

UK Shared Business Services Ltd BOARD MEETING

Date: Thursday 27 November 2025

Location: CS7, Polaris House, Swindon

Timings: 0915 – 1425 Board Meeting
1425 – 1435 Board to meet as Remuneration Committee
1435 – 1450 Closed session of the Board

Attending:

Board Members:		UK SBS 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
Leslie Gilbert	LG	Observers / Guests	
Mike Baker	MB	Richard Henshall, Matrix SRO	RH
		Steve Tomlin, Head of Infrastructure	ST
		Liam Mullins, Business Continuity Manager	LM
		Robert Potten, Cyber Security Assurance	RP

OPERATIONAL				
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 054-25 SBS 055-25 For approval	A
2	0920 – 0945 25 mins	UKSBS Chief Executive Report <ul style="list-style-type: none"> Employee Engagement Results Pay Mandate 	Richard Semple SBS 057-25 For information	I
3	0945 – 0955 10 mins	Audit Committee Update	Carolyn Isaacs Verbal For information	I

4	0955 – 1015 20 mins	Standing Items (all reports taken as read with items covering highlights, exceptions, clarifications and questions) Non-Financial Performance Risk Finance	Relevant Exec SBS 058-25 (via PowerBI) For discussion	DI
5	1015 – 1025 10 mins	Constitutional Documents Review Shareholders' Agreement and Articles of Association	Caroline Jenkins SBS 059-25 For decision	DE
6	1025 – 1115 50 mins	Cyber Security Deep Dive	Kathryn Hollingworth SBS 060-25 For discussion	DI
BREAK – 10 MINUTES AT 1115				
STRATEGIC				
7	1125 – 1130 5 mins	Financial True Ups	Caroline Bee SBS 061-25 For information	I
8	1130 – 1305 95 mins	Transformation Progress - Road Map and Executive summary - Transformation - Service Readiness Checklist - Risks and Issues – <i>Inc. Fusion risks</i> Key Focus - Charging Model - Detailed OD – <i>Key highlights and recommendations</i> - Transformation Stage Gate 1 review – <i>Progress summary</i>	Akos Csernus SBS 062-25 For discussion	DI
WORKING LUNCH AT 1305				
9	1330 – 1350 20 mins	Portfolio of Change - MoG 2024 - ALB Review	Victoria McMyn SBS 064-25 For information	I
10	1350 – 1420 30 mins	Business Planning	John Arnott SBS 063-25 For discussion	DI
ANY OTHER BUSINESS				

11	1420 - 1425 5 mins	Next Board Meeting Board meeting to be held on 28 January 2026 at 9.15am in Polaris House, Swindon Proposed substantive items: <ul style="list-style-type: none"> • Transformation • Portfolio of Change • Cyber Security • Business Planning 	John Clarke	I
BOARD TO MEET AS REMCOM				
A	1425 - 1435 10 mins	Executive Pay Mandate	John Arnott REM 003-25 For decision	DE
CLOSED SESSION OF THE BOARD				
	1435 - 1450 15 mins	Closed Session	John Clarke	I