

UK Shared Business Services Ltd

Minutes of the 97th UK SBS Board Meeting held via teleconference on Thursday 29 May 2021 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
Nick Sammons	NS	Andrew Lewis, Chief Operating Officer	AL
Alice Hurrell	AH	Jacqui White, Business Change Executive	JW
		Observers / Guests	
		Mark Bussey, Programme Director, SHARP, UKRI	MB

1. WELCOME (SBS 022-21 and 023-21)

- 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 30 March 2021 were agreed as a correct record.
- 1.4 The Board received the action log. Verbal updates were provided on outstanding actions. MR provided a detailed update on the plans for an end-to-end Business Continuity exercise with clients.

2. UK SBS CHIEF EXECUTIVE REPORT (SBS 023-21)

- 2.1 The Chief Executive's report was received by the Board and the following points were noted:
 - Implementation of the revised procurement target operating model between UK SBS and BEIS had been paused. A proof of concept was due to be reviewed in Q2, to provide further insights on funding, capacity and anticipated volumes.
 - Feedback from BOE users on UK SBS Connect had been positive, with noted improvements in data quality. The expenses capability was due to be launched in June.
 - More regular, targeted pulse surveys on specific topics of change and transformation to be introduced, to complement the bi-annual employee engagement survey. Managers to work with teams to understand the slight drop in completion rate.
 - In relation to the return to the office, a phased approach had been agreed to align with the government roadmap and guidance. Support for managers and employees would be provided to help with the transition to hybrid working.

- Learning and development was being reviewed as part of the overall strategic workforce planning, with a new platform to deliver training due to be implemented in the next few months.

3. AUDIT COMMITTEE UPDATE (verbal)

- 3.1 NP provided a verbal update on the key points considered at the May Audit Committee meeting, including the HIA annual opinion of moderate and an update on the SoDaR programme.
- 3.2 Discussions took place on sustainability and net zero, recognising the priority accorded to it by both BEIS and UKRI. It was anticipated that increased scrutiny and reporting on wider corporate social responsibility issues would be expected in the coming years. The Board agreed for a separate item on net zero / sustainability to be considered at the September Board meeting.
- 3.3 NP informed the Committee that he would be stepping down as a Non-Executive Director and Audit Committee Chairman at the end of July 2021. The Board agreed to appoint Graham McAlister as Audit Committee Chairman from 1 August 2021, for a two-year term. UKRI to confirm a replacement Non-Executive Director appointment in due course.

Action:

- **A paper to understand the net zero / sustainability targets and work underway in similar organisations to be considered at the September Board meeting, along with the UK SBS position and approach to be taken.**

4. FINANCE, PERFORMANCE AND RISK (SBS 024-21 via PowerBI)

- 4.1 The full year forecast for non-BAU RDEL projects was currently on budget. The full year forecast for BAU RDEL showed a net overspend of £0.4m due to the anticipated shortfall in BEIS budget allocation against agreed service demand and an increase in Oracle licence costs due to higher user numbers.
- 4.2 Discussions took place on the funding required by UK SBS to successfully deliver the Matrix Cluster programme, noting that the SHARP programme had included UK SBS costs within the OBC. Client driven change requests were not being implemented unless accompanied with funding.
- 4.3 Services provided by UK SBS to clients were dependent upon the BAU funding received. The Board were informed of the impacts should BAU funding not be forthcoming.
- 4.4 In answer to a question, CD confirmed that clients reviewed user data biannually to remove any users who had left the organisation(s). This exercise provides more accurate numbers for re-charging. The challenges faced by BEIS in providing an accurate forecast of user numbers was acknowledged; AH endeavoured to inform UK SBS of changes before they occurred.
- 4.5 The Board acknowledged that the current cost model had limitations that needed to be addressed ahead of the GSS strategy implementation. Input into the Comprehensive Spending Review would be required over the next few months. A revised funding model was under development, encompassing wider elements including the performance framework and service agreements, and aligning with Managing Public Money principles.

Actions:

- **The Board to receive an update on 2021-22 budgets to understand if any mitigating action(s) was required, particularly with regard to the £350k gap in BAU funding received.**

4.6 In answer to a question, the process by which client scores were gathered was outlined. The same data sets were used for compiling the client performance reports, with more a more granular review undertaken at service levels. The Partnership Service Management Board receives a high-level overview of service performance.

4.7 Demand for change had accelerated. The introduction of charging for change was expected to reduce the number of Change Requests received.

4.8 The Board received the risk register.

5. MODERN SLAVERY STATEMENT (SBS 025-21)

5.1 The Board received the draft Modern Slavery statement and approved it for publication on the UK SBS website.

6. UK SBS BUDGETS 2021/22 (SBS 026-21)

6.1 CD introduced the report, confirming that any employee moves undertaken as part of the organisational design work would be accompanied with the remaining budget for that role.

6.2 The Board approved the budget allocations for 2021/22.

7. FEEDBACK FROM THE OWNERS' MEETING (verbal)

7.1 TK provided a readout of the Owners' meeting that had taken place in May. Agreement to the Business Plan had not been reached; a separate meeting with Owners, RS and TK was to be arranged to discuss in further detail and agree the Plan.

7.2 A verbal update was provided on the progress of the Matrix Portfolio and SHARP Programme, the licencing position and their associated anticipated timelines. The risks and mitigations of any delays to the programmes were considered. The challenges of planning and successfully implementing UK SBS transformation plans without coherent strategies in place were acknowledged.

8. BUSINESS PLANNING UPDATE (SBS 027-21)

8.1 This item was considered as part of item 7.

9. FUTURE SHARED SERVICE PROGRAMMES (SBS 027-21 (COMBINED REPORT WITH ITEM 8))

9.1 This item was considered as part of item 7.

10. UK SBS TRANSFORMATION PLAN (SBS 028-21)

10.1 JA introduced the report and provided a verbal update on the work to date, with the organisational design workstream due to commence in July 2021 and an

implementation plan being built around the cultural and behavioural piece, to be supported by a robust skills framework.

- 10.2 It was noted that any transformational changes beyond 'scenario 0' were dependent on funding from Owners / the shared service programmes. JA provided an update on progress in relation to the development of the pension arrangements.

11. NEXT BOARD MEETING

- 11.1 The items to be considered at the next Board on 29 July 2021 were noted as:

- Future Shared Services Programmes
- GSS Strategy
- Annual Report and Financial Statements
- Performance Evaluation Approach

12. ANY OTHER BUSINESS

- 12.1 There were no additional items.

Board closed at 12.00pm

Next meeting: 29 July 2021

A NOMCOM meeting and closed session of the Board were held at the conclusion of the meeting.