

## UK Shared Business Services Ltd

Minutes of the 96<sup>th</sup> UK SBS Board Meeting held via teleconference on Tuesday 30 March 2021 commencing at 09.30am.

### Attending:

Board Members:		UK SBS Executives:	
Tim Knighton (Chairman)	<b>TK</b>	Crispin Dawe, Finance Director	<b>CD</b>
Richard Semple	<b>RS</b>	Caroline Jenkins, Company Secretary	<b>CJ</b>
Graham McAlister	<b>GM</b>	Andrew Lewis, Chief Operating Officer	<b>AL</b>
Ruth Elliot	<b>RE</b>	Mike Rendall, CTO	<b>MR</b>
Neil Phimister	<b>NP</b>	John Arnott, Strategy Director	<b>JA</b>
Emma Ferguson-Gould	<b>EF-G</b>	Andrew Lewis, Chief Operating Officer	<b>AL</b>
		Jacqui White, Business Change Executive	<b>JW</b>
		<b>Observers / Guests</b>	
		Nick Sammons, Commercial & Operations Director, BEIS	<b>NS</b>
		Nathan Moores, Shared Services Deputy Director, BEIS	<b>NM</b>
		Mark Bussey, Programme Director, SHARP, UKRI	<b>MB</b>

### Apologies:

Alice Hurrell	<b>AH</b>
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### 1. WELCOME (SBS 006-21, 007-21 and 009-21)

- 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 28 January 2021 were agreed as a correct record.
- 1.4 The Board received the action log, noting that all actions due had been closed.
- 1.5 The Board unanimously agreed to the appointment of Nick Sammons to the Board for a one-year term, to commence from 1 April 2021.

### 2. UK SBS CHIEF EXECUTIVE REPORT (SBS 010-21)

- 2.1 The Chief Executive's report was received by the Board and the following points were noted:
  - From 12 April 2021, the offices would re-open to those who feel they need to return to work. Year end was underway, with associated increases in volumes felt across Finance Service Delivery.
  - A refresh of the Corporate Risk Register had taken place to reflect the risks linked to the sub-portfolio of major change, including the concurrency and volume

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of change and the sustainment of platforms and services beyond 2023. The Board discussed the possible options and noted the timelines within which expected decisions would need to be made to allow for successful implementation of a new solution(s). Further outcomes from the GSS Strategy were expected to provide greater clarity on accountability, funding, authority and ownership of decisions.

2.2 The updated Risk Management Policy was agreed by the Board.

**Actions:**

- **TK and RS to submit a paper to the next Owners Meeting to outline the risks, timelines, decision points and resource needs in relation to implementation of the new solution(s).**

**3. AUDIT COMMITTEE UPDATE (SBS 011-21)**

3.1 The Board received the report. NP highlighted the work underway in relation to disaster recovery and associated planning.

3.2 The Board received the Annual Audit Committee Report to Board.

**Action:**

- **The 2021/22 Internal Audit Plan to be shared with the Board for information.**

**4. FINANCE, PERFORMANCE AND RISK (SBS 012-21 via PowerBI)**

4.1 The annual leave accrual risk had decreased to £600k. The full year forecast for non-BAU RDEL projects showed a net overspend of £0.2m however expected PO cover would reduce this to £0.1m. A net underspend of £1.3m for capital projects was noted due to the challenges of spending during COVID-19. In answer to a question, CD confirmed that BEIS had been kept informed of potential over / under spends.

4.2 In answer to a question, a verbal update was provided on the Procurement target operating model work that was underway with clients. Budget allocation discussions were yet to be finalised regarding the BEIS Procurement service.

4.3 An increase in requests from clients in relation to data had been received. The creation of the data warehouse would help to facilitate collation of the information and build dashboards within Power BI for internal and external use.

4.4 Discussions took place on the need to resource UK SBS appropriately for the expected transformational journey whilst maintaining quality BAU. It was agreed that in the longer term, a change to the funding model would be required to meet resourcing demands.

4.5 The Board recognised the benefits of automation, including the simplification of processes and improving the user experience, and encouraged the Executive to continue exploring automation potential and implementing where possible.

*Agenda items 6 and 7 were taken at this point of the meeting.*

## 6. UK SBS ANNUAL GOVERNANCE STATEMENT (SBS 014-21)

- 6.1 The Board considered and agreed the draft Annual Governance Statement and delegated authority to the Board Chair, Audit Committee Chair and Chief Executive to agree the final version for submission to BEIS in May.

