

[REDACTED]

## MINUTES OF UK EXPORT FINANCE EXECUTIVE COMMITTEE MEETING

11 January 2023

Present:	Tim Reid (Chair)	Attendees:	[REDACTED] (item no.2)
	Cameron Fox		[REDACTED] (item no.2)
	Esi Eshun		[REDACTED] (item no.2)
	Julia Beck		[REDACTED] (item no.3)
	Samir Parkash		[REDACTED] (item no.3)
	Shane Lynch		[REDACTED] (item no.4)
			[REDACTED] (item no.4)
Apologies:	None		[REDACTED] (item no.5)
			[REDACTED] (item no.5)
Secretary:	[REDACTED]		
	[REDACTED]		

### 1. **General updates**

- 1.1 The Chair thanked the interim CEO for his leadership and drive over the previous months and noted his significant contribution in steering the department during a particularly busy political time.
- 1.2 The Chair announced that the Director of Legal and Compliance Group (LCG), Esi Eshun, had been appointed as the interim Director of the Business Group. The Chair outlined recruitment plans for a permanent Director and arrangements for the interim LCG Director.
- 1.3 The Chair provided his reflections of meeting the Secretary of State (SoS). The SoS was focused on delivery, keen for more engagement, especially with clients.

### 2. **SoS Commission on Focus Points**

- 2.1 [REDACTED] presented proposed focus areas in response to a SoS commission. They detailed overarching points, metrics for success and deliverables. Broader collaboration with DIT was emphasised.
- 2.2 The Committee endorsed the focus points.

### 3. **Updates on Performance Management**

- 3.1 [REDACTED], returned to EC to provide an update on the Performance Management process.
- 3.2 The Committee discussed options for monitoring the performance of managers, including a specific management objective. Members discussed management

[REDACTED]

training for line managers and agreed that it would be mandatory for all line managers from HEO grade to SCS2.

- 3.3 Members were reminded of changes to SCS performance management. They discussed the value and disadvantages of 360-degree feedback and agreed for its mandatory use solely as part of the SCS induction process.

[REDACTED]

#### 4 **IAAD: Key Controls of the Short Term Business (STB)**

- 4.1 [REDACTED], joined to discuss the internal audit of Key Controls of STB,[REDACTED]

4.2 Members discussed the report, legacy issues from the previous audit, key timelines and progress.

4.3 The Committee noted the contents of the audit report.

#### 5 **Annual Reports and Accounts (ARA) Planning and Timetable**

5.1 [REDACTED] , apprised the Committee of a high-level timetable, process and Audit Committee responsibilities for production of the 2022-23 ARA.

5.2 Members discussed the progress of preparations for the ARA and agreed that it would be promoted at the February Town Hall.

5.3 The Committee heard that HMT's paper on the report is yet to be received and is expected to be considered ahead of the Audit Committee meeting.

5.4 The Committee noted the contents of the paper.

#### 6 **AOB**

6.1 Members continued the discussion on the latest Dear Accounting Officer (DAO) letter and noted as a legislative requirement for Treasury.

6.2 The Chief Finance and Operations Officer presented the UKEF Audit Planning Report (APR) 2022-23 submitted by The National Audit Office (NAO). The APR detailed the NAO's proposed approach for the audit for the coming year. The NAO plan their audit in response to the risks of material misstatement and material irregularity. The Committee further noted the increase in audit fees.

[REDACTED]

[REDACTED]

**Executive Committee Secretariat**

[REDACTED]

## MINUTES OF UK EXPORT FINANCE EXECUTIVE COMMITTEE MEETING

16 January 2023

Present:	Tim Reid (Chair)	Attendees:	REDACTED (item no.2)
	Cameron Fox		REDACTED (item no.2)
	Esi Eshun		REDACTED (item no.3)
	Julia Beck		REDACTED (item no.4)
	Samir Parkash		REDACTED (item no.4)
	Shane Lynch		REDACTED (items no.1-3)

Apologies: None

Secretary: REDACTED

### 1. **Chair's welcome**

1.1 The Chair announced the appointment of Jayne Whymark as the Interim Director of the Legal and Compliance Group (LCG).

