OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
64.1	Minutes and Actions	The UK SBS infrastructure map to be shared with GMc once compiled. GMc to provide feedback on the map to the Committee at a future meeting	25 Feb 2021	[redacted]	1 October 2021	Requires a face to face meeting. This action will be closed once government guidance allows the meeting to take place
65.2	SoDaR Update	A further SoDaR update report to be considered by the Committee in the autumn, outlining the activities required to address the gaps identified by the gap analysis	17 May 2021	John Arnott	22 November 2021	
66.1	NAO Update	CD to present a paper to consider the long-term trajectory and strategy for cash reserves, including the 'right' amount to be held by the Company, the process to request additional cash when required and the risks or impacts, to be considered by the Committee in September	22 July 2021	Crispin Dawe	23 September 2021	To close. On the agenda for the September Audit Committee meeting.
66.2	Annual Report and Financial Statements	The Audit Committee to recommend the Annual Report and Financial Statements 2020/21, subject to minor amendments, to the Board for agreement, along with proposals for delegated authority to be given to the CEO, incoming and outgoing Audit Committee Chairs should the AR&FS not be finalised ahead of the Board meeting.	22 July 2021	[redacted] / Crispin Dawe	29 July 2021	To close. The Board considered and agreed the AR&FS and delegated authority
66.3	Risk	A cross-directorate cyber risk register to be considered at a future Audit Committee meeting	22 July 2021	[redacted]	22 November 2021	
66.4	Fraud Update	The Counter Fraud and Bribery Policy to be updated in light of comments received by the Committee and re-circulated for information to the Committee before publishing internally	22 July 2021	[redacted]	8 September 2021	To close. Circulated with the Committee papers
66.5	Fraud Update	A separate fraud and bribery risk register to be considered at a future Audit Committee meeting	22 July 2021	[redacted]	22 November 2021	
66.6	Departmental Risk Register	MR to undertake a review of the ISS departmental risk register against the GIAA audit recommendations to ensure alignment and consistency with RAG reporting and risk mitigations	22 July 2021	[redacted]	23 September 2021	To close. A robust discussion has taken place and a verbal update will be provided at the Sept Audit Committee meeting.

SBS AC 046-21

UK Shared Business Services Ltd
AUDIT COMMITTEE

67th Meeting

Thursday 23 September 2021
ROOM CS5 & 6, POLARIS HOUSE & via videoconference

Commencing: 10.00am Closed Session
10.30am Audit Committee
12.40pm Closed Session

Attending

Committee Members:		**UK SBS and Executive:**	
Graham McAlister, Chairman	**GM**	Andrew Lewis, Chief Operating Officer	**AL**
Kim Humberstone (co-opted)	**KH**	Jacqui White, Business Change Executive	**JW**
		[redacted] CTO	**MR**
Audit Attendees:		Crispin Dawe, Finance Director	**CD**
[redacted] NAO	**AH**	John Arnott, Strategy Director	**JA**
[redacted] GIAA	**IC**	[redacted] RISC	**JD**
[redacted] GIAA	**DH**	[redacted] DPO	**ER**
		[redacted] Governance	**AK**

Apologies:

Victoria McMyn	**VM**
Caroline Jenkins, Company Secretary	**CJ**
Richard Semple, Chief Executive	**RS**
[redacted] NAO Engagement Partner	**SY**

AGENDA

No		AGENDA ITEM	LEAD & PAPER
A.	**1000 – 1030** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister**
(UK SBS Executives to join the meeting)			
1.	**1030 – 1035** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Graham McAlister**

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: August 2021

UKSBS
Shared Business Services

SBS AC 046-21

No		AGENDA ITEM	LEAD & PAPER
2.	**1035 - 1040** (5 mins)	**Minutes of previous meeting:** **22 July 2021** **Review of Actions and Matters Outstanding**	**Graham McAlister** **SBS AC 044-21** **For Approval** **SBS AC 045-21** **For Discussion**
3.	**1040 – 1050** (10 mins)	**Finance Update** Management Accounts Pack	**Crispin Dawe** **SBS AC 047-21**
4.	**1050 – 1100** (10 mins)	**Cash Reserves**	**Crispin Dawe** **SBS AC 048-21**
5.	**1100 – 1140** (40 mins)	**Risk** a) Corporate Risk Register b) Fraud Update c) Central Services Departmental Risk Register	[redacted] **SBS AC 050-21** **SBS AC 051-21**
		BREAK FOR 10 MINUTES AT 1140	
6.	**1150 - 1215** (25 mins)	**a) Internal Audit 2021/22 Progress Update** Update on reports for 2021/22 **b) Audit Recommendation Tracker**	**Ian Coates / Delyth** [redacted] **052-21** **For Discussion** [redacted] **For Discussion**
7.	**1215 – 1225** (10 mins)	**Data Protection**	[redacted] **SBS AC 054-21**
8.	**1225 – 1235** (10 mins)	**Annual Governance Review** Terms of Reference Whistleblowing Policy Health and Safety Policy	[redacted] **SBS AC 055-21**
9.	**1235 – 1240** (5 mins)	**Any Other Business** • BCP update • Date of next meeting: 22 November 2021 • Substantive items: - Departmental Risk: TBC	**John Arnott** **Verbal** **Graham McAlister** **For Information**
10.	**1240 - 1255** (15 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister**

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: August 2021

SBS AC 001-22

UK Shared Business Services Ltd
AUDIT COMMITTEE

69th Meeting

Thursday 24 February 2022 via videoconference

Commencing: 10.00am Closed Session
10.30am Audit Committee
12.45pm Closed Session

