a note on the downsides of not doing this.

8.4 The committee asked for a discussion on potentially merging the change agents, lean agents, and wider process redesign work, and more clarity on tangible outcomes of each network.

**ACTION: Paper identifying the roles of the different elements to note due Jan 2023.**

**[REDACTED]**

**Strategy, Policy and Climate Change Division**