

UK Shared Business Services Ltd

Minutes of the 104th UK SBS Board Meeting held in Polaris House, Swindon, on Thursday 28 July 2022 commencing at 9.35am.

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 (dialled in)	GM	Kayleigh Rough, representing the CDIO	KR
Nick Sammons (dialled in)	NS	Paul Lazenby, representing the Chief Change Officer	PL
Ruth Elliot	RE	John Arnott, Chief Strategy Officer	JA
Alice Hurrell (dialled in)	AH	Mark Wilson, Interim Chief Operating Officer	MW
		Steve Jellings, Programme Manager (items 7 and 8 only)	SJ
		Observers / Guests	
		Elaine Tuck, Shared Services Deputy Director, BEIS	ET
		Mark Bussey, Programme Director, SHARP, UKRI	MB

Apologies:

David Walder, CDIO	DW
Victoria McMyn, Chief Change Officer	VM

The meeting was not quorate at the start, so items were taken in the following order:

3. UK SBS CHIEF EXECUTIVE REPORT (SBS 034-22)

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

- 334 new DIT employees from 18 different organisations had successfully onboarded to take UK SBS services from 1 July 2022, with marginal cost implications to DIT. The Board congratulated the Executive team and colleagues on the positive outcome.
- Discussions took place on how best to communicate UK SBS success stories externally with clients, particularly in relation to transformation and the experience gained from the SHARP programme.
- The approval of the 2021/22 Annual Report and Financial Statements to be postponed until September due to NAO resourcing pressures and competing priorities.
- The full launch of the 'Bridge' solution for BOE users had been delayed due to technical issues.
- Recruitment remained a challenge; an internal UK SBS action plan had been developed to focus on immediate mitigating activities. UK SBS continued to work with clients to identify opportunities that could address recruitment / headcount challenges.

Author: Caroline Jenkins, Company Secretary

Date: 1 August 2022

OFFICIAL

NS joined the meeting. The Board meeting was now quorate.

1. WELCOME (SBS 030-22 and 031-22)

- 1.1 The Chairman welcomed all in attendance.
- 1.2 There were no declarations of conflicts of interest in relation to items on the agenda. JC confirmed that he would be stepping down from the Metropolitan Police Board in the summer.
- 1.3 The minutes of the meeting held on 17 June 2022 were agreed as a correct record. The one outstanding action was due to be closed at the September Board meeting.

2. NON-EXECUTIVE DIRECTOR APPOINTMENT (SBS 033-22)

- 2.1 The Board agreed unanimously to re-appoint Alice Hurrell for a further two-year term, due to conclude on 30 September 2024.

4. AUDIT COMMITTEE UPDATE (Verbal)

- 4.1 GM provided a verbal update on the key discussion points of the Audit Committee meeting that took place on 20 July 2022.
- 4.2 RS informed the Board of the results of the recent internal phishing exercise. Whilst clients were responsible for running their own internal campaigns and cyber security measures, best practice and awareness was shared between BEIS and Partner Organisations.

AH joined the meeting.

5. FINANCE, PERFORMANCE AND RISK (SBS 034-22 via PowerBI)

- 5.1 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:
 - MW provided an update on the 'red' rated user experience scores, with the detail outlined within a supporting paper (Action 103.1) that had been submitted to Board for information.
 - JA outlined the move to using Net Promoter Scores (NPS) and indicative results from the first quarter, noting that response rates were low.
 - The Board acknowledged that there may be some discrepancies between client specific and service level reporting.
 - A cross-functional plan had been implemented to address the recent telephony issues.
 - Discussions took place on supplier prompt payments, an end-to-end 'red' rated KPI, noting that as part of the implementation of new systems, there was a need to be clear on the service being measured and the hand-off of responsibility.
 - The change management function was now well established within UK SBS, with better forecasting, management, conducting and closing of change and embedded processes in place, evidenced by the number of CRs being delivered.
 - The strategic messaging of accommodating and successfully delivering change and how it links to the UK SBS brand to be considered as part of the Board strategy day in September.

- JA provided a verbal update on the recent pulse survey results and pay remit approvals.
- 5.2 The full year forecast for BAU RDEL and CDEL projects equalled budget. The reported £0.9m overspend for non-BAU RDEL projects had since been addressed, with PO cover received to cover the two outstanding projects.
- 5.3 CD confirmed that the Going Concern status would need to be re-considered by the Board at the September meeting, to align with the signing of the Annual Report and Financial Statements.

Actions:

- **GM, JA and JC to conduct a deep dive to understand how best to package and communicate NPS results in a positive way with UK SBS stakeholders.**
- **NS and MW to liaise offline with regard to the prompt payment KPI and any actions that need to be implemented, potentially with other clients. A 'return to green' action plan to be submitted to the September Board meeting.**

6. CORPORATE RISK APPETITE STATEMENTS (SBS 035-22)

- 6.1 CD introduced the report, noting that there were no proposed changes to the risk appetite statements for 2022/23. In answer to a question, the statements provided guidance to the organisation as to where the Company could take greater or lesser risk. The risk appetites supported development of the right behaviours and culture within UK SBS, and empowered managers to make risk-based decisions.
- 6.2 Discussions took place on the risk appetite in relation to reputational risk. The Executive team to consider how best to measure and present the customer's view of the Company's reputation, for input to the Board strategy day.

SJ joined the meeting.

7. FUTURE SHARED SERVICE PROGRAMMES (SBS 036-22)

- 7.1 RS introduced the report. A verbal update was provided on the status of the SHARP programme, the risks and collaborative approach being taken with UKRI and the implementation partner. The outputs from the ongoing workshops were being collated to feed into the UK SBS transformation programme and shape the future service delivery model, including the management of the quarterly releases / change.
- 7.2 Meetings to be established between BEIS and UKRI to share SHARP implementation learnings; UK SBS to be invited to these meetings to provide further insights.
- 7.3 The business case approach being taken by the Matrix programme, its associated timelines and recent input request from EY were outlined. The Board acknowledged the importance of BPO involvement within the early stages of service design, particularly from subject matter expertise. JC to discuss the points raised with BEIS COO.
- 7.4 The Board received an update on the BOE upgrade project, with approvals received in July.

8. TRANSFORMATION UPDATE (SBS 037-22)

- 8.1 JA introduced the report, outlining the history, rationale, and progress on the UK SBS transformation journey. In answer to a question, it was confirmed that a communication strategy to support the transformation programme would be developed.
- 8.2 The Board were keen to develop 'marketing' style material to communicate progress, ambition and successes with external stakeholders on the transformation programme, with input and key messages to be agreed at the Board strategy day.

Actions:

- **Board members to identify other factors that could be considered to indicate how UK SBS was transforming from an external viewpoint, that were not already covered by the Board paper, and feedback to JA.**

SJ left the meeting.

9. NEXT BOARD MEETING

- 9.1 The items to be considered at the next Board meeting on 29 September 2022 were noted as:
- Future Shared Services Programmes
 - Business Planning
 - Annual Report and Financial Statements
 - Annual Governance Review
 - Performance Evaluation Framework
- 9.2 A Board Offsite meeting to be held on 19 September 2022 in London, to be facilitated by PwC. JA, RS and JC to shape the agenda once the Executive Away Day had taken place.

10. ANY OTHER BUSINESS

- 10.1 There were no further items for consideration.

Board closed at 12.20pm

Next meeting: 29 September 2022

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