

## UK Shared Business Services Ltd

### Minutes of the 94<sup>th</sup> UK SBS Board Meeting held via teleconference on Monday 30 November 2020 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>
Alice Hurrell	<b>AH</b>	Andrew Lewis, Chief Operating Officer	<b>AL</b>
		Jacqui White, Business Change Executive	<b>JW</b>
Sponsor / Observer			
Nathan Moores, Shared Services Deputy Director, BEIS	<b>NM</b>	Phil Edgell, Accreditor (for item 6)	<b>PE</b>
Wayne Owen, BEIS Departmental Security Team	<b>WO</b>	Helena Clennell, PwC (for item 7)	<b>HC</b>
Paul Jellings, Head of Performance Analysis (for item 4)	<b>PJ</b>	Julia Hastings, PwC (for item 7)	<b>JH</b>

#### Apologies:

Emma Ferguson-Gould	<b>EF-G</b>
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#### 1. WELCOME (SBS 050-20 and 051-20)

- 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 29 September 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 January meeting.

#### 2. UK SBS CHIEF EXECUTIVE REPORT (SBS 053-20)

- 2.1 The Chief Executive's report was received by the Board and the following points were noted:
  - Productivity impacts as a result of working from home varied around the organisation, with those areas requiring peer checking and collaborative working more adversely impacted.
  - Constructive discussions with clients to outline the current pressures and priorities with mitigating actions agreed. The need to disseminate the decisions to end users to ensure a shared understanding was noted.

- Discussions took place on the timelines and possible implications of the GSS Strategy review. A Board Strategic Away Day had been scheduled for 15 January 2021 to consider *inter alia* the outcomes of the review, impacts on UK SBS, funding requirements and imminent actions required.
- RS confirmed the support that had been provided to employees during COVID-19 and outlined the plans for re-opening the offices in the New Year to those with a need to return, subject to the government guidelines in place. The Board supported this as a management decision.

### **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 054-20)**

- 4.1 The Board received the performance pack. The year to date result was noted as a deficit of £0.6m, 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 £0.4m. CD outlined the annual leave accrual risk to the Board and the mitigating actions underway.
- 4.2 The two Future Shared Service (FSS) programmes were still continuing at risk. CD expected returns from both Programme Directors by the end of November to agree programme and resource funding calculations for the future.
- 4.3 The performance report was received. Updates were provided on the change projects reporting red RAG status.
- 4.4 The Board received the risk register with no further comment.
- 4.5 PJ introduced the new online reporting tool, highlighting the new additions to align with the UK SBS strategic themes and key programme information. Population of the report was still a manual process; work was underway to enable automation of the relevant data sets.

### **5. OPERATING BUDGETS (SBS 055-20)**

- 5.1 The Board received the report, noting that the 2020/21 operating budgets had been updated to reflect the recent changes as a result of the recent Procurement Target Operating Model and Business IT TUPE activities. Any subsequent changes to operating budgets would be brought back to the Board for consideration.
- 5.2 In answer to a question from a Board member, CD confirmed that they were working with both UKRI and BEIS to develop BAU budget proposals for 2021/2022.

### **6. INFORMATION / CYBER UPDATE (SBS 056-20)**

- 6.1 The Board received the report and supporting presentation from PE. Discussions took place on current trends and volumes of cyber incidences and the progress of ISO27001 implementation. The significance of the 'people' element to cyber security was acknowledged.
- 6.2 PE provided a verbal update on the status of the GBest recommendations and the introduction of a new security awareness training package.

## 7. STRATEGIC WORKFORCE PLAN (SBS 057-20)

7.1 The Board received the report and supporting presentation from HC and JH to update on progress so far, noting that the final report was due in mid-late December. The following points were noted:

- An analysis of the impact on the workforce of four scenarios had been completed, noting that for the purpose of the analysis, they had been considered independently, including current capacity and capability gaps and a move to the cloud / SaaS ERP.
- All scenarios identified would require significant change and capability investment for UK SBS to achieve its vision. Strategic consideration to be given to those skills to be either 'built, borrowed or bought'. A skills taxonomy and development programme to be agreed and implemented.
- The full plan, to include culture, behavioural changes and organisational design to be considered at the Board away day in January 2021.
- Discussions took place on career progression paths and leadership training, highlighting the significance of the changes that would need to be made and potential costs.
- The Board agreed that consideration should be given to priority actions that would result in the largest immediate impact along with any common activities across all scenarios.

### Actions:

- **The full strategic workforce plan to be considered at the Board away day on 15 January 2021.**
- **PwC to provide an external perspective of data analytics and review how data can be used to understand performance and inform decisions at the Board away day.**

## 8. FUTURE SHARED SERVICE PROGRAMMES (SBS 058-20 059-20)

8.1 JW introduced the report, noting the current status of the BEIS and UKRI programmes, the licensing position and associated timelines. In answer to a question from a Board member, RS confirmed that UK SBS resourcing requirements had been fed in to UKRI and BEIS for inclusion within their respective Outline Business Cases.

8.2 Discussions took place on the resourcing requirements for the two programmes, including the need to backfill and keep the legacy systems running whilst training employees on the new systems through a transition period.

## 9. NEXT BOARD MEETING

8.1 The items to be considered at the next Board on 28 January 2021 were noted as:

- FSS Programmes
- Away Day Follow Up and Actions
- Strategic Workforce Plan
- GSS Strategy Review
- Future Pay Strategy / Pay Award and Diversity
- Business Planning 2021-2024

**9. ANY OTHER BUSINESS**

9.1 There were no further items to consider.

Board closed at 11.50am

**Next meeting: 28 January 2021**

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