

UK Shared Business Services Ltd

Minutes of the 95th UK SBS Board Meeting held via teleconference on Thursday 28 January 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
Alice Hurrell	AH	Andrew Lewis, Chief Operating Officer	AL
Emma Ferguson-Gould	EF-G	Jacqui White, Business Change Executive	JW

1. WELCOME (SBS 060-20 and 061-20)

- 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 30 November 2020 were agreed as a correct record.
- 1.4 The Board received the action log, noting that all actions had been closed.

2. UK SBS CHIEF EXECUTIVE REPORT (SBS 002-21)

- 2.1 The Chief Executive's report was received by the Board and the following points were noted:
 - The impact of further lockdown was being felt across the organisation, with home schooling and other domestic / caring responsibilities resulting in increased pressures on work / life balances and reductions in productivity. A small increase had also been reported in sickness absence.
 - Thorough checks and mitigating actions had been successfully implemented following the UKRI incident.
 - The opening of office space would be reconsidered in light of further UK government and Welsh government guidance after the current lockdown ceases.

Actions:

- **A report on wider cyber security, response and lessons learned in relation to the UKRI incident to be considered at the March meeting.**

3. FINANCE, PERFORMANCE AND RISK (SBS 003-21 via PowerBI)

- 3.1 The year to date result was noted as break-even. The annual leave accrual risk had decreased to £700k. The full year forecast for non-BAU RDEL projects showed a net

overspend of £0.2m. A net underspend of £1.1m for capital projects was noted due to the challenges of spending during COVID-19.

- 3.2 Discussions took place on the implications of an annual leave buy back scheme.
- 3.3 The performance report was received. Updates were provided on supplier prompt payment targets, noting that the requirements were due to be tightened, specifically in relation to SME suppliers, over the next few months. RS confirmed that payments to people, suppliers and grants would remain the top priorities, with internal moves being considered should capacity and productivity decline further to avoid detrimental impacts.
- 3.4 In answer to a question, CD provided a verbal explanation as to how licence user numbers were kept under review in conjunction with clients.
- 3.5 The Board received the risk register with no further comment.

Actions:

- **An annual leave buy back scheme to be explored in further detail, to understand the potential impacts and associated risks.**

4. BOARD 'AWAY DAY' SUMMARY, DIRECTION FOR BUSINESS PLANNING AND UK SBS TRANSFORMATION (SBS 004-21)

- 4.1 TK provided an overview of discussions from the recent Board 'Away Day' noting the three key areas of focus as:
 - Change priorities, both UK SBS and clients' working with the Partnership Change Board and Service Management Board
 - The Government Shared Service (GSS) Strategy and cluster approach
 - UKRI's SHARP programme
- 4.2 It was agreed that the UK SBS transformation programme was also key to enable the Company to be ready to respond and meet the demands of the above-mentioned activities. The sequencing of this work was paramount.
- 4.3 Discussions took place on the governance, risk and complexity of the GSS Strategy, recognising that the discovery work was due to conclude in spring 2021 and was expected to provide a clear direction and principles for the cluster approach.
- 4.4 It was noted that further discussions may be required with owners in relation to funding, both for UK SBS transformation and wider strategy related costs.

RE left the meeting at 10.25am

- 4.5 JA introduced the report in relation to UK SBS transformation, noting that discussions were underway with BEIS to understand and gain agreement to those activities that could be implemented.
- 4.6 It was recognised that some aspects of the transformation would need to be implemented within the calendar year, with other deliverables spanning multiple years.

Actions:

- **The UK SBS transformation plan to be considered at the March Board meeting, taking into account discussions with BEIS on the activities to be implemented, timelines and any associated risks and funding requirements.**

5. FUTURE SHARED SERVICE PROGRAMMES (SBS 005-21)

- 5.1 JW introduced the report, noting the current status of the BEIS / GSS Strategy and UKRI programmes, the licensing position and associated timelines. BEIS and UKRI were working in partnership to ensure the SHARP programme aligned with proposed future direction.
- 5.2 In answer to a question, it was confirmed that appropriate due diligence had been carried out in relation to the SHARP procurement route.

6. NEXT BOARD MEETING

- 6.1 The items to be considered at the next Board on 30 March 2021 were noted as:
- FSS Programmes - GSS Strategy / SHARP
 - UK SBS Transformation
 - Business Planning 2021-2024
 - Annual Governance Statement
 - Going Concern
 - Cyber security
 - Appointment of a Non-Executive Director

7. ANY OTHER BUSINESS

- 7.1 There were no further items to consider.

Board closed at 11.00am

Next meeting: 30 March 2021

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