Attending

Committee Members:		**UK SBS and Executive:**	
Graham McAlister, Chairman	**GM**	Richard Semple, Chief Executive	**RS**
Victoria McMyn	**VM**	Andrew Lewis, COO	**AL**
Kim Humberstone (co-opted)	**KH**	Jacqui White, Business Change Executive	**JW**
		Caroline Jenkins, Company Secretary	**CJ**
Audit Attendees:		David Walder, CDIO	**DW**
[redacted] NAO Engagement Director	**SY**	Crispin Dawe, Finance Director	**CD**
[redacted] GIAA	**IC**	[redacted] RISC	**JD**
[redacted] GIAA	**DH**		

Apologies:

[redacted] NAO	**SH**
John Arnott, Strategy Director	**JA**

No		AGENDA ITEM	LEAD & PAPER
A.	**1000 – 1030** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.* **Items for discussion:** **Audit Committee Evaluation / Performance Review**	**Graham McAlister** **Verbal**
(UK SBS Executives to join the meeting)			
1.	**1030 – 1035** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Graham McAlister** **Verbal**
2.	**1035 – 1040** (5 mins)	**Minutes of previous meeting:** **22 November 2021** **Review of actions and matters outstanding**	**Graham McAlister** **SBS AC 072-21** **For noting** **SBS AC 073-21** **For discussion**
3.	**1040 – 1050** (10 mins)	**NAO Update** Audit Planning	[redacted]

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: January 2022

SBS AC 001-22

No		AGENDA ITEM	LEAD & PAPER
4.	**1050 – 1100** (10 mins)	**Finance Update** Management Accounts Pack and Going Concern	**Crispin Dawe** **SBS AC 002-22**
5.	**1100 – 1140** (40 mins)	**Risk** a) Corporate Risk Register including Cabinet Office Functional Standards b) Fraud Update c) HR Services Departmental Risk Register d) Procurement Services Departmental Risk Register	[redacted] **SBS AC 004-22** **SBS AC 005-22** **SBS AC 006-22**
BREAK FOR 10 MINUTES AT 1140			
6.	**1150 - 1210** (20 mins)	**a) Internal Audit 2021/22 Progress Update** Update on reports for 2021/22: • UKRI Business IT Transfer • Draft 2022-23 Audit Plan **b) Audit Recommendation Tracker**	[redacted] / **SBS AC 007-22** **For Discussion** [redacted] **SBS AC 008-22** **For Discussion**
7.	**1210 – 1220** (10 mins)	**Data Protection Update**	[redacted]
8.	**1220 – 1230** (10 mins)	**Draft Annual Governance Statement**	**Caroline Jenkins** **SBS AC 010-22**
9.	**1230 – 1240** (10 mins)	**Annual Audit Committee Report to Board**	**Graham McAlister** **SBS AC 011-22**
10.	**1240 – 1245** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 18 May 2022** Substantive items: • Departmental Risk Register (TBC) • NAO Update	**Graham McAlister** **Verbal**
	1245 - 1300 (15 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: January 2022

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
64.1	Minutes and Actions	The UK SBS infrastructure map to be shared with GMc once compiled. GMc to provide feedback on the map to the Committee at a future meeting	25 Feb 2021	[redacted]	1 October 2021	Meeting took place on 22 November 2021
67.1	Risk - Fraud Update	Produce a set of metrics to evidence how UK SBS was complying with the Cabinet Office Counter Fraud functional standard	23 Sept 2021	[redacted]	15 February 2022	To close. To be covered under the Risk item on the Feb agenda
67.2	Data Protection Update	The Data Protection Officer's Annual Report and Plan to include proposals to deliver a fully resourced Data Protection service	23 Sept 2021	[redacted]	22 November 2021	To close
68.1	Cross-Directorate Cyber Risk Register	A separate, dedicated session to be arranged before the next Committee meeting for the Committee members to receive a background brief on, and undertake a deep dive into, the risks associated with cyber security	22 Nov 2021	Caroline Jenkins	24 Feb 2022	To close. The separate session took place on 3 Feb 2022

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
72.1	Finance Update	CD to provide narrative on the circa £700k IT overspend in the next management accounts pack.	22-Sep-22	Crispin Dawe	18-Nov-22	

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
74.1	Risk	Cyber security deep dive in May to include lessons learnt from the recent DDoS attacks	23 Feb 2023	[redacted]	25 May 2023	To close. Deep dive scheduled for 25 May 2023
74.2	Risk	JA to circulate the BC / DR report considered by PSMB to the Committee for information	23 Feb 2023	John Arnott	24 March 2023	To close. Report attached for information.
74.3	Audit Recommendations	Process as to how UK SBS can influence audit recommendation actions outside of full UK SBS control, particularly in relation to end-to-end audits, to be considered at a future meeting	23 Feb 2023	[redacted]	31 July 2023	

SBS AC 014-23

UK Shared Business Services Ltd
AUDIT COMMITTEE
75th Meeting

Thursday 18 May 2023 in Polaris House, Swindon

Commencing: 10.00am Closed Session
10.30am Audit Committee
12.40pm Closed Session

Attending:

Committee Members:		**UK SBS and Executive:**	
Graham McAlister, Chairman	**GM**	Richard Semple, Chief Executive	**RS**
Tim Sparrow (co-opted)	**TS**	Crispin Dawe, Chief Finance Officer	**CD**
		John Arnott, Chief Strategy Officer	**JA**
Audit Attendees:		Liz Creedy, COO	**LC**
[redacted] NAO	**SH**	[redacted] RISC	**JM**
[redacted] HIA, GIAA	**MY**	[redacted] RISC	**JD**
[redacted] GCIA for BEIS	**AH**	[redacted] RISC	**KH**
		Gordon Fraser - CoSec Service	**GF**
		Laura Jennings - CoSec Service	**LJ**

