

# UK Shared Business Services Ltd BOARD MEETING

**Date: Thursday 27 March 2025**

**Location: CS5, Polaris House, Swindon**

**Timings: 0915 - 1300 Board Meeting  
1300 - 1315 Closed session of the Board**

## Attending:

Board Members:		UK SBS Executive:	
John Clarke, Chair	<b>JC</b>	Claire Hargreaves, Chief Finance Officer	<b>CH</b>
Richard Semple, Chief Executive	<b>RS</b>	David Walder, Chief Digital and Information Officer	<b>DW</b>
Graham McAlister	<b>GM</b>	Liz Creedy, Chief Operating Officer	<b>LC</b>
Sarah Finigan	<b>SF</b>	Victoria McMyn, Chief Change Officer	<b>VM</b>
Michele Hughes	<b>MH</b>	Caroline Jenkins, Company Secretary	<b>CJ</b>
David Thomas	<b>DT</b>	Akos Csernus, Chief Transformation Officer	<b>AC</b>
Helen Mills	<b>HM</b>	John Arnott, Chief Strategy and People Officer	<b>JA</b>
Claire Pearce	<b>CP</b>	<b>Observers / Guests</b>	
		Carolyn Isaacs, Incoming NED	<b>CI</b>
		Rosanna Wong, DBT	<b>RW</b>
		Richard Henshall, Matrix SRO	<b>RH</b>
		Alev Williams, Deloitte (for Item 9 only)	<b>AW</b>

## Apologies:

Bidesh Sarkar	<b>BS</b>
Andrew Pattison	<b>AP</b>
Sarah Harrison	<b>SH</b>

OPERATIONAL			
<b>1</b>	<b>0915 - 0920</b> 5 mins	<b>Welcome</b> <ul style="list-style-type: none"> <li>Approval of the Minutes</li> <li>Approval of any redactions required for publication</li> <li>Consideration of Actions and Matters Arising</li> <li>Declarations of conflicts of interest</li> </ul>	<b>John Clarke / All</b> SBS 007-25 SBS 008-25 <b>For approval</b>
<b>2</b>	<b>0920 - 0945</b> 25 mins	<b>UKSBS Chief Executive Report</b> <ul style="list-style-type: none"> <li>Highlights / Exceptions</li> </ul>	<b>Richard Semple</b> SBS 010-25 <b>For information</b>
<b>3</b>	<b>0945 – 0955</b> 10 mins	<b>Audit Committee Update</b> <ul style="list-style-type: none"> <li>Annual Audit Committee Report to Board</li> <li>Appointment of Audit Committee Chairman</li> </ul>	<b>Graham McAlister / John Clarke</b> SBS 011-25 <b>For decision</b>

<b>4</b>	<b>0955 - 1015</b> 20 mins	<b>Standing Items (all reports taken as read with items covering highlights, exceptions, clarifications and questions)</b>  Non-Financial Performance Risk Finance Update	<b>Relevant Exec</b> SBS 012-25 (via PowerBI) <b>For discussion</b>
<b>5</b>	<b>1015 – 1030</b> 15 mins	<b>25/26 Financial Bid and SR Phase 2</b>	<b>Claire Hargreaves</b> SBS 013-25 <b>For information</b>
<b>6</b>	<b>1030 – 1040</b> 10 mins	<b>Billingham Relocation Business Case</b>	<b>Caroline Jenkins</b> SBS 014-25 <b>For decision</b>
<b>BREAK – 10 MINUTES AT 1040</b>			
<b>7</b>	<b>1050 – 1110</b> 20 mins	<b>Board Performance Review</b>	<b>John Clarke</b> SBS 015-25 <b>For discussion</b>
<b>8</b>	<b>1110 – 1120</b> 10 mins	<b>Annual Governance Statement</b>	<b>Caroline Jenkins</b> SBS 016-25 <b>For decision</b>
<b>STRATEGIC</b>			
<b>9</b>	<b>1120 – 1210</b> 50 mins	<b>Transformation Progress</b> - Measuring progress and outcomes - Stakeholder engagement	<b>Akos Csernus</b> SBS 017-25 <b>For information</b>
<b>10</b>	<b>1210 - 1235</b> 25 mins	<b>Major Programmes and Change Roadmap</b> - SHARP - MoG 2024 - Programme artefact update (action 117.2)	<b>Victoria McMyn</b> SBS 018-25 <b>For information</b>
<b>11</b>	<b>1235 - 1250</b> 15 mins	<b>Business Planning</b>	<b>John Clarke / John Arnott</b> SBS 019-25 <b>For approval</b>
<b>ANY OTHER BUSINESS</b>			
<b>12</b>	<b>1250 - 1255</b> 5 mins	<b>Next Board Meeting</b> Board meeting to be held on 22 May 2025 at 9.30am in Polaris House, Swindon, followed by the strategic offsite. Proposed substantive items: <ul style="list-style-type: none"> <li>Major Programmes and Change Roadmap</li> <li>Transformation</li> <li>SHARP</li> </ul>	<b>John Clarke</b>

<b>13</b>	<b>1255 - 1300</b> 5 mins	<b>Any Other Business</b> CC25009 Direct Award Special Cases Report	<b>John Clarke</b> SBS 020-25 <b>For decision</b>
<b>CLOSED SESSION OF THE BOARD</b>			
	<b>1300 - 1315</b> 15 mins	<b>Closed Session</b>	<b>John Clarke</b>