

UK Shared Business Services Ltd

Minutes of the 93rd UK SBS Board Meeting held via teleconference on Tuesday 29 September 2020 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
		Jacqui White, Business Change Executive	JW
		Sponsor / Observer	
		Nathan Moores, BEIS	NM

Apologies:

Emma Ferguson-Gould	EF-G
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1. WELCOME (SBS 041-20, 042-20 and 044-20)

- 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 21 July 2020 were agreed as a correct record.
- 1.4 The Board received the action log, noting that the outstanding actions were due for consideration at the November meeting.
- 1.5 The Board agreed to re-appoint Alice Hurrell as a Non-Executive Director for a two-year term, commencing on 1 October 2020.

2. UK SBS CHIEF EXECUTIVE REPORT (SBS 045-20)

- 2.1 The Chief Executive's report was received by the Board and the following points were noted:
 - Planning was underway in relation to office re-occupancy, noting the approaches taken by the different landlords, health and safety duty of care considerations and business need. The most recent government guidance was discussed. RS confirmed that the employee survey, due for imminent release, included further questions related to COVID-19 and ways of working.
 - An external consultancy had been appointed to help define and develop the UK SBS transformation plan, to focus on organisation, people and skills and behavioural change, with outputs to be included within the workforce plan.

- The Board and Executive team acknowledged the value in liaising with other ALB's / government bodies on their experience(s) when undertaking similar transformational work.
- The impact of the confluence of autumn activities on UK SBS was expected to be lower than originally planned. RS highlighted two new risks to the Board in relation to a potential Machinery of Government (MoG) change and the recently announced pause to the Government Shared Service (GSS) strategy.
- In answer to a question from a Board member, AL outlined the work underway to mitigate the recorded small rise in data breaches.
- The Board noted the current recruitment opportunities and encouraged the Executive team to actively think about how to exploit the opportunity as part of the workforce plan development.

Actions:

- **An update to be provided to the Board at the November meeting in relation to office re-occupancy.**
- **The revised draft workforce plan to be considered by the Board in November.**

3. AUDIT COMMITTEE UPDATE

3.1 NP provided a verbal update on the key points considered at the last Audit Committee meeting.

4. FINANCE, PERFORMANCE AND RISK (SBS 046-20)

4.1 The Board received the performance pack. The year to date result was noted as a deficit of £0.5m, equal to the amount spent to enable homeworking due to COVID-19, which when offset against savings (i.e. Travel and Subsistence) resulted in a BAU RDEL net overspend of £0.3m. CD outlined the annual leave accrual risk to the Board and the mitigating actions underway.

4.2 Discussions took place on the lack of PO cover for the two Future Shared Service (FSS) programmes underway by both owners, which were continuing at risk. A temporary arrangement to be put in place between BEIS and UK SBS if appropriate.

4.3 Discussions took place on 'real money' resources and how they could be effectively deployed within UK SBS.

4.4 The performance report was received, with discussions on some specific performance measures.

4.5 The Board received the risk register with no further comment.

Actions:

- **CD to work with BEIS to agree an interim budget provision for the FSSii programme whilst the detailed budget was being finalised.**

5. ANNUAL GOVERNANCE REVIEW (SBS 047-20)

5.1 The Board received the report and accompanying documentation and noted the following points:

- As part of the Corporate Scheme of Delegation, it was unclear as to whether the operating budget allocations had been received by the Board.

- In answer to a question from a member, RS and JW provided further information and examples of volunteering by UK SBS employees.
- The success of the Global Challenge initiative was noted by the Board.

The Board agreed:

- The Terms of Reference for the Board and Audit Committee;
- To re-appoint Kim Humberstone to the Audit Committee for a further two-year term; and
- To approve the corporate policies.

Actions:

- **Operating budget allocations to be considered by the Board at their November meeting if they had not been considered at a previous meeting.**

6. AUTUMN ACTIVITIES (SBS 048-20)

- 6.1 The Board received the report. In answer to a question, RS outlined the work underway to support employee wellbeing and potential future initiatives being considered.
- 6.2 Discussions took place in relation to the Department of International Trade's current position and FSS programmes.

7. FUTURE SHARED SERVICES PROGRAMMES (SBS 049-20)

- 7.1 JW introduced the report, noting the current status of the BEIS and UKRI programmes, the licensing position and associated timelines. Work was underway with the programmes to agree those activities expected to be led / delivered by UK SBS. Discussions took place on the availability, capacity and capability of resource to deliver both programmes and BAU, particularly if the timeframes of the two programmes started to overlap due to the GSS strategy pause.
- 7.2 The Board received an update on the current status of the GSS strategy. Other options that may be available to owners were considered, should the delay be extended, or the strategy remained unclear / undefined for a long period of time. It was noted that flexibility was key, with UK SBS to be able to react in a timely manner to any of the potential scenarios that may arise.
- 7.3 JW introduced the resourcing planner that had been developed to model the resource requirements to support the FSS programmes and BAU. The model could be flexed as more detail was known about each of the programmes and the expected UK SBS delivery requirements.
- 7.4 Clarity was required from the programmes on those activities that UK SBS would be responsible for leading / delivering on in order to revise the planner to more accurately reflect resource demands and document the associated risks.
- 7.5 Governance between the two programmes and UK SBS was discussed, to ensure that sufficient information was being shared between all parties to identify early on any pressures on resource demand.
- 7.6 Verbal updates were provided on the activities currently underway within each of the FSS programmes.

Actions:

- The impact of the revised GSS strategy on UK SBS and FSS programmes to be considered by the Board once known.
- A meeting to be arranged for TK, GMc, RS, JW and MR to talk through the architectural landscape and platform agnostic integration layer, with a report to be brought back to the Board if required.
- TK, AH and JW to discuss the resource model to understand in more detail the composition of the resource and how it was built.

8. NEXT BOARD MEETING

8.1 The items to be considered at the next Board on 30 November 2020 were noted as:

- FSS Programmes
- Information / Cyber Security Update
- Operational Budget Allocations
- Strategic Workforce Plan
- Strategic Offsite Planning
- Future Pay Strategy / Pay Award and Diversity

9. ANY OTHER BUSINESS

9.1 There were no further items to consider.

Board closed at 11.50am

Next meeting: 30 November 2020

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