1.2 Members noted the judgement in the Judicial Review of the Mozambique LNG case.

### 2. **New website**

2.1 REDACTED, updated the Committee on the progress of UKEF's new website. REDACTED highlighted the difference between existing marketing portals and explained how it represented value for money.

2.2 Members noted the website's simplicity in explaining UKEF's offer, its customer-focused navigation and features, and the increased insight into users that it would provide.

2.3 The Committee discussed the cyber security of the site, the roles and responsibilities for security of the site, and governance and consistency of the content.

### 3 **Financial Crime Predictions 2023**

[REDACTED]

- 3.1 Ms Esi Eshun, Interim Director of Business Group, introduced REDACTED who had been working on financial crime on secondment REDACTED, to share foresight into likely financial crime threats in the coming year.
- 3.2 They outlined geopolitical events that had affected financial crime in 2022 to give context to the speed and scale of developments in this area. They detailed future likely challenges and their implications for UKEF. They suggested potential mitigations and controls, and highlighted tensions and trade-offs.
- 3.3 The Committee considered the content. They discussed REDACTED threats to customers and emanating from customers. Members discussed ownership of risk, risk appetite and whether the Executive Committee should be comfortable with the due diligence it is doing or whether there is more that needs to be done.
- 3.4 The Chair asked that the Committee continue the discussion internally in the next meeting.

#### **Operational plan initiation**

- 3.1 REDACTED outlined plans for developing and launching the departmental operational plan, including tying it in with the quarterly management report.
- 3.2 Members discussed support and engagement, noting the clarity of the timetable and requirements. The Committee agreed the proposed process and next steps.

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**Executive Committee Secretariat**

[REDACTED]

## **MINUTES OF UK EXPORT FINANCE EXECUTIVE COMMITTEE MEETING**

**17 January 2023**

Present: Tim Reid (Chair)  
Cameron Fox  
Esi Eshun  
Julia Beck  
Samir Parkash  
Shane Lynch  
Jayne Whymark

Apologies: None

Secretary: [REDACTED]

### **3. Committee updates**

- 1.3 The Chair welcomed Jayne Whymark to her first meeting in her position as the Interim Director of the Legal and Compliance Group (LCG).
- 1.4 The Committee noted that Cabinet Office spending controls for consulting and professional services would be abolished from 1<sup>st</sup> February so any spend requests after 1<sup>st</sup> February would not be subject to the controls.
- 1.5 Members discussed UKEF secondees to HM Treasury, acknowledging the development opportunity it presents.
- 1.6 The Committee noted that this year's underspend would be moved to next year. They appreciated the need to stick to forecasts and limit unexpected costs.
- 1.7 The proposed Business Group (BG) Transformation consultation was closing shortly. Internal discussions on the proposals had so far seemed positive and staff appeared keen for things to progress.
- 1.8 Members discussed ongoing cross-government discussions.
- 1.9 The Chair reflected on very positive meetings with the Minister for Exports and the new Permanent Secretary for the Department for International Trade (DIT). Both were very supportive of UKEF, keen to engage and eager for ways to help amplify UKEF's message and work.

[REDACTED]

## **2 Internal Audit update and future plans**

- 2.1 Mr Shane Lynch, the Director of Resources, provided an update on the current situation with internal audits. He asked for the Committee's steer on longer term resourcing solutions.
- 2.2 The Committee heard that six of the original 21 audits planned had been completed, with two more likely to be finished by 31<sup>st</sup> March. Mr Lynch recommended that future audit programmes needed to reflect the risk taxonomy.
- 2.3 The Audit Committee was meeting the following day. They would give a steer on the focus of future audits that should be done.
- 2.4 He reported on his and the Interim Head of the IAAD's meeting with the Government Internal Audit Agency (GIAA), where they had been advised to focus on where there were gaps in audit coverage. They were counselled to take assurance from existing second line of defence controls from Compliance and Enterprise Risk Division as well as audits that have been completed in the last two years.
- 2.5 The Committee discussed gaps in audits and two possible approaches to auditing Business Group functions. They discussed resourcing requirements and compared options, giving consideration to expertise, the pace of delivery, and the value for money of using an in-house team, GIAA, or an external auditing firm.
- 2.6 It was agreed that the Director of Resources would explore the options and return to the Committee in due course.

