

UK Shared Business Services Ltd

Minutes of the 81st UK SBS Board Meeting held at BEIS Conference Centre 1 Victoria Street, London on Thursday 27 September 2018 commencing at 10.45am.

Attending:

Board Members:		UK SBS Executives:	
Tim Knighton (Chairman)	TK	Mike Rendall, Chief Technology Officer	MR
Richard Semple	RS	Caroline Jenkins, Company Secretary	CJ
Neil Phimister	NP	Andrew Lewis, Chief Operating Officer	AL
Tom Taylor	TT	Jacqui White, Business Change Executive	JW
Graham McAlister	GM	Crispin Dawe, Finance Director	CD
Ruth Elliot	RE		
Nolan Smith	NS		
Alice Hurrell	AH		

1. WELCOME (SBS 059-18, 060-18, 061-18)

- 1.1 The Chairman opened the Board meeting at 10.45am and welcomed all in attendance.
- 1.2 The Board unanimously agreed that Alice Hurrell be appointed as a director of the Company with immediate effect following the nomination of her appointment by BEIS in place of Doug Watkins who had resigned from the Board.
- 1.2 The minutes of the meeting held on 26 July 2018 were agreed as a correct record.
- 1.3 The Board received the action log.

2. CHIEF EXECUTIVE REPORT (SBS 063-18)

- 2.1 The Chief Executive's report was received by the Board and the following points were noted:
 - The collection of qualitative feedback from customers had commenced, the results of which would start to be included within the performance reports in the New Year. A more in depth survey would take place on a quarterly basis with senior stakeholders to form part of a structured feedback review.
 - RS provided a verbal update on a recent outage and subsequent meetings with the provider. Plans were already under development to shift the two capabilities from the provider to alternatives. Consideration to be given as to whether third party assurance was required following the workshop due to take place w/c 1 October 2018.
 - A broad report outlining a range of potential future system solutions had been compiled and would be presented to the BDA. There was a need to understand the extent to which end-to-end processes and culture would also need to change both within UK SBS and client organisations in conjunction with the implementation of a new solution.

- The full savings and cost implications of a potential new solution had not yet been identified. It was recognised that there was a need for owner organisations to challenge themselves and gain an understanding of their ambitions. A BDA steering group meeting was being arranged.
- An outline business case was under development, with the focus on business change as a whole rather than technology change in isolation.

Actions:

- **The Audit Committee to consider the supplier assurance process undertaken by the UK SBS SIAM team and its alignment with the government's approach to assurance.**

3. AUDIT COMMITTEE UPDATE

3.1 NS provided a verbal update on the key discussions that took place at the Audit Committee meeting on 19 September 2018. The Board noted Graham Raikes' resignation and NS' intention to send him a letter of thanks.

4. FINANCE, PERFORMANCE AND RISK (SBS 064-18)

4.1 The Board received the P5 management accounts pack. £1.75m of 2018/19 non-BAU projects remained unfunded; some work was continuing at risk.

4.2 CD informed the Committee of an increase in Oracle licence costs due to a significant rise in employee numbers within both BEIS and UKRI since April 2018, resulting in a potential cost pressure for year end. Work was underway to understand expectations of future recruitment within both organisations.

4.3 Discussions took place on the ease of recruitment, particularly within ISS, and long term solutions for sustainable recruitment.

4.4 Substantial discussions had taken place at the recent Audit Committee with regard to overdue audit recommendations and the conflict between UK SBS priorities and internal audit recommended priorities, with an exercise underway to either complete or revise the expected completion dates where appropriate.

4.5 The Board noted two new risks that had been added to the Risk Register, both of which were within tolerance.

5. UK SBS STRATEGY AND VALUES (SBS 065-18)

5.1 RS introduced the report, outlining the process by which the proposed values had been created and the outcomes for the 3-5 year transformation plan and roadmap. The Business Plan would be recast and presented to shareholders for approval in April 2019.

5.2 Discussions took place on how best to embed values within the organisation; a communications plan would be implemented and the values would have a more practical use in terms of appraisals / performance reviews. A day long workshop would be held in January 2019 for the senior leadership team to consider and understand the culture of leadership. The Executive team to consider broadening 'Diversity' to 'Diversity and Inclusion'.

- 5.3 There was a need to ensure that each of the roadmap outcomes had appropriate measures of performance in place to enable the tracking of delivery and success.
- 5.4 Discussions took place on the implementation timeline for the new system solution including the requisite procurement processes and approvals at the varying stages. It was agreed that the programme was not just technical but also involved cultural change and a review of end-to-end processes that should be implemented ahead of a new technical solution where possible.

Action:

- **A BDA representative to be invited to attend the November Board meeting to provide clarity and assurance on the new solution implementation timescales, approvals and procurement processes / routes.**
- **A draft high level implementation plan to be shared via correspondence if permitted.**

6. FORMER DECC ONBOARDING (SBS 066-18)

- 6.1 AL introduced the report, nothing that go live was due on 1 October 2018. Good collaboration with BEIS had ensured that expectations had been well managed and met. All parties understood that some issues post go live were to be expected; UK SBS employees would be stationed in BEIS over the next few weeks to assist with queries.

7. ANNUAL GOVERNANCE REVIEW (SBS 067-18)

- 7.1 The Board reviewed and agreed:
- Board and Audit Committee Terms of Reference (ToR), subject to one minor tweak;
 - The Corporate Scheme of Delegation;
 - The following Corporate policies:
 - Gifts and Hospitality
 - Health and Safety
 - Charitable Donations
 - Risk Management
 - Whistleblowing
 - Litigation Protocol
 - Corporate Social Responsibility; and
 - Communications
 - The appointment of Neil Phimister (to be appointed as Audit Committee Chairman), Graham McAlister, Kim Humberstone (co-opted) and Philippa Foster (co-opted) to the Audit Committee, noting one vacant NED position.
- 7.2 The Board considered the number of meetings held throughout the year and concluded that, given the volume of change over the next few years, the number should remain as is although the location would vary between Swindon and London.

8. NEXT BOARD MEETING

- 8.1 The items to be considered at the next Board on 29 November 2018 were noted as:
- Update on F-DECC transition
 - UK SBS efficiency approach and narrative
 - ISO 27001

9. ANY OTHER BUSINESS9.1 Nolan Smith

The Chairman informed the Board that this would be NS' last meeting and thanked him for his contributions, dedication and valuable input to both the Board and Audit Committee over the last few years. The Board wished him well for the future.

Board closed at 12.50pm

Next meeting: 29 November 2018