

UK Shared Business Services Ltd BOARD MEETING

Date: Thursday 28 May 2026

Location: CS5, Polaris House, Swindon

Timings: 0915 – 1355 Board Meeting
1335 – 1400 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	Caroline Jenkins, Company Secretary	CJ
Carolyn Isaacs	CI	Liz Creedy, Chief Operating Officer	LC
Helen Mills	HM	John Arnott, Chief Strategy and People Officer	JA
Cath Denholm	CD	David Walder, Chief Digital and Information Officer	DW
Leslie Gilbert	LG	Caroline Bee, Finance Director	CB
Mike Baker	MB		
		Observers / Guests	
		Richard Henshall, Matrix SRO	RH
		James Michelson, DBT	JM

Apologies:

Victoria McMyn, Chief Corporate Delivery Officer	VM
Rosanna Wong	RW

OPERATIONAL				
1	0915 - 0920 5 mins	Welcome - 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 024-26 SBS 025-26 For approval	A
2	0920 – 0945 25 mins	UKSBS Chief Executive Report Highlights / Exceptions	Richard Semple SBS 027-26 For information	I
3	0945 – 0955 10 mins	Audit Committee Update Update from the May Committee meeting	Carolyn Isaacs Verbal For information	I
4	0955 – 1015 20 mins	EDI Annual Update	John Arnott / Emma Gibbs SBS 028-26 For information	I

5	1015 – 1030 15 mins	Standing Items (all reports taken as read with items covering highlights, exceptions, clarifications and questions) Non-Financial Performance Risk Cyber Security	Relevant Exec SBS 029-26 (via PowerBI) For discussion	DI
6	1030 – 1045 15 mins	Finance Update - End of 2025/26 financial position - Budget planning 2026/27 - Management accounts	Caroline Bee SBS 030-26 For discussion	DI
BREAK FOR 10 MINUTES AT 1045				
STRATEGIC				
7	1055 – 1255 120 mins	Transformation Progress - Neo transformation - Charging model - Matrix Replanning - UKSBS readiness for 1A go-live - Moving to a pipeline of onboarding post-go-live	Akos Csernus SBS 031-26 For discussion	DI
BREAK FOR 20 MIN LUNCH AT 1255				
8	1315 – 1340 25 mins	3-5 Year Investment Strategy	David Walder & Caroline Bee SBS 032-26 For information	I
9	1340 – 1350 10 mins	Portfolio of Change	David Walder SBS 033-26 For information	I
ANY OTHER BUSINESS				
10	1350 - 1355 5 mins	Next Board Meeting Board meeting to be held on 23 July 2026 at 9.15am in Polaris House, Swindon Proposed substantive items: • Transformation • Portfolio of Change • NED Appointments • Modern Slavery Statement • Risk Appetite	John Clarke	I
CLOSED SESSION OF THE BOARD				
	1355 - 1400 5 mins	Closed Session	John Clarke	I