

UK Shared Business Services Ltd

Minutes of the 82nd UK SBS Board Meeting held at Polaris House, Swindon on Thursday 29 November 2018 commencing at 10.05am.

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
Graham McAlister	GM	Jacqui White, Business Change Executive	JW
Ruth Elliot	RE	Crispin Dawe, Finance Director	CD
Alice Hurrell	AH	Guests	
		Nathan Moores, BEIS (for item 5)	NM

Apologies:

Tom Taylor	TT
------------	-----------

1. WELCOME (SBS 068-18, 069-18)

- 1.1 The Chairman opened the Board meeting at 10.05am and welcomed all in attendance.
- 1.2 Apologies were received from TT. There were no declarations of conflicts of interest in relation to items on the agenda.
- 1.3 The minutes of the meeting held on 27 September 2018 were agreed as a correct record.
- 1.4 The Board received the action log. The Board agreed to undertake a review of the values in due course.

2. CHIEF EXECUTIVE REPORT (SBS 071-18)

- 2.1 The Chief Executive's report was received by the Board and the following points were noted:
 - The level of BAU work had increased across all clients, with the number of change programmes also increasing. The newly established internal Investment, Appraisal and Change Committee was bedding in to assist with the prioritisation and management of change. The recent funding bid for 2019-20 took into account the increased demand in both BAU and programme change.
 - In answer to a question from a Board member, RS outlined the purpose and objectives of the upcoming leadership workshops. AH agreed to liaise with RS regarding the recently implemented BEIS leadership and management programme.
 - Discussions took place on the projected cost per user profile over the next few years. It was agreed that the drivers for change and prioritisation should be clearly articulated in conjunction with the funding bids to provide the rationale for

a request for increased funding. Projects and programmes were categorised as 'essential' or 'necessary' for prioritisation purposes. Non-BAU project bids to be co-ordinated with UKRI to reduce the likelihood of duplicate bids for funding.

- The Board considered the approval routes for programme funding prioritisation. It was agreed that the Board should have the opportunity to review and agree the prioritisation for inclusion within the Business Plan.

Actions:

- **An item to be added to a future Board agenda to include leadership transformation and a plan for addressing employee survey feedback.**
- **The Board to consider and agree the prioritisation of programmes once the funding envelope was known.**

3. AUDIT COMMITTEE UPDATE (SBS 072-18)

3.1 NP introduced the report and the following points were noted:

- UKRI to consider who may be suitable for nomination to the UK SBS Audit Committee to fill the vacancy left by Philippa Foster who had since left the organisation.
- Discussions took place on the recent risk identified by GIAA and the actions underway to mitigate the risk and impact. Thought to be given as to how best to manage key stakeholders within UKRI.

4. FINANCE, PERFORMANCE AND RISK (SBS 073-18)

4.1 The Board received the P7 management accounts pack. £0.6m of 2018/19 non-BAU projects remained unfunded; some work was continuing at risk. The full year forecast for BAU spend now showed an overspend of £0.3m, primarily due to an increase in Oracle licence costs.

4.2 UK SBS employee growth of approximately 30 employees was to be funded by EU Exit funding. For resource planning purposes, it was agreed that it would be beneficial for UK SBS to have sight of pipeline recruitment figures for both BEIS, DIT and UKRI. Further clarification on BEIS EU Exit recruitment was expected in January 2019. In the event of internal employee moves within BEIS to accommodate a 'no deal', it was agreed for BEIS to put in place the necessary workarounds i.e. line management and approvals.

4.3 Discussions took place on both the short and long-term issues that had resulted in the delay to improvements in the user provisioning process.

4.4 The wider employee strategy and organisational design to be considered at a future Board meeting.

4.5 The volume of CRs now exceeded capacity and had resulted in a backlog. The Board agreed for this information to be used to support the requested increase in budget for 2019-20.

4.6 Discussions took place on the recruitment and retention risk, noting that Swindon had low unemployment rates with competitors often paying a higher wage for the same or similar role. The Board requested that UK SBS join up the EU Exit recruitment with UKRI to help ensure all roles could be filled without causing potential issues or pinch points elsewhere.

Actions:

- **The Board to formally review the UK SBS EU Exit plans in due course.**

5. NEW SOLUTION

(NM joined the room for this item)

5.1 NM provided a verbal update to the Board on the progression of the new solution programme. The following points were noted:

- The roles and responsibilities of the relevant parties and their contribution to the Outline Business Case (OBC) were considered. NM outlined the potential for a more aggressive implementation timeline and the drivers behind this.
- The options being proposed as part of the OBC were outlined to the Board. The Board would have sight of and be asked to sign off the OBC in due course as part of the governance for the programme.
- The Board highlighted the importance of including benefit realisation and overall end to end transformation within OBC considerations. Each of the owner organisations should also be considering the benefit realisation and transformation required internally, along with data structures and reporting requirements.
- Further consideration on the implementation was needed i.e. by client or by service area, 'big bang' vs. phased. Discussions also took place on procurement timelines and potential impact on costs.
- The need to engage all stakeholders early was noted. It was unclear as to whether all parties were aware of the options being considered; further communication and engagement was required.
- The Board requested for visibility on the progress of the programme via regular reporting updates, to be provided by JW at each Board meeting, and offered their support and / or assistance as and when required.

(NM left the room at the conclusion of item 5)

6. UK SBS SITE STRATEGY (SBS 074-18)

6.1 RS introduced the report, noting the key points of the proposals. The Board endorsed the development of the 'adaptive' site strategy to increase headcount in Newport and Billingham.

7. UK SBS EFFICIENCY NARRATIVE (SBS 075-18)

7.1 The Board considered the efficiency narrative and agreed that further development was required. Thought was also to be given as to the target audience of the narrative and how best to disseminate it.

8. FORMER-DECC ONBOARDING (SBS 076-18)

8.1 AL provided a verbal update on the recent issues identified in relation to a small number of Former-DECC employees and tax codes and the implementation of a pay award for BEIS. It was noted that the scheduling of the two implementations had led to an increased pressure on specific teams with UK SBS.

9. ISO 27001 UPDATE (SBS 077-18)

- 9.1 The ROE phase 2 upgrade had been successfully completed. External assessors were undertaking a gap analysis to understand the work required to achieve ISO accreditation; once this had been completed, a firm timeline for milestones and implementation would be agreed. The gap analysis to be considered by the Audit Committee at their February meeting.
- 9.2 Discussions took place on the tools available to UK SBS to help build cyber security resilience and the development of a SOC.

10. NEXT BOARD MEETING

- 10.1 The items to be considered at the next Board on 31 January 2019 were noted as:
- Business Planning
 - Draft Annual Governance Statement
 - EU Exit Planning / Implications
 - Draft OBC / New Solution
 - DIT Service Provision
 - UKRI Transformation Plans

11. ANY OTHER BUSINESS

- 11.1 There were no additional items of business.

Board closed at 12.50pm

Next meeting: 31 January 2019