

UK Shared Business Services Ltd

Minutes of the 116th UKSBS Board Meeting held in Polaris House, Swindon, on Thursday 18 July 2024 commencing at 9.35am.

Attending:

Board Members:		UK SBS Executives:	
John Clarke, Chair	JC	Crispin Dawe, Chief Finance Officer	CD
Richard Semple, Chief Executive	RS	Caroline Jenkins, Company Secretary	CJ
David Thomas	DT	David Walder, CDIO	DW
Michele Hughes	MH	Liz Creedy, Chief Operating Officer	LC
Sarah Finigan	SF	Victoria McMyn, Chief Change Officer	VM
Katrina Nevin-Ridley	KN-R	John Arnott, Chief Strategy Officer	JA
Graham McAlister	GM		PJ
Helen Mills	HM	Observers / Guests:	
		Richard Henshall, Matrix SRO	RH
		Sam Lister, DCMS	SL
		Justin Wrigley, SHARP Programme Director (for part of item 8 only)	JW

Apologies:

Bidesh Sarkar	BS
Observers / Guests:	
Sarah Harrison, Cabinet Office	SH

1. WELCOME (SBS 031-24 and 032-24)

- 1.1 The Chairman opened the Board meeting at 9.30am and welcomed all in attendance. Apologies were received from BS and SH.
- 1.2 The minutes of the meeting held on 23 May 2024 were approved.
- 1.3 The Board reviewed the action log and noted that the outstanding actions were due to be considered later in the year. All other actions had been closed.
- 1.4 There were no new declarations of conflicts of interest in relation to items on the agenda.

2. UK SBS CHIEF EXECUTIVE REPORT (SBS 034-24)

- 2.1 The Chief Executive's report was received by the Board and the following points were noted:
 - User numbers had already outstripped expected growth forecasts for the finance year, with each user also placing greater service demand.
 - Oracle had confirmed market driven support for E-Business Suite 12.1.3 would be extended to the end of December 2025, providing necessary contingencies for continued ROE use into the next calendar year.
 - A brief update was provided on the SHARP programme, noting a more substantial item later on the agenda. In answer to a question, RS confirmed that UKSBS and UKRI messaging was sufficiently aligned.

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Date: 19 July 2024

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- RS confirmed that appropriate resources were in place to meet the expected demand of the anticipated multiple programmes and projects, regardless of scheduling changes.
- Discussions took place on the governance processes in place for funding requests, the current unfunded BAU position and the potential risk it places on the cash reserves for the Company. The Board agreed for JC to write to owners, outlining the current position, risks and next steps should PO cover not be received, with input to be requested from all Board members.
- The early benefits summary of the recently implemented transformation initiatives was positively received by the Board, who were further keen to understand the relationship between the benefits realised and efficiency savings.

Actions:

- **The efficiency savings made due to the benefits realised as part of the transformational activities (i.e. perform plus and rapid leaning) to be reported at the September Board.**

3. AUDIT COMMITTEE UPDATE (VERBAL)

- 3.1 GM provided a verbal update on the discussions at the recent Audit Committee meeting.

DT left the meeting at 10.25am.

4. BOARD PERFORMANCE PACK (SBS 035-24 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 user experience score had increased to 6.5 out of 10. Most negative comments received were system related and therefore difficult to address until the new SHARP and Matrix platforms had replaced ROE and BOE.
 - Some finance operational KPIs had missed performance targets due to the implementation of transformation initiatives. These impacts were planned for, with an action plan in place to address the backlog and bring processes back into green.
 - In answer to a question, LC outlined the work undertaken with clients to ensure that data received was accurate ahead of processing. LC also confirmed that a separate action plan was in place to drive an improvement in NPS.
 - DW provided a verbal update on some of the technology related projects underway. The number of P1 incidents had reduced recently, primarily attributed to improvements in telephony provision.
 - A longer-term resourcing plan was being developed to take into account the rescheduling of some programmes and would be considered by the Executive in August.

5. MODERN SLAVERY STATEMENT (SBS 036-24)

- 5.1 The Board reviewed and approved the Modern Slavery Statement for publication, subject to one small addition.

DT joined the meeting at 11am.

6. BUSINESS PLANNING (SBS 037-24)

- 6.1 JA introduced the report, noting that the Business Plan itself was unchanged, however Annex A had been expanded to incorporate owner feedback and include further detail on short and longer term KPI aspirations. The Board Strategy Offsite in September 2024 would include initial consideration of the 2025-30 business plan.
- 6.2 The Board agreed the revised Annex A for inclusion within the 2024-29 Business Plan, subject to one addition to include the half-yearly assurance letter as part of the 'securely managed process and data' KPI.

7. MAJOR PROGRAMMES (SBS 038-24)

- 7.1 VM introduced the presentation and the following points were noted:
- Work was underway to determine when the change chill would be lifted following the BOE upgrade implementation, taking into account Machinery of Government (MoG) activity scheduling.
 - A review of portfolio planning tooling, including time recording, was underway to ensure successful and effective delivery of the change portfolio.
 - In relation to the Matrix Programme, the UKSBS core team had been established, with technical team roles now being considered. Discussions took place on the development of the Target Operating Model, focussing on the 'to be' and its associated timelines and dependencies.
 - In answer to a question, VM outlined how risks were captured in relation to the co-dependencies of the Matrix with other programmes.

JW joined the meeting at 11.30am.

- JW provided a verbal update on the SHARP programme including the status of the replanning exercise, current schedule for testing and key dates / milestones ahead of implementation, noting a degree of flexibility had been built into the re-plan.
- A good working relationship and collective commitment between UKRI, UKSBS and the implementation partner was imperative for the delivery of the programme.
- Following discussions on certainty over delivery timescales, assurance and lessons learned, JW undertook to consider whether independent assurance on the re-plan was necessary at this stage.
- The Board thanked JW for their attendance and requested for an interim update to be provided by RS on the SHARP Programme before the next Board meeting.

JW left the meeting at 12.10pm.

- Whilst the Matrix transformation partner was due to onboard in October, UKSBS had delivered some immediate Matrix funded transformation initiatives, with a high-level multi-year plan now in place for future initiatives.
- In answer to a question, RS agreed to share the UKSBS Matrix Programme Board slide packs with the Board post-meeting.

DT left the meeting at 12.25pm.

8. NEXT BOARD MEETING

- 8.1 The items to be considered at the next Board meeting on 26 September 2024 were noted as:
- Major Programmes and Change Roadmap incl. change governance under the future TOM
 - Annual Report and Financial Statements incl. Going Concern
 - Annual Governance Review
 - Cost Transparency
 - Efficiency Savings from Benefits Realised
 - Cyber Security Deep Dive

9. ANY OTHER BUSINESS

- 9.1 LC noted that the recent HMRC VAT audit in Finance Service Delivery had found no non-conformities.

Board closed at 12.30pm

Next meeting: 26 September 2024

A deep dive session on Data as a Service took place at the conclusion of the Board meeting, followed by a closed session of the Board.