

MINUTES OF UK EXPORT FINANCE EXECUTIVE COMMITTEE MEETING
MONDAY 8 APRIL 2024

Present:	Tim Reid (Chair)	Attendees:	[REDACTED] (item no.3)
	Samir Parkash		[REDACTED] (item no.3)
	Cameron Fox		[REDACTED] (item no.4)
	Julia Beck		[REDACTED] (item no.5)
	Jayne Whymark		[REDACTED] (item no.5)
	Adam Harris		[REDACTED] (item no.5)
	Carl Williamson		[REDACTED] (item no.6)
			[REDACTED] (item no.6)
			[REDACTED] (item no.6)
Apologies:	Shane Lynch (AL)		[REDACTED] (item no.6)
	Dan Bowden (AL)		[REDACTED] (item no.7)
Secretariat:	[REDACTED]		

1. **Standing items**

- 1.1. No conflicts of interest were declared.
- 1.2. Members reviewed the open actions log and minutes.
- 1.3. The 4th March minutes were approved. There were comments on the minutes from the 23rd February and 26th March, and proposed actions from 2nd April meeting. They were all approved subject to amendments.
- 1.4. Members discussed the forward agenda with no further changes required.

2. **Directors' updates**

- 2.1. The Chair updated the committee on the Start The Week meetings with senior leadership of the Department for Business and Trade (DBT). He also reflected on recent meetings with the DBT Permanent Secretary, and the Foreign Commonwealth and Development Office (FCDO). Members were also updated on developments in submissions to Ministers and working with the Treasury on potential transactions.
- 2.2. The committee discussed headcount, UKEF advertising, the Senior Leadership Team meeting, meetings with staff unions, and communications with partner banks, clients, and UK Government Investments. They discussed the upcoming Annual Reporting and Account and Financial Reporting Changes updates.

2.3. Members were informed that the National Audit Office interim report would be shared with the committee.

2.4. The committee discussed matters pertaining to potential transactions including legal, security and timing considerations. They heard that the Export Guarantees Advisory Council (EGAC) would be consulted for advice on matters pertaining to their areas of expertise.

2.5. [REDACTED]

3. **Control Environment Certificate – Reflections from the CEC process**

3.1. [REDACTED], led a discussion on reflections from the Control Environment Certificates (CEC) process to identify any issues common across the department that hadn't been raised in individual Group CEC returns.

3.2. Members discussed taking a holistic approach to the CEC and reviewing any significant governance and key concerns before reporting to the CEO. They also discussed reputational risk, post-issue management, early sightings and process improvements.

3.3. The committee considered how to share information between teams and an appropriate process for escalating issues. They discussed providing a CEC heat map.

4. **Transition EDG product review**

4.1. [REDACTED] , presented issues arising from a review on the Transition Export Development Guarantee.

4.2. The committee discussed and considered aspects of the product and analysed the feedback. They discussed customer demand for the product, user incentives, how to exit a Transition EDG, and reputational risk.

4.3. The committee considered external and internal stakeholder expectations. They discussed whether changes would be needed to minimise legal risk and whether the tightening of controls would have an effect on product demand.

- 4.4. Members noted that market demand might be clearer in the future given regulatory and policy changes. They agreed to continue offering the product as is for two years and to again review demand, uptake and features at that point.
- 4.5. The committee approved the paper with an interim review to be presented to EC in twelve months' time.

5. **Change Initiatives**

- 5.1. [REDACTED] , joined EC to follow up on discussions at the EC Away Day on implementing Change initiatives as required by the business and operating plans.
- 5.2. Members considered the five proposed alternatives for addressing the challenges in delivering the plans.
- 5.3. The committee discussed resourcing requirements and constraints, budget restrictions, and impacts on systems. They discussed the scale of other projects and capacity to undertake incremental work on top of already planned Change initiatives. Members reflected on options for utilising underspend.
- 5.4. The committee agreed that options 2 and 3 were preferable, with option 4 explored on an exceptional basis. Options 1 and 5 were discussed but decided against.
- 5.5. The committee approved the paper and noted the intent to return to EC in June.

6. **Change Board Terms of Reference**

- 6.1. [REDACTED] , outlined the proposed changes to the Change Board Terms of Reference following the bi-annual review.
- 6.2. Members considered the proposed amendments and agreed with all.
- 6.3. The committee endorsed the updated Change Board Terms of Reference.

7. **Any other business: business estimates in Operational Plan**

REDACTED

- 7.1. [REDACTED] , discussed the proposed estimates for business forecasts for inclusion in the Operational Plan.
- 7.2. Members discussed forecasting on a quarterly basis to reflect that estimates are subject to change. They also discussed the potential transactions that are driving numbers, the central estimate, ranges and premium rate.
- 7.3. Members also discussed articulating the estimates to the Board.
- 7.4. Members approved the estimates and ranges set out in the paper.

EC Secretariat

MINUTES OF UK EXPORT FINANCE EXECUTIVE COMMITTEE MEETING
MONDAY 15th APRIL 2024

Present:	Samir Parkash (Chair)	Attendees:	[REDACTED] (item no.3)
	Cameron Fox		[REDACTED] (item no.4)
	Jayne Whymark		[REDACTED] (item no.4)
	Adam Harris		[REDACTED] (item no.4)
	Shane Lynch		[REDACTED] (item no.5)
	Dan Bowden		[REDACTED] (item no.5)
	Carl Williamson		[REDACTED] (item no.6)
	Julia Beck		[REDACTED] (item no.6)

Apologies: Tim Reid (overseas)

Secretariat: [REDACTED]
[REDACTED]

8. **Standing items**

- 8.1. No conflicts of interest were declared.
- 8.2. The minutes of the 8th April were approved. The minutes from the 2nd April would follow.
- 8.3. Members reviewed the open actions log.
- 8.4. Members discussed the forward agenda and reprioritised papers accordingly.

