

UK Shared Business Services Ltd

Minutes of the 75th UK SBS Board Meeting held at Polaris House, Swindon on Tuesday 25th July 2017 commencing at 13.40pm.

Attending:

Board Members:		UK SBS Executives:	
Tim Knighton (Chairman)	TK	Tim Jones, Finance Director	TJ
Carol Bernstein	CB	John Arnott, Corporate Services Director	JA
Joanna Brigham	JB	Caroline Jenkins, Company Secretary	CJ
Hilary Reynolds	HR		
Nolan Smith	NS		

Apologies:

Anne Dixon	AD
Chris Pope	CP
Gavin Foxall, CPO	GF

A. CLOSED SESSION

A1. There was a closed session of the Board with the Company Secretary in support.

1. WELCOME (SBS 040-17, 041-17)

- 1.1 The Chairman opened the Board meeting at 13.40pm and welcomed all in attendance, particularly Jacqui White, Business Change Director, who would be joining UK SBS on 7 August 2017.
- 1.2 The minutes of the meeting held on 25 May 2017 were agreed.
- 1.3 There were no declarations of conflicts of interest relating to any matter on the agenda.
- 1.4 The Board considered the action log; JA provided a verbal update on the only outstanding action (action 73.6) which was subsequently postponed until the autumn.

2. CHIEF EXECUTIVE REPORT (SBS 043-17)

- 2.1 The Chief Executive's report was received by the Board.
- 2.2 The Board discussed the current position with regard to service provision to the Department for International Trade (DIT).
- 2.3 In answer to a question, JB confirmed that there were no proposals in place to vary the services provided or the way in which they were delivered whilst implementing UKRI Day One; the Change Request would allow the necessary work to be phased and scheduled to minimise disruption. The operational requirements for UKRI Day One were still unknown. An internal review of the Business Services Agreement was underway.

3. AUDIT COMMITTEE UPDATE (VERBAL) AND ANNUAL REPORT AND ACCOUNTS (SBS 044-17)

- 3.1 NS provided a verbal update to the Board on the key matters considered at the Audit Committee meeting held on 19 July 2017.
- 3.2 The updated Annual Report and Accounts were considered and the following points were noted:
- The NAO had removed the 'Emphasis of Matter' paragraph in relation to the Going Concern due to the recent BEIS and UKRI decision on the future of the Company;
 - The report narrative (excluding the Annual Governance Statement) had been updated to reflect the BEIS and UKRI decision.
- 3.3 The Board approved the UK SBS Annual Report and Financial Statements for 2016/17; confirmed that the Directors considered the going concern basis to be appropriate for the preparation of the Financial Statements; confirmed that it has reviewed the Company's business for post balance sheet events and found none other than those already disclosed; and authorised the Chief Executive to sign on behalf of the Board both the Letter of Representation and the Annual Report and Financial Statements for 2016/17.

4a. FINANCE (SBS 045-17)

- 4.1 The management account pack covering Q1 activity was received by the Board.
- 4.2 UKRI had confirmed £810k of funding to implement UKRI Day One requirements; funding for other non-BAU programmes had not yet been confirmed. The ROE programme was currently progressing at risk with clarity on funding expected towards the end of the summer.
- 4.3 A full internal Q1 review was underway to confirm the overall anticipated 2017-18 spend for UK SBS and identify firm plans to manage any challenges and pressures. The review would also be used to understand the risks and opportunities that may not have been factored into the forecasts.
- 4.4 Confirmation to be sought from BEIS in relation to the ring-fenced Procurement budget.

4b. PROCUREMENT RISK AND PERFORMANCE (SBS 046-17)

- 4.5 The Board received the Procurement risk and performance update.
- 4.6 In answer to a question, the CPIs would be reviewed in due course to reflect the end to end process complexity. A further update would be provided at the November Board meeting.