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**Executive Committee Secretariat**

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## **MINUTES OF UK EXPORT FINANCE EXECUTIVE COMMITTEE MEETING**

**23 and 24 January 2023**

Present:	Tim Reid (Chair)	Attendance:	[REDACTED] (item no.3)
	Cameron Fox		[REDACTED] (item no.3)
	Julia Beck		[REDACTED] (item no.4)
	Samir Parkash		[REDACTED] (item no.4)
	Shane Lynch		[REDACTED] (item no.4)
	Jayne Whymark		[REDACTED] (item no.5)
			[REDACTED](items no.1-5)
Apologies:	Esi Eshun		[REDACTED] (item no.6)
Secretary:	[REDACTED]		

### **1. Review of minutes and actions**

- 1.1 The minutes from 21<sup>st</sup> December, 11<sup>th</sup> January, 16<sup>th</sup> and 17<sup>th</sup> January minutes which were all approved subject to minor comments.
- 1.2 The actions were reviewed and considered closed.

### **2. General discussion**

- 2.1 The Chair reported on the morning meeting with the Secretary of State (SoS) who reflected on Davos and articulated her five priorities. He had also met with DIT's Permanent Secretary [REDACTED].
- 2.2 Members discussed issues including [REDACTED] sovereign claims, Supplementary Estimates, the Annual Report and Accounts, Friends of the Earth's appeal of the Judicial Review decision, [REDACTED] subsidies, other transaction work, and Trade Union activity. The Committee discussed ongoing cross-government discussions.

### **3. Efficiencies and Savings**

- 3.1 [REDACTED], presented the proposed response identifying potential efficiencies and savings across the department.



[REDACTED]

3.2 Members agreed with the response and offered points on the narrative. The Committee asked to be sighted on the final version with the Chair giving final sign off.

4. **Data Management Information Transformation checkpoint 2 business case**

4.1 [REDACTED], presented the business case for a six month project focused on addressing underlying strategic data challenges. The project would require Change Board funding, internal resource, and some departmental underspend for FY22/23.

4.2 They detailed the rationale for a focused effort on remediating fundamental issues. They outlined the benefits and explained how data could be used for insight and foresight. They emphasised the cultural change that would be required for staff to reduce reliance on manual efforts and support new ways of working.

4.3 Members examined the trade-offs of de-prioritising and deferring other projects for six months. The committee agreed that data should be prioritised. The Chair reflected on the utility of data improvements in the Short Term Business.

4.4 Members discussed why previous efforts at addressing underlying issues had stalled or failed. They concurred that staff buy-in was the biggest determinant of success. The Committee agreed on the responsibility on EC and SLT to show leadership in changing the tone on data. The Chair emphasised the importance of staff understanding the need for data remediation, benefits, and their individual responsibility in engaging with and supporting the work.

4.5 Members discussed the costs of further work and noted that there would be future decisions.

4.6 Members supported the approach. The Chair thanked the team for their progress to date and the improvements.

5. **Functional Standards mid-year update**

5.1 [REDACTED], explained Functional Standards (FS) were the consistent and coherent ways of working across government.

[REDACTED]

5.2 [REDACTED] detailed the responsibilities and expectations of EC members and FS managers. Members discussed the requirements and timetables for drafting Functional Standards in Internal Audit and Procurement.

5.3 The Committee discussed concerns about work on the Standards being proportionate.

5.4 Members noted the current level of compliance and agreed that planning for compliance with the FS should be integrated into the Operational Planning process.

## **6. Transformation of the Risk Management Group (RMG)**

6.1 Mr Samir Parkash, Chief Risk Officer, gave the context for the proposed transformation. He detailed changes in the scope and complexity of existing and emerging risks facing RMG.

6.2 [REDACTED], Deputy Chief Risk Officer, explained the need to give more seniority to functional roles and to align the proposed RMG Academy with the Business Group (BG) Academy for career paths.

6.3 The Director of Resources gave broader context of UKEF's staffing model and costs. Members discussed the structure options and implications on grading roles. They discussed the corporate leadership, contributions and additional responsibility that should be expected of senior technical staff roles.

