

UK Shared Business Services Ltd

Minutes of the 92nd UK SBS Board Meeting held via teleconference on Tuesday 21 July 2020 commencing at 09.30am.

Attending:

Board Members:		UK SBS Executives:	
Tim Knighton (Chairman)	TK	Crispin Dawe, Finance Director	CD
Richard Semple	RS	Caroline Jenkins, Company Secretary	CJ
Graham McAlister	GM	Andrew Lewis, Chief Operating Officer	AL
Ruth Elliot	RE	Mike Rendall, CTO	MR
Neil Phimister	NP	John Arnott, Strategy Director	JA
Alice Hurrell	AH	Andrew Lewis, Chief Operating Officer	AL
Emma Ferguson-Gould	EF-G	Jacqui White, Business Change Executive	JW
		Guests / Observers	
		Hilary Lower, NAO, for item 6	HL

1. WELCOME (SBS 030-20 and 031-20)

- 1.1 The Chairman opened the Board meeting at 09.30am and welcomed all in attendance.
- 1.2 There were no declarations of conflicts of interest in relation to items on the agenda.
- 1.3 The minutes of the meeting held on 28 May 2020 were agreed as a correct record.
- 1.4 The Board received the action log, noting that all actions had now been closed.

2. UK SBS CHIEF EXECUTIVE REPORT (SBS 033-20)

- 2.1 The Chief Executive's report was received by the Board and the following points were noted:
 - A likely confluence of activities expected in the autumn could create capacity challenges. Discussions took place on the planning and mitigations that could be adopted to address the issues that may arise.
 - RS provided a verbal update on the UK SBS annual leave arrangements in place, with carry over increased to 20 days to align with recent government guidance.
 - Whilst plans on the re-occupation of UK SBS office locations were progressing with landlords, there was no immediate requirement to return to the office with service demand and volumes currently being met. A review would be taken in September, alongside the autumn confluence of activities, on any return to the office.
 - Engagement had commenced with the SLG and MLG on UK SBS future ways of working, acknowledging that leaders within the Company should proactively model any new approach. Given the differences between the functions, a 'one size fits all' working approach would not be appropriate.
 - The results of the recent employee engagement survey were congratulated. The engagement channels used during COVID-19 lockdown working conditions were outlined.

Actions:

- **A report to be submitted to the September Board meeting outlining the activities expected to coalesce in the autumn and potential implications.**
- **AH to share BEIS re-occupancy planning documents with RS.**

3. AUDIT COMMITTEE UPDATE

- 3.1 NP provided a verbal update on the key points considered at the last Audit Committee meeting. In relation to the Annual Report and Financial Statements at item 6, NP informed the Board of the NAO requirement for shareholder support to be received to provide a positive going concern statement.

AH joined the meeting.

4. FINANCE, PERFORMANCE AND RISK (SBS 034-20)

- 4.1 The Board received the performance pack. UK SBS had informed BEIS of two potential overspends; £100k in relation to BAU spend to respond to COVID-19 and £1m in relation to the future solution programmes, to which no funding had yet been confirmed. CD also informed the Board of the potential for a £2.8m leave accrual at March 2021 in relation to COVID-19 as a worst-case scenario. Whilst it was acknowledged this would not affect the solvency of the Company, it would impact on the accounts for 2020/21, with the effects reversing out over the next few years.
- 4.2 Discussions took place on FTEs against budget, noting a number of factors including a reduction in turnover since COVID-19.
- 4.3 An explanation on the RAG statuses used by UK SBS was provided and discussion ensued on the status of the UK SBS Connect project.
- 4.4 The Board received the risk register.

5. BOARD PERFORMANCE EVALUATION APPROACH (SBS 035-20)

- 5.1 The Board received the report and agreed the approach to the 2020/21 performance evaluation.

Actions:

- **EF-G to confirm the approach to be taken in relation to the Chair performance review.**

Item 7 was taken at this point in the agenda.

7. BUSINESS PLAN (SBS 037-20)

- 7.1 TK introduced the updated business plan document, following recent engagement with the owners. Performance against the plan would be reported within the monthly consolidated performance pack, with a more in-depth review to take place at the November Board meeting.
- 7.2 Discussions took place on the future aspirations for the Company, potential need to review the governance arrangements and the resourcing model to support the longer-term plans.

- 7.3 The Board agreed the 2020-2023 Business Plan. JA informed the Board of the next steps in relation to shareholder approval and internal communications.

HL joined the meeting.

6. ANNUAL REPORT AND FINANCIAL STATEMENTS 2019/20 (SBS 036-20)

- 6.1 The Audit Committee had received the 2019/20 Annual Report and Accounts and recommended them to the Board for approval. HL confirmed the requirement for shareholder support to be provided in relation to the going concern.
- 6.2 The Board confirmed that it considered it appropriate for the Annual Report and Financial Statements to be prepared on the going concern basis; it had reviewed the Company's business for post balance sheet events and found none; approved the UK SBS Annual Report and Financial Statements for 2019/20 and the Letter of Representation that is to be sent to NAO; and authorised the CEO to sign, on behalf of the Board, both the Letter of Representation and the Annual Report and Financial Statements for 2019/20, subject to receipt of the supporting statements from the shareholders.

HL left the meeting.

8. FUTURE SHARED SERVICE PROGRAMMES (SBS 038-20)

- 8.1 RS introduced the report, noting the current status of the BEIS and UKRI programmes, anticipated timelines for implementation and licence implications. The challenges to UK SBS remained around capacity and capability and ensuring the appropriate resources were in place to successfully deliver the programmes of work.
- 8.2 The Executive agreed to undertake a scenario planning exercise, to include input from owner organisations on expected increases in user number in the autumn, to gain an understanding of the type of resources and skills required to deliver the anticipated programmes. The outputs of the scenario exercise to be used to inform discussions with owners regarding risks and financial requirements.

Actions:

- **The results of the scenario planning exercise outlining UK SBS readiness to be considered at the September Board meeting.**

9. STRATEGIC WORKFORCE PLAN (SBS 039-20)

- 9.1 The Board received the report, noting the longer-term proposals and challenges around capacity, capability and funding. Work was already underway to identify the skills that would be needed in the future, particularly within ISS, with associated training and role requirements.

Actions:

- **A report to be considered at the November Board meeting highlighting the skills that would be needed within UK SBS in the future against an assessment of the skills in place now to identify the gaps and create a plan to address the resourcing needs, including investment / funding.**
- **AH to share relevant insight and support in relation to digital team skills with JA, together with TK for further input.**

10. TRADE REMEDIES AUTHORITY (SBS 040-20)

- 10.1 The Board received the report, acknowledging the risks and risk owners, and agreed to the provision of service, via the Department for International Trade, to the Trade Remedies Authority until such time as they have implemented an alternative service provision.

Actions:

- **UK SBS to formally notify the Department of International Trade (DIT) of the risks involved with the provision of service via DIT to the TRA.**

11. NEXT BOARD MEETING

- 11.1 The items to be considered at the next Board on 29 September 2020 were noted as:
- FSS Programme
 - Board Performance Evaluation
 - Brexit / Autumn Planning
 - Annual Governance Review

12. ANY OTHER BUSINESS

- 12.1 There was one item of other business.
- 12.2 Procurement Target Operating Model – JA provided a verbal update on the progress made to date.

Board closed at 11.40am

Next meeting: 29 September 2020

A closed session of the Board was held at the conclusion of the meeting.