9. **General Discussion**

- 9.1. Members updated on cross-Whitehall meetings and personnel changes, national security sanctions, forthcoming sub-committee meetings, an upcoming Berne Union event and upcoming meetings with the new Board Chair.
- 9.2. Members reflected on workshops and meetings with partner banks on transactions and guarantees, visit from clients and banks, ongoing deals, and product development. They discussed the progress of the DBT Economic Growth Playbooks work as well as an Export Investments workshop.
- 9.3. [REDACTED].

9.4. The committee discussed the increase in hours spent on Learning and Development last year, ongoing recruitment, the upcoming Change Board as well as the proposed restructure of the Technology division. They also heard procurement and discussions with the Trade Union.

9.5. The committee was informed about UKEF's intention to volunteer to host the G7 ECA Heads meeting in 2025.

10. **Annual Report and Accounts (ARA) Review**

10.1. [REDACTED], gave an update on the ARA following the design templates that had been shared by Written Procedure.

10.2. The committee heard that all sections had been cleared by Deputy Directors in their relevant areas. They advised that all Directors cleared their respective contributions by later in the week. They outlined expectations regarding deadlines and received feedback on design and colours of the pack.

10.3. Members discussed minor changes to be made.

10.4. Members asked about areas of the Task Force on Climate Related Financial Disclosure (TCFD) assurance processes and how the business was doing against the interim targets.

10.5. They told the committee they would be updating the Audit Committee and UK Government Investments the following week.

10.6. The committee is to expect the final report on, or before, Monday 10th June.

11. **BG Business Forecast FY 2024/2025**

11.1. [REDACTED] team set out the business forecast for financial year 2024-2025.

11.2. The committee heard about trends, the outlook for the year ahead, the factors driving premiums and maximum liability, and heard that the portfolio to premium risk ratio appeared favourable. [REDACTED].

11.3. Members noted that a quarterly business reforecast will take place to monitor UKEF progress against forecasted base system business and individual transactions within it-

- 11.4. Members proposed that the team modify the design of the chart showing premium-to-maximum liability and adjusting the design and volume of content in the main section of the document to accommodate the Board's needs.
- 11.5. The committee noted that some figures were internal management metrics rather than public targets. They considered the assumptions and forecast figures to be reasonable and commended the team's work.
- 11.6. The committee approved the paper.

12. **Product Development Benchmarking**

- 12.1. [REDACTED], lead on discussions regarding the product development benchmarking.
- 12.2. Members heard the qualitative and quantitative results from surveying a diverse range of stakeholders. They also heard about work to gather feedback from companies that UKEF could not support. The focus would be on the companies' experiences and how to improve communication of UKEF's product offering. Members emphasised the importance of utilising our customer relationship management (CRM) tool as a source for customer feedback.
- 12.3. The committee heard reflections on UK Export Finance's digital capabilities, a cost/benefit analysis of product development. Members reviewed the approach to pilots, and to variations in products and deals, ensuring alignment with controls and governance standards.
- 12.4. Members proposed design and content revisions to the slide deck for the Board meeting in May. They expressed confidence in the current processes and operationalisation.
- 12.5. The committee recommended that the team engages with the User Research, Technology, Data & Analytics, and Fintech teams.
- 12.6. The committee noted the paper with positive comments. It would progress to the Board.

13. **Business Critical Model Review**

- 13.1. [REDACTED], presented an overview of the annual review on the business-critical model review.
- 13.2. Members heard the team cover the status of the 10 business-critical models, including new and expired ones, along with their RAG status.
- 13.3. The committee discussed the Economic Impact tool. They also discussed the Financed Emissions Model and requested an update on this matter. The committee noted that the review would be uploaded to the gov.uk website after receiving approval from the committee.
- 13.4. The committee approved the paper.

14. Enhancing the scope of UKEF's Online Premium Rate Indicator Tool

- 14.1. [REDACTED], gave a presentation on enhancing the scope of the online premium rate indicator tool. The committee heard the rationale for team's request to increase the scope of the premium rate calculator to include corporate risk. The committee was asked for a steer on whether to proceed.
- 14.2. The committee noted that the same idea had been discussed at the Enterprise Risk and Credit Committee (ERiCC) several years ago and would go back to ERiCC in June along the annual review of the pricing policy.
- 14.3. The discussion covered options for changing the existing model, parameters of the variables, and the team's preference to use OECD (Organisation for Economic Cooperation and Development) rates exclusively rather than internal UKEF rates.
- 14.4. Members discussed the practicalities of changing the scope of the indicator tool and cautioned against adding it to the Transformation and Change agenda. They believed it could be done in less than the 20-day limit for Change projects so was perhaps more appropriate for the Change Lab.
- 14.5. They also discussed the importance of including a disclaimer on the model and providing a strong caveat on the tool.
- 14.6. The committee suggested the team start small and iterate, focusing on understanding customer needs and desires from the tool. Members asked that consideration be given to the number of users of the existing calculator and

REDACTED

weigh the reward against the effort required. They wanted to be proportionate in the approach, making it as good as possible without expending too many resources and effort.

14.7. The committee agreed with to the changes and requested the team works with IT colleagues. They looked forward to receiving an update.

15. **AOB**

15.1. There was no other business

EC Secretariat