6.4 The Committee noted the higher representation of more disadvantaged and ethnic minority staff in lower-graded administrative roles and agreed on the importance of providing opportunities for career progression and development pathways at those levels. Suggestions for using the Senior Leadership Team effectively were also discussed.

6.5 The Chair underscored the need for clarity between first, second and third lines of defence and the client management relationship construct between RMG and BG. They agreed to discuss further with Ms Esi Eshun, Interim Director of BG.

6.6 The Director of Resourcing agreed to look at the feedback from the recent BG consultation to take lessons for options for RMG.

6.7 The Committee supported the proposals.

[REDACTED]

7. **AOB**

7.1 [REDACTED] proposed pairing EC and Board members to promote continuous communication. Members discussed induction training for Board members.

7.2 [REDACTED] outlined plans for a staff award at the upcoming Town Hall. Members emphasised the importance of rewarding behaviours as well as achievements.

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**Executive Committee Secretariat**

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## MINUTES OF UK EXPORT FINANCE EXECUTIVE COMMITTEE MEETING

30 January 2023

Present:	Tim Reid (Chair)	Attendance:	[REDACTED] (item no.1)
	Cameron Fox		[REDACTED] (item no.2)
	Esi Eshun		[REDACTED] (item no.4)
	Julia Beck		[REDACTED] (item no.4)
	Samir Parkash		[REDACTED] (item no.5)
	Shane Lynch		

Apologies: Jayne Whymark

Secretariat: [REDACTED]  
[REDACTED]

### 8. **General discussion**

8.1 Comments on the minutes from the EDG meeting would be provided to the Secretariat and reviewed at the next meeting.

8.2 Members provided updates on their respective Directorates. The Committee discussed the Secretary of State's (SoS) priorities. Members were updated on plans for reframing the MoU with DIT as a partnership agreement.

8.3 Members discussed ways of working with HM Treasury and agreed centralising communications through SPoCC, save for finance or sensitive HR correspondence. The Committee shared respective conversations with other public finance institutions and agreed a need to better coordinate engagement and collaboration. It was agreed that the SPoCC division would follow up.

8.4 Members discussed the scope of the Board and updating induction processes.

8.5 The Chair provided an update on recent meetings with the SoS. The Chair summarised his priority areas that he would detail at next week's staff Town Hall. He invited members to provide comments on his approach and asked for input to the EC strategic forward agenda. He outlined plans for the EC Away Day in March.

### 9. **DDaT update and next steps**

9.1 [REDACTED], presented an overview of the work undertaken on the revised DDaT structure and management service contracts. They presented recommendations for EC approval.

[REDACTED]

9.2 The Committee discussed poor performance from third party providers, value for money of outsourced services and retention of civil service staff. Members considered recruitment challenges and contingency plans, as well as opportunities with bringing the Service Desk function inhouse alongside IT operations.

9.3 The Committee noted the progress and closure of actions to date. They supported [REDACTED] conviction in better articulating UKEF's impact as a way to attract and retain staff. They approved further work on costs for the proposed DDaT structure, updated job descriptions, and insourcing the Service Desk function.

#### 10. **People Survey priorities for action planning**

10.1 Mr Shane Lynch, the Director of Resources, presented recommendations following the 2022 People Survey results. He outlined priority areas and detailed actions he is taking to address them. The Committee discussed options for the employee proposition and reflected on the generally positive engagement scores.

10.2 Mr Lynch will circulate the free text comments with EC members and SLT.

10.3 The Committee agreed with the approach.

#### 11. **Update on short-term product issues**

11.1 [REDACTED] returned to EC to provide an update on the backlog and ongoing issues with short-term products.

11.2 The Committee heard that progress had been made with reducing the backlog and with better coordinating internal operations. [REDACTED]. The Committee heard challenges with reconciliations, discussed alternative approaches and options for managing them.

11.3 [REDACTED] reported an incremental improvement with a particular bank that had provided reconciliation reports on time. The Committee agreed that the performance of the bank should be monitored for a period [REDACTED].

#### 12. **AOB**

12.1 The Committee noted the UKEF Supplementary Estimate Memorandum.

12.2 [REDACTED] presented the agenda for the strategy day with the Board February 2023. Members provided suggestions for consideration.

[REDACTED] and [REDACTED]

[REDACTED]

**Executive Committee Secretariat**