

UK Shared Business Services Ltd BOARD MEETING

Date: Wednesday 28 January 2026

Location: CS2, Polaris House, Swindon

**Timings: 0915 – 1330 Board Meeting
1330 – 1345 Closed session of the Board**

Attending:

Board Members:		UKSBS Executive:	
John Clarke, Chair	JC	Akos Csernus, Chief Transformation Officer	AC
Richard Semple, Chief Executive	RS	David Walder, Chief Digital and Information Officer	DW
Carolyn Isaacs	CI	Liz Creedy, Chief Operating Officer	LC
Helen Mills	HM	Caroline Jenkins, Company Secretary	CJ
Cath Denholm	CD	Victoria McMyn, Chief Corporate Delivery Officer	VM
Rosanna Wong	RW	John Arnott, Chief Strategy and People Officer	JA
Mike Baker	MB	Caroline Bee, Finance Director	CB
		Observers / Guests	
Apologies		Richard Henshall, Matrix SRO	RH
Leslie Gilbert	LG	Bernie Marsh, Head of Commercial (Item 2 only)	BM
		Dan Hardy, Fusion Product Manager (Item 6 only)	DH

STRATEGIC				
1	0915 - 0920 5 mins	Welcome <ul style="list-style-type: none"> Approval of the Minutes Approval of any redactions required for publication Consideration of Actions and Matters Arising Declarations of conflicts of interest 	John Clarke / All SBS 065-25 SBS 066-25 For approval	A
2	0920 - 0930 10 mins	Oracle Licence Extension <ul style="list-style-type: none"> Updates Considerations Supporting document can be found in the 'Reading Room' 	Bernie Marsh SBS 002-26 For approval	A
3	0930 – 0955 25 mins	UKSBS Chief Executive Report <ul style="list-style-type: none"> Highlights / Exceptions 	Richard Semple SBS 003-26 For information	I

4	0955 – 1125 90 mins	Transformation Progress <ul style="list-style-type: none"> - Neo Implementation Status - OD Implementation & Resourcing - Key Risks & Issues Deep dives: <ul style="list-style-type: none"> - Charging Model - CO & DCMS Onboarding Location Strategy – Neo driven footprint evolution	Akos Csernus SBS 004-26 For discussion	DI / E
BREAK FOR 10 MINUTES AT 1125				
5	1135 – 1150 15 mins	Portfolio of Change <ul style="list-style-type: none"> - MoG 2024 - ALB Review 	Victoria McMyn SBS 005-26 For information	I
6	1150 – 1210 20 mins	Forward Pipeline of Change – Fusion Incl. design challenges and funding implications <ul style="list-style-type: none"> - Direction, heading, where have we been 	David Walder SBS 006-26 For discussion	DI
7	1210 – 1225 15 mins	<ul style="list-style-type: none"> - 26/27 Budgets 	Caroline Bee SBS 007-26 For discussion	DI
8	1225 – 1250 25 mins	Business Planning Outline draft business plan	John Arnott SBS 008-26 For decision	DE
OPERATIONAL				
9	1250 – 1310 20 mins	Standing Items (all reports taken as read with items covering highlights, exceptions, clarifications and questions) Non-Financial Performance Risk Cyber Security Finance	Relevant Exec SBS 009-26 (via PowerBI) For discussion	DI
10	1310 – 1325 15 mins	UKRI Service Review	Liz Creedy SBS 010-26 For discussion	DI
ANY OTHER BUSINESS				
11	1325 - 1330 5 mins	Next Board Meeting Board meeting to be held on 26 March 2026 at 9.15am in Polaris House, Swindon Proposed substantive items: <ul style="list-style-type: none"> • Transformation • Portfolio of Change • Annual Governance Statement • Gender Pay Gap reporting • RCPS Reforms • 26/27 Financial bid 	John Clarke	I

CLOSED SESSION OF THE BOARD				
	1330 - 1345 15 mins	Closed Session	John Clarke	I