Apologies:

[redacted] NAO	**MK**
Victoria McMyn, Chief Change Officer	**VM**
David Walder, (Chief Digital and Information Officer)	**DW**

No		AGENDA ITEM	LEAD & PAPER
A.	**1000 – 1030** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.* • **Board and Audit Committee Performance Evaluation Results**	**Graham McAlister** **Verbal**
(UK SBS Executives to join the meeting)			
1.	**1030 – 1035** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Graham McAlister** **Verbal**

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: April 2023

SBS AC 014-23

No		AGENDA ITEM	LEAD & PAPER
2.	**1035 – 1040** (5 mins)	**Minutes of previous meeting:** **23 February 2023** **Review of actions and matters outstanding**	**Graham McAlister** **SBS AC 012-23** **For decision** **SBS AC 013-23** **For discussion**
3.	**1040 – 1100** (20 mins)	**CEO Update**	**Richard Semple** Verbal
4.	**1100 – 1110** (10 mins)	**NAO Update**	[redacted] **Verbal**
5.	**1110 – 1130** (20 mins)	**Finance Update** • Management Accounts Packs for March 2023 and April 2023 • PowerBI version for consideration / review	**Crispin Dawe** **SBS AC 015-23** **SBS AC 016-23 (via PowerBI)**
BREAK FOR 10 MINUTES AT 1130			
6.	**1140 – 1200** (20 mins)	**Risk** a) Corporate Risk Register b) Fraud Update c) Corporate Services and Strategy Pillar Risk Register	[redacted] **SBS AC 017-23** **SBS AC 018-23** **SBS AC 019-23**
7.	**1200 - 1225** (25 mins)	**a) Internal Audit 2022/23 Progress Update and 2023/24 Plan** • Audit Progress Report • Transformation review • Procurement TOM review • SHARP review • Follow-up on audit recommendations report • ARAC Pack Supplement April 2023 **b) 22-23 HIA Annual Opinion** **c) 23-24 Internal Audit Charter** **d) Audit Recommendation Tracker**	[redacted] **SBS AC 020-23** **For Discussion** [redacted] **SBS AC 021-23** **For Discussion** [redacted] **SBS AC 022-23** **For Information** [redacted] **SBS AC 023-23** **For Discussion**
8.	**1225 – 1235** (10 mins)	**Data Protection Update**	[redacted] **SBS AC 024-23**

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: April 2023

SBS AC 014-23

No		AGENDA ITEM	LEAD & PAPER
9.	**1235 – 1240** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 20 July 2023** Substantive items: • Departmental Risk Register • NAO update • Risk Management Framework • Data Protection Update • Mandatory Training Annual Update • Annual Health and Safety Report • Audit Recommendations – process for end-to-end audit action influence (Action 74.3)	**Graham McAlister** **Verbal**
	1240 - 1300 (20 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: April 2023

SBS AC 055-24

UK Shared Business Services Limited
AUDIT COMMITTEE
83rd Meeting

Thursday 21st September 2024 in Polaris House, Swindon

Commencing: 10.00am Closed Session
10.30am Audit Committee
12.45pm Closed Session

Attending:

Committee Members:		**UK SBS and Executive:**	
Graham McAlister, Chairman	**GM**	Richard Semple, Chief Executive	**RS**
[redacted]	**MH**	John Arnott, Chief Strategy Officer	**JA**
Tim Sparrow, (co-opted)	**TS**	Crispin Dawe and Claire Hargreaves, Chief Finance Officer	**CD & CH**
		Caroline Jenkins, Company Secretary	**CJ**
Audit Attendees:		David Walder, CDIO	**DW**
[redacted] NAO	**SH**	Akos Csernus, Chief Transformation Officer	**AC**
[redacted] HIA, GIAA	**SS**	Victoria McMyn, Chief Change Officer	**VM**
[redacted] GIAA	**LO**	Liz Creedy, Chief Operating Officer	**LC**
Observer (incoming Committee member):		[redacted] Head of RISC	**KH**
Carolyn Isaacs	**CI**	[redacted] RISC	**JM**
		[redacted] DPO	**LS**

Apologies:

[redacted] NAO	**MK**

No		AGENDA ITEM	LEAD & PAPER
A.	**1000 – 1030** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**
(UK SBS Executives to join the meeting)			
1.	**1030 – 1035** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Graham McAlister** **Verbal**

Author: Caroline Jenkins Email: [redacted]
Last Updated: October 2024

SBS AC 055-24

No		AGENDA ITEM	LEAD & PAPER
2.	**1035 – 1040** (5 mins)	**Minutes of previous meeting:** **19 September 2024** **Review of actions and matters outstanding**	**Graham McAlister** **SBS AC 053-24** **For decision** **SBS AC 054-24** **For discussion**
3.	**1040 – 1050** (10 mins)	**Chief Executive Update**	**Richard Semple** **Verbal**
4.	**1050 – 1105** (15 mins)	**Finance Update** • Management Accounts for October Power BI • True-Ups	**Crispin Dawe** **SBS AC 056-24 (via Power BI)**
5.	**1105 – 1125** (20 mins)	**Risk** **a) Corporate Risk Register** **b) Fraud Update** **c) Operations Departmental Risk Register**	[redacted] **SBS AC 057-24** **For discussion** [redacted] **SBS AC 058-24** **For information** **Liz Creedy** **SBS AC 059-24** **For information**
BREAK FOR 10 MINUTES AT 1125			
6.	**1135 – 1150** (15 mins)	**Internal Audit** **a) 2024/25 Progress Update incl. mid-year review and replan and SHARP Go/No Go Audit** **b) Audit Recommendation Tracker**	[redacted] **4** **SBS A** **For discussion** [redacted] **SBS AC 061-24** **For discussion**
7.	**1150 - 1155** (5 mins)	**Security Training Effectiveness**	[redacted] **SBS AC 062-24** **For information**
8.	**1155 – 1200** (5 mins)	**Data Protection Update**	[redacted] **SBS AC 063-24** **For information**
9.	**1200 – 1230** (30 mins)	**Transformation Assurance** - Assurance Framework - Transformation Partner	**Akos Csernus** **SBS AC 064-24** **For information**

