

UK Shared Business Services Ltd

Minutes of the 103rd UK SBS Board Meeting held in Polaris House, Swindon, on Friday 17 June 2022 commencing at 1.40pm.

Attending:

Board Members:		UK SBS Executives:	
John Clarke (Chairman)	JC	Crispin Dawe, Finance Director	CD
Richard Semple	RS	Caroline Jenkins, Company Secretary	CJ
Graham McAlister	GM	David Walder, CDIO	DW
Nick Sammons (dialled in)	NS	Tracey Jenkins, Interim Chief Change Officer	TJ
Ruth Elliot	RE	Anne McFarlane, representing the Chief Strategy Officer	AM
Alice Hurrell (dialled in)	AH	Mark Wilson, Interim Chief Operating Officer	MW
		Observers / Guests	
		Elaine Tuck, Shared Services Deputy Director, BEIS	ET

Apologies:

John Arnott, Chief Strategy Officer	JA
Mark Bussey, Programme Director, SHARP, UKRI	MB

1. WELCOME (SBS 020-22 and 021-22)

- 1.1 The Chairman opened the Board meeting at 1.40pm 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 6 April 2022 were agreed as a correct record. The one outstanding action was due to be closed at the September Board meeting.

2. UK SBS CHIEF EXECUTIVE REPORT (SBS 023-22)

- 2.1 The Chief Executive's report was received by the Board and the following points were noted:
 - Whilst user numbers had decreased slightly since the start of the financial year, the Department for International Trade (DIT) was due to increase their users by circa 350 in August 2022. UK SBS and clients reviewed user numbers on a quarterly basis to ensure accurate licensing costs were being paid to Oracle.
 - Hybrid working was now fully adopted. Newport continued to report lower attendance on site, reflective of the more cautious approach taken by the Welsh Government during COVID.
 - The Chief Change Officer and Chief Operating Officer were due to start in July and August respectively.
 - An action plan had been created to address the current recruitment challenges, with an immediate focus on school and college leavers and apprenticeships. A

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more streamlined onboarding process was also being implemented to reduce the time gap between offer and start date.

- Discussions took place on the recent Pulse survey results that were felt to reflect accurately the current working environment and operating context.

3. AUDIT COMMITTEE UPDATE (SBS 024-22)

- 3.1 GM introduced the report, noting the key discussion points of the Audit Committee meeting that took place on 18 March 2022.
- 3.2 In answer to a question from a Board member, the two overdue audit actions were expected to be closed by the end of June 2022.

AH left the Board meeting.

4. FINANCE, PERFORMANCE AND RISK (SBS 025-22 via PowerBI)

- 4.1 CD introduced the report, outlining to the Board the new format to align with the sub-portfolios and exploit PowerBI more effectively, reducing the need for manual data inputting.
- 4.2 The full year forecast for BAU RDEL equalled the estimated budget, For non-BAU RDEL projects, a £7.5m overspend was projected, with £6.4m budget commitment received in relation to the SHARP programme and a further £1m for DIT transfers; PO cover to be arranged. The full year forecast for capital (CDEL) projects was £0.3m below budget.
- 4.3 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 number of data incidences recorded continues to reduce due to recent awareness campaigns and updates to self-serve processes.
 - The Board noted the move to Net Promoter Scores, acknowledging that there was an opportunity to benchmark against government and wider industry.
 - Some services had reported 'red' user experience scores; MW agreed to liaise with Partnership Managers and feedback any pertinent points raised.
 - Sickness absence within D&I had increased, predominantly due to COVID cases, with work underway to bring the 'red' KSIs back into tolerance.
 - TJ highlighted that reporting against the three sub-portfolios, aligned with the strategic themes contained within the UK SBS business plan, would enable greater transparency and ease of reporting.
 - The number of CRs reported as on hold had started to decrease. Work was underway with clients to review and understand how the remaining on hold CRs could be released.
 - Sickness absence overall had started to reduce, with less working days lost to sickness. Headcount had also reduced slightly due to recruitment challenges. The Board were mindful of potential resourcing challenges in relation to recruitment and the SHARP programme implementation.
- 4.4 The Board received the risk register. Discussions took place on the timelines and implications in relation to licensing, systems upgrades and the resultant risks.

Actions:

- **MW to provide feedback on the 'red' user experience scores.**

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5. MODERN SLAVERY STATEMENT (SBS 026-22)

- 5.1 The Board agreed the Modern Slavery Statement (AGS). CJ agreed to liaise with the UK SBS procurement team as to whether any existing contracts were considered to be high risk and if so, how they were mitigated.

Actions:

- **CJ to liaise with the UK SBS procurement team and provide feedback to the Board as to whether any existing contracts were considered to be high risk and if so, how they were mitigated.**
- **CJ to share a copy of the Modern Slavery Statement with BEIS Commercial.**

6. CHANGE PORTFOLIO ANALYSIS (SBS 027-22)

- 6.1 TJ introduced the report, highlighting a peak in the number of CRs received was recorded in 2019/20. A high proportion of CRs raised continue to be related to grants and associated systems. The formation of client change boards and the Partnership Change Board had provided sufficient oversight of CRs, allowing for greater transparency when prioritising and costing change.
- 6.2 The Board requested an updated report to be received every six months, to include the total costs apportioned to UK SBS, BEIS and UKRI in relation to change.

7. FUTURE SHARED SERVICE PROGRAMMES (SBS 028-22)

- 7.1 RS introduced the report. A verbal update was provided on the status of the SHARP programme and the governance arrangements in place to oversee it. The Board recognised the potential value of BEIS gaining insights from the SHARP programme, particularly with regard to lessons learned. ET to discuss internally and liaise with MB on how best to engage.
- 7.2 RS provided a verbal update on the Matrix programme. Discussions took place on the timing and sequencing of the business cases and the associated risks. JC to raise points noted with the BEIS Matrix Programme leads. The Board agreed that it was imperative for a shared service centre to be involved with the service scoping and requirements gathering.
- 7.3 The Board received an update on the BOE upgrade project, including status and timelines for approvals and implementation.
- 7.4 Further consideration to be given to the possibility of replicating the SHARP platform for future additional clients.

8. BUSINESS PLANNING AND OPERATIONAL PLAN (SBS 029-22)

- 8.1 With the development of the 2022-25 Business Plan paused whilst the future direction of the Matrix Programme remained unclear, a one-year operating plan had been created to provide a clear line of sight between the vision, mission, strategic themes and day-to-day delivery.
- 8.2 Discussions took place on the short to medium focus on efficiency, highlighted within the operating plan, noting that the implementation of SHARP may result in diseconomies as the Matrix programme was delayed further. Further consideration to

be given to the strategic risks and opportunities to mitigate the diseconomies, whilst acknowledging that the SHARP programme will realise some benefits.

- 8.3 The Board noted the recently imposed headcount challenges within government. UK SBS continued to engage with clients to understand how the Company could best place itself to relieve some of the pressures.

9. NEXT BOARD MEETING

- 9.1 The items to be considered at the next Board meeting on 28 July 2022 were noted as:

- Future Shared Services Programmes
- Business Planning
- Annual Report and Financial Statements

- 9.2 A Board Offsite meeting to be held on 19 September 2022 in London.

10. ANY OTHER BUSINESS

10.1 Inflation and Interest Rates

In answer to a question, CD confirmed that the recent changes to inflation and interest rates had made very little impact on the Company.

10.2 Audit Committee Membership

The Board agreed to appoint RE to the Audit Committee until the end of September 2022, or until another Non-Executive Director was appointed to the Committee by the Board.

Board closed at 4.10pm

Next meeting: 28 July 2022

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