

UK Shared Business Services Ltd

Minutes of the 107th UK SBS Board Meeting held in Polaris House, Swindon, on Thursday 31 January 2023 commencing at 9.30am.

Attending:

Board Members:		UK SBS Executives:	
John Clarke (Chairman)	JC	Crispin Dawe, Chief Finance Officer	CD
Richard Semple	RS	Caroline Jenkins, Company Secretary	CJ
Katrina Nevin-Ridley	KN-R	Liz Creedy, Chief Operating Officer	LC
Ruth Elliot	RE	Victoria McMyn, Chief Change Officer	VM
Alice Hurrell	AH	John Arnott, Chief Strategy Officer	JA
Graham McAlister	GM	Pete Swann, Head of SlaM	PS
		Observers / Guests	
		Elaine Tuck, Shared Services Deputy Director, BEIS	ET
		Mark Bussey, Programme Director, SHARP, UKRI	MB
		Akila Ratmayake, Ankura	AR
		Bobby Sabouri, Ankura	BS

Apologies:

Nick Sammons	NS
David Walder, CDIO	DW

1. WELCOME (SBS 061-22 and 062-22)

- 1.1 The Chairman opened the Board meeting at 9.30am and welcomed all in attendance, with particular welcome extended to AR and BS from Ankura who were observing the meeting as part of the externally facilitated Board Performance Evaluation exercise.
- 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 November 2022 were agreed as a correct record.
- 1.4 All actions recorded on the action log had been closed.
- 1.5 JC and AR provided an introduction as to the proposed approach for the Board Performance Evaluation exercise and JC undertook to circulate the proposal documentation to the Board.

Actions:

- **JC to share the documentation outlining Ankura's proposed approach to the Performance Evaluation with the Board.**

2. UK SBS CHIEF EXECUTIVE REPORT (SBS 002-23)

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

Author: Caroline Jenkins, Company Secretary

Date: 2 February 2023

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- The recruitment action plan was beginning to have a demonstrable positive effect on activities with a stronger response to revised job adverts recorded, improved candidate quality and resourcing levels increasing.
- The three emerging risks to be discussed in detail at the February Audit Committee meeting. Contingency plans were in place in relation to the impending strike action to ensure continuity of service. A stronger working relationship had been established with UKRI to help support the Simpler and Better Funding (SBF) Programme.
- AH extended her thanks to UK SBS on the recent energy payments made by the Company on behalf of BEIS.
- A verbal update was provided on the recent appointment of a managed service provider for UK SBS.
- The Board considered the results of the recent employee engagement survey. RS provided a verbal update on the activities underway to address some of the areas where scores had dipped. Further quick wins and small packages of wellbeing / support to be considered by the Executive team.

Actions:

- **A review of the recommendations from the recent NAO report and PAC, alongside the outcomes of upcoming visits to UK SBS, to be considered at the March Board meeting.**

3. FINANCE, PERFORMANCE AND RISK (SBS 003-23 via PowerBI)

3.1 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 was noted as a £0.2m underspend due to challenges in recruitment however mitigating actions were in place. CDEL projects were forecasting an underspend of £0.8m arising from delays to various projects.
- Discussions took place with regard to maintenance capital, noting that projects had been identified, aligning with BEIS' project priority list, should additional capital become available, however the challenge remained to spend it within the financial year.
- Financial planning for 2023/24 with clients was progressing but not yet finalised.
- Operational highlights were noted, including the success of the BEIS Northern Ireland energy payments, digitalisation of forms with a focus now on end-to-end automation opportunities and the Procurement team being nominated for awards. An NPS action plan update to be considered at the March Board meeting.
- Telephony remained stable with additional improvements now being considered. The D&I budget variation to allocation to be reviewed.
- Agile training was being delivered across the organisation, with targeted training for named roles i.e. service owners and product managers. The partnership governance model to be reconsidered to due to the impacts of running multiple platforms for different clients.

Actions:

- **A NPS action plan update to be considered by the Board at the March meeting.**

4. EQUALITY, DIVERSITY AND INCLUSION STRATEGY UPDATE (SBS 004-23)

4.1 CJ introduced the report, noting the key achievements to date and the proposed actions for the next 6-12 months. Discussions took place on the links to Corporate

Social Responsibility and recruitment and retention, acknowledging that EDI was not a standalone activity.

- 4.2 The Board agreed the Gender Pay Gap report for publication, subject to minor rewording to highlight the key successes and positive progress made.

5. BUSINESS PLANNING (SBS 005-23)

- 5.1 The Board received the first draft of the 2023-2026 business plan that had been built around initial outputs from the November Board away day. The Board agreed to feedback detailed comments on the plan to Anne McFarlane and JA via email, with follow up calls to be scheduled where necessary.

- 5.2 In answer to a question, JA confirmed that validation to assure feedback and comments from outside of the ownership group was being pursued with third party assistance.

6. SHARP PROGRAMME DEEP DIVE (SBS 006-23)

- 6.1 A presentation by VM and MB on the SHARP programme, outlining the objectives, governance, roadmap, risks and lessons learnt to date was provided to the Board and the following points were noted:

- BEIS and UKRI colleagues regularly reviewed lessons learnt and gateway review outcomes to ensure shared learning across the programmes.
- UK SBS spend against SHARP budget was on track for 2022/23, with budgeting and resource to be finalised for 2023/24.
- Discussions took place on mitigating actions should SHARP be delayed.
- It was felt that sufficient consideration was given to SHARP related risks and activities at the UK SBS Audit Committee.
- Communications were expected to increase over the next few months with the challenges on internal communications acknowledged by the Board.
- The Board noted that a playbook to include SHARP lessons learnt could be of significant use in relation to the Matrix and other potential growth opportunities.

7. FUTURE SHARED SERVICE PROGRAMMES (SBS 007-23)

- 7.1 VM introduced the report. A verbal update was provided on the status of the Matrix programme. The Executive team were keen to engage with other Matrix departments; the Board to facilitate introductions where appropriate. Increased engagement activity with DIT underway, particularly with regard to user feedback.
- 7.2 Verbal updates were provided on the BOE upgrade, licensing and the UK SBS transformation programme.

8. NEXT BOARD MEETING

- 8.1 The items to be considered at the next Board meeting on 30 March 2023 were noted as:
- Business Planning
 - NPS Action Plan Update
 - Recommendations of reports (NAO and PAC) and outcomes of recent visits
 - Future Shared Services Programmes

- Board Performance Evaluation Results (Ankura)
- Annual Governance Statement

9. ANY OTHER BUSINESS

9.1 There were no items of other business.

Board closed at 12.20pm

Next meeting: 30 March 2023

A REMCOM and closed session took place at the conclusion of the Board meeting.