4c. PERFORMANCE AND CLIENT ISSUES (SBS 047-17)

- 4.7 The Board received the performance report.
- 4.8 In answer to a question, JB highlighted that most of the work to implement UKRI Day One would be scheduled ahead of 1 April 2018. There was a need to adequately understand resourcing requirements across the service delivery teams in order to continually provide services to the standard expected by clients and within SLAs

during the implementation period; separate teams and processes would be put in place for Business as Usual (BAU) and Day One requirements in order to continue to provide services with minimal disruption. It was acknowledged that although there was a risk for CPIs to slip to amber during the implementation period, it was only expected to be for a short period of time.

- 4.9 The Board agreed for the UK SBS Performance report to be submitted to the UKRI Operational Oversight Board meetings for information.

4d. RISK (SBS 048-17)

- 4.10 The Board considered the corporate risk register, noting that the risks identified by the Senior Leadership Group (SLG) in relation to the UK SBS Roadmap had been added but not fully scrutinised / assessed; an updated risk register would be presented to the Audit Committee and Board in September.

5. UK SBS BUSINESS PLANNING AND ROADMAP (SBS 049-17)

- 5.1 JB introduced the report and the following points were noted:
- A workshop session had been proposed by UK SBS to investigate the future options for shared services i.e. process automation, self-services and end to end processes.
 - The UKRI and BEIS relationship will evolve to genuinely exercise joint control of UK SBS, with the initial focus concerned on governance.
 - A 'design authority' would allow UKRI and BEIS to work together on operational matters.
 - The Board endorsed the vision statement in principle but agreed for SLG to own it and amend as necessary.
 - The Board agreed the high level Roadmap; a meeting had been arranged to socialise the Roadmap with BEIS and UKRI.
 - UK SBS was working closely with UKRI to ensure their Day One requirements were received by the end of August.
 - There was a need to understand the interdependencies between the Roadmap activities and how slippage on the critical programmes / projects could impact the overall delivery of the Roadmap and resourcing. A 'change freeze' on smaller Change Requests may be required in order to focus on the essentials for Day One implementation; there was a need to manage the pipeline of work appropriately.
 - Senior stakeholder engagement was essential to ensure accountability.
 - The next level of work would investigate the capacity and resourcing required to deliver the proposed Roadmap.
 - Programme updates / Portfolio report would be provided at future Board meetings; key risks would be captured on the Corporate Risk Register.
 - The Board endorsed the timetable for completion of the UK SBS Business Plan.

6. ORACLE LICENSING (SBS 050-17)

- 6.1 In answer to a question, TJ and JA confirmed that UK SBS held a number of different licenses in volume and type, managed by a dedicated team within ISS. The contract end dates were monitored as part of the ISS Risk Register. The Audit Committee undertook to review licensing contracts as part of the ISS Risk Register deep dive in November.

- 6.2 The Board endorsed the approach proposed to renew the contract with refreshed terms, based on current and future changes.

7a. BOARD AWAY DAY (SBS 051-17)

- 7.1 The Board agreed for the Away Day to proceed on 12 September 2017. BEIS and UKRI to confirm their views / thoughts on the future composition of the Board ahead of the Board Away Day.

7b. APPROACH TO DIRECTOR, BOARD AND AUDIT COMMITTEE PERFORMANCE (SBS 052-17)

- 7.2 Consideration to be given to an external evaluation and timing depending on the Board composition going forward.
- 7.3 The Board agreed to the performance evaluation framework as set out within the report.

8. NEXT BOARD MEETING

- 8.1 The items to be considered at the next Board on 28 September 2017 were noted.

9. ANY OTHER BUSINESS

- 9.1 Anne Dixon and Hilary Reynolds

TK informed the Board of AD's resignation, received on 19 July 2017. HR informed the Board that she would be resigning with immediate effect at the conclusion of the Board meeting. The Board noted the resignations, and thanked AD and HR for their dedication and valuable input to Board meetings over the last 21 months and wished them well for the future.

Board closed at 3.00pm

Next meeting: 28 September 2017