Author: Caroline Jenkins Email: [redacted]
Last Updated: October 2024

SBS AC 055-24

No		AGENDA ITEM	LEAD & PAPER
10.	**1230 – 1235** (5 mins)	**Approval of GIAA Appointment**	**Caroline Jenkins** **SBS AC 065-24** **For decision**
11.	**1235 – 1245** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 27 February 2025** Substantive items: • Departmental Risk Register • Performance Evaluation • Transformation Assurance • Corporate Governance Code and Audit Committees	**Graham McAlister** **Verbal**
	1245 – 1300 (15 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**

Author: Caroline Jenkins Email: [redacted]
Last Updated: October 2024

SBS AC 032-21

UK Shared Business Services Ltd
AUDIT COMMITTEE

66th Meeting

Thursday 22 July 2021 via videoconference

Commencing: 10.00am Closed Session
10.30am Audit Committee
12.55pm Closed Session

Attending

Committee Members:		**UK SBS and Executive:**	
[redacted] Chairman	**NS**	Richard Semple, Chief Executive	**RS**
Graham McAlister	**GM**	Andrew Lewis, Chief Operating Officer	**AL**
Kim Humberstone (co-opted)	**KH**	Jacqui White, Business Change Executive	**JW**
Victoria McMyn (co-opted)	**VM**	[redacted] CTO	**MR**
Audit Attendees:		Caroline Jenkins, Company Secretary	**CJ**
[redacted] NAO Engagement Partner	**SY**	Crispin Dawe, Finance Director	**CD**
[redacted] NAO	**AH**	[redacted] RISC	**JD**
Ian Coates, GIAA	**IC**	[redacted] DPO	**ER**
[redacted] GIAA	**MY**	**Observer**	
[redacted] GIAA	**DH**	[redacted] BEIS ARAC NED	**BI**

AGENDA

No		AGENDA ITEM	LEAD & PAPER
A.	**1000 – 1030** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.*	[redacted]
(UK SBS Executives to join the meeting)			
1.	**1030 – 1035** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	[redacted]
2.	**1035 - 1040** (5 mins)	**Minutes of previous meeting: 17 May 2021** **Review of Actions and Matters Outstanding** • SLA dashboard progress	[redacted] **SBS** **For Approval** **SBS AC 030-21** **SBS AC 031-21** **For Discussion**

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: June 2021

UKSBS
Shared Business Services

SBS AC 032-21

No		AGENDA ITEM	LEAD & PAPER
3.	**1040 – 1100** (20 mins)	**NAO Update**	[redacted]
4.	**1100 – 1125** (25 mins)	**Annual Report and Accounts 2020/21**	**Crispin Dawe** **SBS AC 034-21**
5.	**1125 – 1135** (10 mins)	**Finance Update** Management Accounts Pack	**Crispin Dawe** **SBS AC 035-21**
		BREAK FOR 10 MINUTES	
6.	**1145 – 1205** (20 mins)	**Risk** a) Corporate Risk Register b) Fraud Update c) ISS Departmental Risk Register	[redacted] **SBS AC 037-21** **SBS AC 038-21**
7.	**1205 - 1220** (15 mins)	**a) Internal Audit 2021/22 Progress Update** Update on reports for 2021/22: • Cash Management **b) Audit Recommendation Tracker**	[redacted] / [redacted] **039-21** **For Discussion** [redacted] **For Discussion**
8.	**1220 – 1230** (10 mins)	**Data Protection**	[redacted] **SBS AC 041-21**
9.	**1230 – 1240** (10 mins)	**SoDaR Update**	**John Arnott** **SBS AC 042-21**
10.	**1240 – 1250** (10 mins)	**Annual Health and Safety Report**	**Caroline Jenkins** **SBS AC 043-21**
11.	**1250 – 1255** (5 mins)	**Any Other Business** • BCP update • Date of next meeting: 23 September 2021 • Substantive items: - Departmental Risk: TBC	**John Arnott** **Verbal** [redacted] **For I**
12.	**1255 - 1300** (15 mins)	**Closed Session:** *Committee members with internal and external auditors.*	[redacted]

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: June 2021

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
69.1	Audit Recommendation Tracker	JDa to review the management controls dashboard to identify relevant actions to bring controls back to 'green' and provide further assurance to the Committee	24 Feb 2022	[redacted]	18-May-22	JDa to provide a verbal update

SBS AC 014-22

UK Shared Business Services Ltd
AUDIT COMMITTEE
70th Meeting

Wednesday 18 May 2022 in Polaris House, Swindon

Commencing: 10.00am Closed Session
10.30am Audit Committee
12.35pm Closed Session

Attending:

