

# UK Shared Business Services Ltd

## Minutes of the 119<sup>th</sup> UKSBS Board Meeting held in Polaris House, Swindon, on Thursday 30 January 2025 commencing at 9.30am.

### Attending:

Board Members:		UK SBS Executives:	
John Clarke, Chair	JC	Claire Hargreaves, Chief Finance Officer	CH
Richard Semple, Chief Executive	RS	Caroline Jenkins, Company Secretary	CJ
Graham McAlister	GM	David Walder, Chief Digital and Information Officer	DW
David Thomas	DT	Liz Creedy, Chief Operating Officer	LC
Michele Hughes	MH	John Arnott, Chief Strategy and People Officer	JA
Helen Mills	HM	Akos Csernus, Chief Transformation Officer	AC
Sarah Finigan	SF	Victoria McMyn, Chief Change Officer	VM
Claire Pearce	CP		
Bidesh Sarkar	BS	<b>Observers / Guests:</b>	
		Carolyn Isaacs, incoming NED	CI
		Sarah Harrison, Cabinet Office	SH
		Richard Henshall, Matrix SRO	RH
		Andrew Pattison, DCMS	AP
		Claire Foxall, Deloitte (for item 3 only)	CF
		Alev Williams, Deloitte (for item 3 only)	AW

### 1. WELCOME (SBS 062-24 and 065-24)

- 1.1 The Chairman opened the Board meeting at 9.30am and welcomed all in attendance.
- 1.2 The minutes of the meeting held on 28 November 2024 were approved.
- 1.3 The Board reviewed the action log and noted that two outstanding actions were due for completion in March 2025. The Board considered the internal audit report circulated as part of action 117.1, noting that a decision point was scheduled for mid-February but the key assessment criteria were still undefined.
- 1.4 JC declared a new interest as Trustee for the National Oceanography Centre for inclusion on the register.

### 2. UK SBS CHIEF EXECUTIVE REPORT (SBS 054-24)

- 2.1 The Chief Executive's report was received by the Board and the following points were noted:

- Growth in user numbers now significantly exceeded that anticipated by clients at the true up discussions in October. There was a need to factor in additional growth to avoid underfunding for 2025/26 and beyond, with further client engagement to provide more accurate forecasting of user growth.
- RS informed the Board of an overspend risk developing in relation to the SHARP Programme and the mitigating actions underway. Potential future actions were considered, with an update to be considered at the March Board meeting.

- The Spending Review submission bid was being compiled, reflecting the expected growth journey in clients, users and ERP platforms throughout the period.
- A number of programmes and projects were due for delivery in June / July; the Executive assured the Board that each had planned sufficient, dedicated resource to avoid conflicting pressures.
- UKSBS had regained ISO27001 accreditation against the new standard.
- Discussions continued between UKSBS and UKRI in relation to the demand and delivery of two services, with options being considered.

*GM, SH, AW and CF joined the meeting.*

### **3. TRANSFORMATION PROGRESS (SBS 003-25)**

3.1 CS introduced AW and CF from Deloitte who outlined the roles and responsibilities of their team.

3.2 A presentation was received, providing an update on transformation progress including an outline of the Neo service catalogue, key objectives for transformation, initiative planning and Board partnering. The following key points were noted:

- An initial kick off meeting with Cognizant, Deloitte and UKSBS had taken place. A Team work approach was being utilised against a condition-based framework for determining handoffs / transition.
- A number of process pain points had been identified, some of which were not dependent on the platform and therefore could be addressed ahead of implementation, generating early cost savings. An initiative to identify quick wins was due to commence.
- The Deloitte technology team have access to Workday specialists.
- It was imperative for the transformation programme to be joined up and fully engaged with the SHARP programme, particularly in relation to the UKSBS operating model.
- Discussion took place around the provision of assurance in relation to the benefits included within Programme Business Case 3 (PBC3), their delivery and tracking.
- The UKSBS Business Plan had been aligned with the Matrix Programme themes and each assigned an Executive owner to lead delivery.

*DT and CF left the meeting.*

- Efficiencies would be found in end-to-end process optimisation, with aligned processes between clients and UKSBS acting as an intelligent supplier.

**Actions:**

- **The results of the initiative to identify quick wins to be considered at the March Board meeting.**

*AW left the meeting.*

### **4. BOARD PERFORMANCE PACK (SBS 004-25 via PowerBI)**

4.1 The Board received the performance report. Each Executive drew out the key points of the report relevant to their area and the following points were noted:

- The full year forecast for BAU RDEL showed a small underspend against budget of £0.1m, however, the forecast outcome for RDEL projects showed a £1m overspend due to POs for SHARP resources being received in arrears.
- Workforce planning modelling was underway to inform the spending review submission.
- Service performance levels had been steady with no areas of concern raised. LC provided a verbal update on the KPIs reported as red and the remedial actions underway.
- Numerous pay awards to client organisations and UKSBS had been successfully implemented.
- The most recent end user satisfaction survey had recently closed with results to be reported to the March Board meeting.

*SH, AP and BS left the meeting.*

## 5. MAJOR PROGRAMMES AND CHANGE ROADMAP (SBS 005-25)

- 5.1 VM introduced the report and provided an update on the UKSBS change portfolio, noting that levels of activity remained stable. In conjunction with UKRI, relevant CRs had been mapped against SHARP implementation timelines and re-classified accordingly.
- 5.2 A light touch pilot of the new change governance model had taken place, with full roll out expected in the next quarter. The size and scalability of the UKSBS change function was to be considered alongside the development of the ICF to deliver against future needs.
- 5.3 The Board considered potential risks to delivery of the two major change programmes, their timelines, decision points and escalation routes.
- 5.4 Discussions took place around employee wellbeing and mental health, noting that some challenges existed in small pockets of the organisation and were being actively managed, however, it was not felt there was a company-wide issue.
- 5.5 JA provided an update on the Machinery of Government 2024 programme and upcoming onboardings.

### **Actions:**

- The Audit Committee to consider the outcomes of the SHARP Programme decision due in mid-February.
- RS to communicate the SHARP mid-February decision outcomes to the Board.

## 6. BUSINESS PLANNING APPROACH (SBS 006-25)

- 6.1 JA presented the initial draft of the 2025-2030 Business Plan, aligning with the ongoing Deloitte, KPMG and Matrix activities and initiatives and invited the Board to provide feedback, with a final version of the plan to be considered at the March meeting.

## 7. NEXT BOARD MEETING

- 7.1 The items to be considered at the next Board meeting on 27 March 2025 were noted as:

- Major Programmes and Change Roadmap incl. change governance under the Matrix (action 115.5)
- Transformation Progress Update
- Business Plan
- Programme Artefact (action 117.2)
- Board Performance Review and Skills Matrix
- Gender and Ethnicity Pay Gap
- Equality, Diversity and Inclusion Strategy
- Annual Governance Statement

7.2 Consideration to be given to a Board strategy day, to be held in May 2025.

## **8. ANY OTHER BUSINESS**

8.1 There were no items of any other business. A deep dive on the Continuous Improvement taskforce approach was suggested for a future meeting.

Board closed at 12.35pm

**Next meeting: 27 March 2025**