

UK Shared Business Services Ltd

Minutes of the 101st UK SBS Board Meeting held via videoconference on Wednesday 2 February 2022 commencing at 1.30pm.

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
Ruth Elliot	RE	John Arnott, Strategy Director	JA
Victoria McMyn	VM	Jacqui White, Business Change Executive	JW
Nick Sammons	NS	Andrew Lewis, Chief Operating Officer	AL
Alice Hurrell	AH	Observers / Guests	
		Mark Bussey, Programme Director, SHARP, UKRI	MB
		Elaine Tuck, Shared Services Deputy Director, BEIS	ET

1. WELCOME (SBS 059-21 and 060-21)

- 1.1 The Chairman opened the Board meeting at 1.30pm 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 30 November 2021 were agreed as a correct record.
- 1.4 The Board received the action log, with no outstanding actions to note.

2. NON-EXECUTIVE DIRECTOR APPOINTMENT (SBS 002-22)

- 2.1 The Board unanimously agreed to the re-appointment of Nick Sammons to the Board for a two-year term, to commence from 1 April 2022.

3. UK SBS CHIEF EXECUTIVE REPORT (SBS 003-22)

- 3.1 The Chief Executive's report was received by the Board and the following points were noted:
 - In response to the increased pressure in HR and Payroll, resources were being rebalanced internally to mitigate impacts to services and clients, with pay impacting changes being prioritised.
 - Nine new starters had joined the Procurement team in January / February which was expected to reduce pressures felt through increased sickness levels and turnover.
 - The Board congratulated the team on the recent recommendation for ISO 27001 accreditation with no non-conformities, observations or opportunities for improvement identified during the external audit.

Author: Caroline Jenkins, Company Secretary

Date: 18 February 2022

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- The Board considered the recent pulse survey results, participation levels, engagement channels and resulting actions to be taken.

4. FINANCE, PERFORMANCE AND RISK (SBS 004-22 via PowerBI)

- 4.1 The full year forecast for BAU RDEL overspend had since been mitigated with the receipt of a PO from BEIS to cover licence costs due to increases in user numbers. Capital spend was currently forecast as on budget; however, this was subject to dependencies on the delivery of IT kit. Further discussions were scheduled with BEIS and UKRI as to how the cost model could be adjusted to account for changes to user numbers in year.
- 4.2 The Board received the risk register and noted a more detailed discussion on the future potential funding constraints would take place at the upcoming Audit Committee meeting.
- 4.3 The Board received the performance report. Each Executive drew out the key points of the report relevant to their area. Discussions took place on sickness absence levels and the point at which business operations would be impacted. Contingency plans were available for implementation should they be required.

5. BEIS / UK SBS SPONSORSHIP FRAMEWORK (SBS 005-22)

- 5.1 The Board considered and approved the updated BEIS / UK SBS Sponsorship Framework Agreement for submission to HMT and Cabinet Office for final approval.

6. SPENDING REVIEW AND BUDGET UPDATE (SBS 006-22)

- 6.1 The Board noted the potential budgetary pressures faced by clients and considered the impacts on UK SBS and mitigating actions that could be taken. The outcomes and timings of the client future shared service programmes could also impact on any necessary actions.
- 6.2 An independent review of the UK SBS transformation plans was underway. The Board agreed to review the workforce plan in relation to the clients' budgetary pressures to understand the risks and impacts on UK SBS in more detail.
- 6.3 Discussions continued in partnership with BEIS and UKRI to review processes and service lines to identify any efficiencies that could be made.

7. BUSINESS PLANNING (SBS 007-22)

- 7.1 JA presented the current draft of the 2022-2025 Business Plan, noting that it would be updated to reflect progress with the Matrix and SHARP programmes when appropriate. The following points were noted:
- The UK SBS USP to be more clearly stated within the document, to support the UKS SB declaration.
 - Linking the constraints of the current charging model with the services to be provided was seen as a positive step to provide clear messaging to clients.
 - Further information to be included on how the context and landscape is changing for clients over the next few years and the implications this has on UK SBS' operating context.

- The benefits of being a captive shared service centre to be outlined, with a focus on how the Company can support clients in the successful delivery of their objectives.

- 7.2 In answer to a question from a Board member, JA outlined the ways in which the document was shared internally with employees.
- 7.3 The Board noted that separate documentation to support the Business Plan including an operational plan and marketing type collateral may be required.
- 7.4 The Board agreed the draft 2022-2025 Business Plan, noting that it would be updated in due course to align with programme outcomes. JA agreed to give consideration as to the timing of discussions on the Plan with owners.

8. FUTURE SHARED SERVICE PROGRAMMES (SBS 008-22)

- 8.1 JW introduced the paper. A verbal update was provided on the status of the SHARP and Matrix programmes and timelines for decisions. The Board considered the associated risks and opportunities. UK SBS engagement with both programmes continued at all levels.
- 8.2 The Board to consider holding a strategy away day once the outcomes of the Matrix programme were known.

9. NEXT BOARD MEETING

- 9.1 The items to be considered at the next Board meeting were noted as:
- Future Shared Services Programmes
 - Business Planning
 - Going Concern
 - Annual Governance Statement
 - Annual Audit Committee Report

10. ANY OTHER BUSINESS

10.1 Jacqui White

The Board noted that this was JW's last meeting and thanked her for her unparalleled contribution to the Company over the last five years. The Business Change function had been rebuilt under her leadership to provide effective change services, both to clients and internally, and her input in relation to the client change programmes had been invaluable. The knowledge, skills and experience Jacqui brought to the Company, Executive Team and Board will be deeply missed. We wish her our sincerest best wishes and gratitude for her contribution.

Board closed at 4.15pm

Next meeting: 6 April 2022.

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