Committee Members:		**UK SBS and Executive:**	
Graham McAlister, Chairman	**GM**	Richard Semple, Chief Executive	**RS**
Victoria McMyn	**VM**	[redacted] Interim Chief Change Officer	**TJ**
		Caroline Jenkins, Company Secretary	**CJ**
		David Walder, CDIO	**DW**
Audit Attendees:		Crispin Dawe, Chief Finance Officer	**CD**
[redacted] NAO Engagement Director	**SY**	John Arnott, Strategy Director	**JA**
[redacted] NAO	**SH**	Mark Wilson, Acting COO	**MW**
[redacted] GIAA, HIA	**IC**	[redacted] RISC	**JD**
[redacted] GIAA, Audit Lead	**DH**	[redacted] RISC (for item 7)	**AS**
[redacted] GIAA, Incoming HIA	**KB**	[redacted] Head of RISC	**JD**
[redacted] GIAA, Incoming Audit Lead	**MY**		

Apologies:

Andrew Lewis, COO	**AL**
Kim Humberstone (co-opted)	**KH**

No		**AGENDA ITEM**	**LEAD & PAPER**
A.	**1000 – 1030** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**
(UK SBS Executives to join the meeting)			
1.	**1030 – 1035** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Graham McAlister** **Verbal**
2.	**1035 – 1040** (5 mins)	**Minutes of previous meeting:** **24 February 2022** **Review of actions and matters outstanding**	**Graham McAlister** **SBS AC 012-22** **For noting** **SBS AC 013-22** **For discussion**

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: April 2022

No		AGENDA ITEM	LEAD & PAPER
3.	**1040 – 1050** (10 mins)	**NAO Update**	[redacted]
4.	**1050 – 1100** (10 mins)	**Finance Update** Management Accounts Packs for March 2022 and April 2022	**Crispin Dawe** **SBS AC 015-22**
5.	**1100 – 1140** (40 mins)	**Risk** a) Corporate Risk Register b) Fraud Update c) Finance and Corporate Services Departmental Risk Register	[redacted] **SBS AC 017-22** **SBS AC 018-22**
BREAK FOR 10 MINUTES AT 1140			
6.	**1150 - 1210** (20 mins)	**a) Internal Audit 2021/22 Progress Update** Update on reports for 2021/22 and 2022/23: • UK SBS Transformation • SHARP Project Delivery & Procurement • Network Infrastructure Follow Up • Follow Up Audit Recommendations **b) IA Draft Annual Opinion 2021-22** **c) Draft IA Charter** **d) Audit Recommendation Tracker**	[redacted] / [redacted] [redacted] **19-22** **For Discussion** **SBS AC 020-22** **SBS AC 021-22** [redacted] **SBS AC 022-22** **For Discussion**
7.	**1210 – 1220** (10 mins)	**Data Protection Update**	[redacted]
9.	**1220 – 1230** (10 mins)	**Mandatory Training**	**John Arnott** **SBS AC 024-22**
10.	**1230 – 1235** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 20 July 2022** Substantive items: • Departmental Risk Register (TBC) • Annual Report and Financial Statements	**Graham McAlister** **Verbal**
	1235 - 1250 (15 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: April 2022

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
69.1	Audit Recommendation Tracker	JDa to review the management controls dashboard to identify relevant actions to bring controls controls back to 'green' and provide further assurance to the Committee	24 Feb 2022	[redacted]	18-May-22	To close. On the agenda
70.1	NAO Update	SY to circulate the revised Audit Committee Effectiveness toolkit to the Committee	18 May 2022	[redacted]		To close. Circulated to Graham McAlister on 5 June 2022
70.2	Internal Audit	IC to share the UKRI SHARP audit with Audit Committee members for information	18 May 2022	[redacted]		Complete - circulated 18 May 2022

SBS AC 027-22

UK Shared Business Services Ltd
AUDIT COMMITTEE
71st Meeting

Wednesday 20 July 2022 in Polaris House, Swindon

Commencing: 10.00am Closed Session
10.30am Audit Committee
12.45pm Closed Session

Attending:

Committee Members:		**UK SBS and Executive:**	
Graham McAlister, Chairman	**GM**	Richard Semple, Chief Executive	**RS**
Ruth Elliot (dialling in)	**RE**	Victoria McMyn, Chief Change Officer	**VM**
Kim Humberstone (co-opted)	**KH**	Caroline Jenkins, Company Secretary	**CJ**
		David Walder, CDIO	**DW**
Audit Attendees:		Crispin Dawe, Chief Finance Officer	**CD**
[redacted] NAO Engagement Director	**SY**	John Arnott, Chief Strategy Officer	**JA**
[redacted] NAO	**SH**	[redacted] RISC	**JD**
[redacted] GIAA	**KB**	[redacted] RISC (for item 8)	**AS**
[redacted] GIAA	**MY**	[redacted] RISC	**JDy**

Apologies:

Mark Wilson, Interim COO	**MW**

No		AGENDA ITEM	LEAD & PAPER
A.	**1000 – 1030** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**
(UK SBS Executives to join the meeting)			
1.	**1030 – 1035** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Graham McAlister** **Verbal**
2.	**1035 – 1040** (5 mins)	**Minutes of previous meeting: 18 May 2022** **Review of actions and matters outstanding**	**Graham McAlister** **SBS AC 025-22** **For noting** **SBS AC 026-22** **For discussion**
3.	**1040 – 1050** (10 mins)	**NAO Update**	[redacted]