## 7. GOING CONCERN ASSESSMENT 2020/21 (SBS 015-21)

- 7.1 The Board noted the principles and requirements of Directors' duties regarding the going concern basis for the preparation of financial statements and confirmed that they considered the going concern basis to be appropriate for the preparation of the 2020/21 financial statements.
- 7.2 CD confirmed that the letter of support had been received from BEIS as Shareholder.

## 5. CYBER SECURITY UPDATE (SBS 013-21)

- 5.1 The Board received the cyber security update report. Disaster recovery capabilities continued to be enhanced by UK SBS but it was acknowledged there was a balance to be struck in relation to risk vs. cost.

### Actions:

- **A detailed plan to outline the phases, caveats and timelines to complete a full disaster recovery exercise to be considered by the Board at a future meeting.**

## 8. BUDGET SUBMISSION 2021/22 (SBS 016-21)

- 8.1 The Board received the report and the following points were noted:
- BAU service charges by client are calculated from the estimated budget using a cost-sharing model. BAU charges to UKRI and BEIS account for more than 90% of the total.
  - BAU cost changes had arisen due to changes to service scope and an increase in user numbers. Assumptions had been made on expected growth for clients in 2021/22.
  - Discussions took place on potential budget pressures and the associated impacts on services should the full funding not be provided.

### Actions:

- **The final 2021/22 budget to be reviewed at the May Board meeting, outlining the impacts on service should full requested funding not be provided.**

## 9. BUSINESS PLANNING (SBS 017-21)

- 9.1 JA introduced the 2021 – 2024 business plan, confirming that it was an extension of the previous plan, with no material changes proposed. The plan aligned with the overall direction of the GSS strategy.
- 9.2 Discussions took place on how best to present the benefits to be realised from the activities contained within the Business Plan. There was a need to understand where and when the benefits would be found and avoid double counting.
- 9.3 The use of net promoter scores within UK SBS to be investigated, aligning with the user experience key theme identified as part of the GSS Strategy.

- 9.4 The Board acknowledged the significant challenges that would be faced by UK SBS with regard to resourcing the SHARP and GSS Cluster programmes alongside transformation work, whilst continuing to provide a quality BAU service, should the requested funding not be forthcoming. It was imperative that BAU was maintained to avoid reputational risk.
- 9.5 The service measures to be agreed by the Partnership Service Management Board and Change Management Board ahead of submission to owners for agreement. Clients were also expected to be clear about their expected change requirements, for inclusion within the Business Plan.

**Actions:**

- **TK and JA to identify where the benefits will be found within the Business Plan and share back with the Board.**
- **JA to seek PCB confirmation that change priorities within the proposed plan reflected client expectations**
- **TK and JA to consider next steps to obtain formal owners' agreement to the Business Plan**

**10. UK SBS TRANSFORMATION PLAN (SBS 018-21)**

- 10.1 A verbal update was provided to support the report, noting the progress to date on the organisational design work. The final organisational design proposals would be brought to the May Board meeting for consideration.
- 10.2 Discussions were ongoing with BEIS with regard to the proposed activities and their progression to enable the necessary UK SBS transformation.
- 10.3 In answer to a question, the overall governance structure of the Company would be considered alongside the future funding model and formed part of the GSS Cluster programme work.
- 10.4 The Board highlighted the need to reference the customer throughout the behavioural change piece to help embed the right mindset

**11. FUTURE SHARED SERVICE PROGRAMMES (SBS 019-21)**

- 11.1 JW introduced the report, noting the current status of the BEIS / GSS Strategy and UKRI programmes, the licensing position and associated timelines, including an estimated plan for the potential onboarding of new clients under the GSS Strategy. Any transfers would need to be fully understood, planned and timed appropriately, taking into account BAU, to reduce the risk insofar as possible.
- 11.2 The Board discussed the need to define the role and appoint a senior responsible owner to oversee the GSS Cluster programme work and ensure engagement was sufficient with key stakeholders identified.

**Actions:**

- **NM to arrange a focus session for Board members to consider the shared service provision of the cluster model.**

**12. NEXT BOARD MEETING**

- 12.1 The items to be considered at the next Board on 27 May 2021 were noted as:

- Future Shared Services Programmes
- GSS Strategy
- Business Planning

### **13. ANY OTHER BUSINESS**

#### **13.1 Emma Ferguson-Gould**

The Board noted that this was EF-G's last meeting and thanked her for her contributions and input over the last two years. The Board wished her well for the year ahead.

Board closed at 12.30pm

**Next meeting: 27 May 2021**

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