

UK Shared Business Services Ltd BOARD MEETING

Date: Thursday 23 July 2025

Location: CS5, Polaris House, Swindon

Timings: 0915 – 1220 Board Meeting
1235 – 1255 Board to meet as Rem / Nom Committee
1255 – 1310 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
Sarah Finigan	SF	Caroline Jenkins, Company Secretary	CJ
Claire Pearce	CP	Victoria McMyn, Chief Corporate Delivery Officer	VM
Helen Mills	HM	Observers / Guests	
<i>DBT vacancy</i>		Andrew Pattison, DCMS	AP
		Sarah Harrison, Cabinet Office	SH
		James Michelson, DBT	JM
		Deborah Gregg, Deloitte (for item 7 only)	DG

Apologies:

John Arnott, Chief Strategy and People Officer	JA
David Thomas	DT
Richard Henshall, Matrix SRO	RH

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 032-25 SBS 033-25 For approval
2	0920 - 0945 25 mins	UKSBS Chief Executive Report <ul style="list-style-type: none"> Highlights / Exceptions 	Richard Semple SBS 035-25 For information

3	0945 – 0955 10 mins	Audit Committee Update	Carolyn Isaacs Verbal For information
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 Update	Relevant Exec SBS 036-25 (via PowerBI) For discussion
5	1015 – 1020 5 mins	Modern Slavery Statement	Caroline Jenkins SBS 037-25 For decision
BREAK – 10 MINUTES AT 1020			
STRATEGIC			
6	1030 – 1110 40 mins	COO Away Day Outcomes Incl. UKSBS Ownership and Board structure Skills Matrix	John Clarke / Richard Semple SBS 038-25 For agreement
7	1110 – 1210 60 mins	Transformation Progress - PBC3 input <ul style="list-style-type: none"> • Cost to Serve model • Transformation Investment and Benefits - Integrated Programme Plan on a Page - Leadership / Skills Development	Akos Csernus and Execs SBS 039-25 For agreement
8	1210 – 1240 30 mins	Portfolio of Change - SHARP hypercare - Oracle assessment of UKSBS capability and capacity to delivery Fusion (action 121.7) - MoG 2024	Victoria McMyn SBS 040-25 For information
ANY OTHER BUSINESS			
9	1240 - 1245 5 mins	Next Board Meeting Board meeting to be held on 2 October 2025 at 9.30am in Polaris House, Swindon Proposed substantive items: <ul style="list-style-type: none"> • Transformation • Portfolio of Change • Annual Report and Financial Statements incl. Going Concern • Annual Governance Review • Risk Deep Dive 	John Clarke
BOARD TO MEET AS NOM & REM COM			

A	1245 - 1255 10 mins	UKSBS Organisational Design	Richard Semple / Victoria McMyn REM/NOM 001-25
B	1255 - 1305 10 mins	Pay Mandate	Richard Semple REM/NOM 002-25
CLOSED SESSION OF THE BOARD			
	1305 - 1320 15 mins	Closed Session	John Clarke