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: July 2022

SBS AC 027-22

No		AGENDA ITEM	LEAD & PAPER
4.	**1050 – 1055** (5 mins)	**Annual Report and Financial Statements 2021/22**	**Crispin Dawe** **SBS AC 028-22**
5.	**1055 - 1105** (10 mins)	**Finance Update** Management Accounts Packs	**Crispin Dawe** **SBS AC 029-22**
6.	**1105 – 1135** (30 mins)	**Risk** a) Corporate Risk Register incl. Risk Appetite Statements b) Fraud Update c) D&I Pillar Risk Register incl. management controls update	[redacted] **SBS AC 030-22** **SBS AC 031-22** **SBS AC 032-22**
BREAK FOR 10 MINUTES AT 1135			
7.	**1145 - 1200** (15 mins)	**a) Internal Audit 2022/23 Progress Update** Update on reports for 2022/23 **b) Audit Recommendation Tracker**	[redacted] / [redacted] **Yeats** **SBS AC 033-22** **For Discussion** [redacted] **For Discussion**
8.	**1200 – 1230** (10 mins)	**Data Protection Update**	[redacted]
9.	**1230 – 1240** (10 mins)	**Annual Health and Safety Report**	**Caroline Jenkins** **SBS AC 036-22**
10.	**1240 – 1245** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 22 September 2022** Substantive items: • Departmental Risk Register (TBC) • Annual Governance Review incl. policies	**Graham McAlister** **Verbal**
	1245 - 1300 (15 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: July 2022

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action Update
61.6	Internal Audit	The SLA dashboards to be shared with the Audit Committee once fully developed	8 July 2020	Andrew Lewis	A report update to be provided to the July meeting on progress
64.1	Minutes and Actions	The UK SBS infrastructure map to be shared with GMc once compiled. GMc to provide feedback on the map to the Committee at a future meeting	25 Feb 2021	[redacted]	Requires a face to face meeting. This action will be closed once government guidance allows the meeting to take place
65.1	Minutes and Actions	AL to submit a report to the July Audit Committee meeting outlining the progress made in relation to action 61.6	17 May 2021	Andrew Lewis	To close. Report circulated with the papers
65.2	SoDaR Update	A further SoDaR update report to be considered by the Committee in the autumn, outlining the activities required to address the gaps identified by the gap analysis in relation to the KIM maturity model	17 May 2021	John Arnott	

SBS AC 038-22

UK Shared Business Services Ltd
AUDIT COMMITTEE
72nd Meeting

Thursday 22 September 2022 in Polaris House, Swindon

Commencing: 10.00am Closed Session
10.30am Audit Committee
12.50pm Closed Session

Attending:

Committee Members:		**UK SBS and Executive:**	
Graham McAlister, Chairman	**GM**	Richard Semple, Chief Executive	**RS**
Ruth Elliot (dialling in)	**RE**	Victoria McMyn, Chief Change Officer	**VM**
Kim Humberstone (co-opted)	**KH**	Caroline Jenkins, Company Secretary	**CJ**
		David Walder, CDIO	**DW**
		Liz Creedy, COO	**LC**
Audit Attendees:		Crispin Dawe, Chief Finance Officer	**CD**
[redacted] NAO Engagement Director	**SY**	John Arnott, Chief Strategy Officer	**JA**
[redacted] NAO	**SH**	[redacted] RISC	**JDy**
[redacted] GIAA	**KB**	[redacted] RISC (for item 8)	**KH**
[redacted] GIAA	**MY**		

Apologies:

[redacted] RISC	**JD**

No		AGENDA ITEM	LEAD & PAPER
A.	**1000 – 1030** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**
(UK SBS Executives to join the meeting)			
1.	**1030 – 1035** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Graham McAlister** **Verbal**
2.	**1035 – 1040** (5 mins)	**Minutes of previous meeting:** • **20 July 2022** **Review of actions and matters outstanding** • **There are no outstanding actions to consider**	**Graham McAlister** **SBS AC 037-22** **For noting**
3.	**1040 – 1100** (20 mins)	**NAO Update**	[redacted] **SBS AC 039-22**

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: August 2022

UKSBS Shared Business Services

SBS AC 038-22

No		AGENDA ITEM	LEAD & PAPER
4.	**1100 – 1120** (20 mins)	**Annual Report and Financial Statements 2021/22**	**Crispin Dawe** **SBS AC 040-22**
5.	**1120 - 1130** (10 mins)	**Finance Update** Management Accounts Pack	**Crispin Dawe** **SBS AC 041-22**
6.	**1130 – 1145** (15 mins)	**Risk** a) Corporate Risk Register b) Fraud Update	[redacted] **SBS AC 042-22** **SBS AC 043-22**
BREAK FOR 10 MINUTES AT 1145			
7.	**1155 - 1215** (20 mins)	**a) Internal Audit 2022/23 Progress Update** Update to cover: • Progress Report • Finance Core Services (final report) • IT Software Management and Procurement (final report) • Recent reports and work by the GIAA **b) Audit Recommendation Tracker**	[redacted] / [redacted] **SBS AC 044-22** **For Discussion** [redacted] **SBS AC 045-22** **For Discussion**
8.	**1215 – 1225** (10 mins)	**Data Protection Update**	[redacted] **SBS AC 046-22**
9.	**1225 – 1235** (10 mins)	**Annual Governance Review** Terms of Reference Whistleblowing Policy Health and Safety Policy	**Caroline Jenkins** **SBS AC 047-22**
10.	**1235 – 1240** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 22 November 2022** Substantive items: • Departmental Risk Register (TBC) • Performance Evaluation	**Graham McAlister** **Verbal**
	1240 - 1250 (10 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: August 2022

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
72.1	Finance Update	**CD to provide narrative on the circa £700k IT overspend in the next management accounts pack.**	22-Sep-22	Crispin Dawe	18-Nov-22	To close. CD will give a verbal update at the meeting on the 18 Nov.

SBS AC 050-22

UK Shared Business Services Ltd
AUDIT COMMITTEE
73rd Meeting

Friday 18 November 2022 in Polaris House, Swindon

Commencing: 1.30pm Closed Session
2.00pm Audit Committee
4.00pm Closed Session

Attending:

Committee Members:		**UK SBS and Executive:**	
Graham McAlister, Chairman	**GM**	Richard Semple, Chief Executive	**RS**
Ruth Elliot (dialling in)	**RE**	Caroline Jenkins, Company Secretary	**CJ**
Tim Sparrow (co-opted)	**TS**	David Walder, CDIO	**DW**
		Liz Creedy, COO	**LC**
Audit Attendees:		Crispin Dawe, Chief Finance Officer	**CD**
[redacted] NAO Engagement Director	**MK**	John Arnott, Chief Strategy Officer	**JA**
[redacted] NAO	**SH**	[redacted] RISC	**JD**
[redacted] GIAA	**KB**	[redacted] RISC	**JDy**
[redacted] GIAA	**MY**	[redacted] RISC (for item 7)	**KH**
		Observers:	
		[redacted]	**BI**

Apologies:

Victoria McMyn, Chief Change Officer	**VM**
David Walder, Chief Digital & Information Officer	**DW**

No		**AGENDA ITEM**	**LEAD & PAPER**
A.	**1330 – 1400** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**
(UK SBS Executives to join the meeting)			
1.	**1400 – 1405** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Graham McAlister** **Verbal**

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: October 2022

UKSBS Shared Business Services

SBS AC 050-22

No		AGENDA ITEM	LEAD & PAPER
2.	**1405 – 1410** (5 mins)	**Minutes of previous meeting:** **22 September 2022** **Review of actions and matters outstanding**	**Graham McAlister** **SBS AC 048-22** **For decision** **SBS AC 049-22** **For discussion**
3.	**1410 – 1420** (10 mins)	**NAO Update**	[redacted] **Verbal**
4.	**1420 - 1430** (10 mins)	**Finance Update** Management Accounts Pack	**Crispin Dawe** **SBS AC 051-22**
5.	**1430 – 1500** (30 mins)	**Risk** a) Corporate Risk Register b) Fraud Update c) Deep Dive Operations Pillar Risk Register	[redacted] **SBS AC 052-22** **SBS AC 053-22** **SBS AC 054-22**
BREAK FOR 10 MINUTES AT 1500			
6.	**1510 - 1540** (30 mins)	**a) Internal Audit 2022/23 Progress Update** Update on reports for 2022/23 **b) Audit Recommendation Tracker**	[redacted] / [redacted] **SBS AC 055-22** **For Discussion** [redacted] **SBS AC 056-22** **For Discussion**
7.	**1540 – 1550** (10 mins)	**Data Protection Update**	[redacted] **SBS AC 057-22**
8.	**1550 – 1555** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 23 February 2023** Substantive items: • Departmental Risk Register (TBC) • Performance Evaluation	**Graham McAlister** **Verbal**
	1600 - 1615 (15 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: October 2022

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
87.1	NAO Update	The charging model principles developed by KPMG to be shared with the Audit Committee	18 Sept 2025	Caroline Bee		Closed - added to 20 Nov agenda and additional materials in reading room.
87.2	Fraud Update	A review of the ECCTA to be completed, with findings to be submitted to the November Audit Committee meeting	18 Sept 2025	[redacted]		Closed - added to 20 Nov agenda.
87.3	Audit Recommendation Tracker	SS to provide an update on any IT target operating model risks identified on the UKRI risk register	18 Sept 2025	[redacted]		

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting / Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
64.1	Minutes and Actions	The UK SBS infrastructure map to be shared with the Chair once compiled. The Chair to provide feedback on the map to the Committee at a future meeting.	25 Feb 2021	[redacted]	22 November 2021	23/09/2021: The Chair asked that a face to face meeting be held in November 2022. Requires a face to face meeting. This action will be closed once Government guidance allows the meeting to take place.
65.2	Securing our Data and Reputation Programme (SoDaR) Update	A further SoDaR update report to be considered by the Committee in the autumn, outlining the activities required to address the gaps identified by the gap analysis.	17 May 2021	John Arnott	22 November 2021	To close. On the November agenda
66.3	Risk	A cross-directorate cyber risk register to be considered at a future Audit Committee.	22 July 2021	[redacted]	22 November 2021	To close. On the November agenda
66.5	Fraud Update	A separate fraud and bribery risk register to be considered at a future Audit Committee meeting.	22 July 2021	[redacted]	22 November 2021	To close. On the November agenda
67.1	Risk - Fraud Update	Produce a set of metrics to evidence how UK SBS was complying with the Cabinet Office Counter Fraud functional standard.	23 Sept 2021	[redacted]	15 February 2022	
67.2	Data Protection Update	The Data Protection Officer's Annual Report and Plan to include proposals to deliver a fully resourced Data Protection service.	23 Sept 2021	[redacted]	22 November 2021	To close. On the November agenda

SBS AC 058-21

UK Shared Business Services Ltd
AUDIT COMMITTEE

68th Meeting

Monday 22 November 2021 in Room CS6, Polaris House, Swindon

Commencing: 10.00am Closed Session
10.30am Audit Committee
12.50pm Closed Session

Attending

Committee Members:		**UK SBS and Executive:**	
Graham McAlister, Chairman	**GM**	Richard Semple, Chief Executive	**RS**
Victoria McMyn	**VM**	Andrew Lewis, Chief Operating Officer	**AL**
Kim Humberstone (co-opted)	**KH**	Jacqui White, Business Change Executive	**JW**
		Caroline Jenkins, Company Secretary	**CJ**
Audit Attendees:		[redacted] CTO	**MR**
[redacted] NAO Engagement Director	**SY**	Crispin Dawe, Finance Director	**CD**
[redacted] NAO	**SH**	[redacted] RISC	**JD**
[redacted] GIAA	**IC**	[redacted] DPO	**ER**
[redacted] GIAA	**DH**	[redacted] Head of RISC (for item 9)	**JD**
		Observers:	
		[redacted] Business Change	**TJ**

Apologies:

John Arnott, Strategy Director	**JA**

No		**AGENDA ITEM**	**LEAD & PAPER**
A.	**1000 – 1030** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.* **Items for discussion:** **Audit Committee Scope and Priorities**	**Graham McAlister** **Verbal**
(UK SBS Executives to join the meeting)			
1.	**1030 – 1035** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Graham McAlister** **Verbal**
2.	**1035 – 1040** (5 mins)	**Minutes of previous meeting:** **23 September 2021** **Review of actions and matters outstanding**	**Graham McAlister** **SBS AC 056-21** **For noting** **SBS AC 057-21** **For discussion**

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: October 2021

SBS AC 058-21

No		AGENDA ITEM	LEAD & PAPER
3.	**1040 – 1050** (10 mins)	**NAO Update**	[redacted]
4.	**1050 – 1100** (10 mins)	**Finance Update** Management Accounts Pack	**Crispin Dawe** **SBS AC 060-21**
5.	**1100 – 1105** (5 mins)	**Government Banking Service**	**Crispin Dawe** **SBS AC 061-21**
6.	**1105 – 1140** (35 mins)	**Risk** a) Corporate Risk Register b) Fraud Update c) Fraud and Bribery Risk Register d) Finance Service Delivery Departmental Risk Register e) Business Change Departmental Risk Register	[redacted] **SBS AC 063-21** **SBS AC 064-21** **SBS AC 065-21** **SBS AC 066-21**
BREAK FOR 10 MINUTES AT 1140			
7.	**1150 - 1210** (20 mins)	**a) Internal Audit 2021/22 Progress Update** Update on reports for 2021/22: • Governance and Risk Management • HRSD Core Controls - Recruitment End to End Taleo and Data Incidents **b) Audit Recommendation Tracker**	[redacted] **SBS AC 067-21** **For Discussion** [redacted] **For Discussion**
8.	**1210 – 1220** (10 mins)	**Cross-Directorate Cyber Risk Register**	[redacted]
9.	**1220 – 1235** (15 mins)	**Securing our Data and Reputation Programme Update**	[redacted]
10.	**1235 – 1245** (10 mins)	**Data Protection** Data Protection Officer's Annual Report and Plan	[redacted] **SBS AC 071-21**
11.	**1245 – 1250** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 24 February 2022** Substantive items: • HR Service Delivery Departmental Risk Register • Procurement Departmental Risk Register • Cabinet Office Counter Fraud functional standard metrics • Draft Annual Governance Statement • Annual Audit Committee Report to Board	**Graham McAlister** **Verbal**

Author: Caroline Jenkins, Company Secretary Email: [redacted]

SBS AC 058-21

No		AGENDA ITEM	LEAD & PAPER
	1250 - 1300 (10 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**

Author: Caroline Jenkins, Company Secretary Email: [redacted]

SBS AC 001-23

UK Shared Business Services Ltd
AUDIT COMMITTEE
74th Meeting

Thursday 23 February 2023 in Polaris House, Swindon

Commencing: 10.00am Closed Session
10.30am Audit Committee
1.50pm Closed Session

Attending:

Committee Members:		**UK SBS and Executive:**	
Graham McAlister, Chairman	**GM**	Richard Semple, Chief Executive	**RS**
Ruth Elliot (dialling in)	**RE**	Caroline Jenkins, Company Secretary	**CJ**
Tim Sparrow (co-opted)	**TS**	David Walder, CDIO	**DW**
		Liz Creedy, COO	**LC**
		Victoria McMyn, Chief Change Officer	**VM**
Audit Attendees:		Crispin Dawe, Chief Finance Officer	**CD**
[redacted] NAO Engagement Director	**MK**	John Arnott, Chief Strategy Officer	**JA**
[redacted] HIA, GIAA	**MY**	[redacted] RISC	**JD**
[redacted] GCIA for BEIS	**AH**	[redacted] RISC	**JDy**
		[redacted] RISC	**KH**
		[redacted] (Ankura Observer)	**AR**
		[redacted] (Ankura Observer)	**BS**

Apologies:

[redacted] NAO	**SH**

No		AGENDA ITEM	LEAD & PAPER
A.	**1000 – 1030** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**
(UK SBS Executives to join the meeting)			
1.	**1030 – 1035** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Graham McAlister** **Verbal**
2.	**1035 – 1040** (5 mins)	**Minutes of previous meeting: 18 November 2022** **Review of actions and matters outstanding**	**Graham McAlister** **SBS AC 058-22** **For decision** **SBS AC 059-22** **For discussion**

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: January 2023

SBS AC 001-23

No		AGENDA ITEM	LEAD & PAPER
3.	**1040 – 1050** (10 mins)	**NAO Update** Audit Planning Report	[redacted] **SBS AC 002-23**
4.	**1050 – 1100** (10 mins)	**Finance Update** Management Accounts Pack	**Crispin Dawe** **SBS AC 003-23**
5.	**1100 – 1125** (25 mins)	**Risk** a) Corporate Risk Register b) Fraud Update c) Partnership and Change Pillar Risk Register	[redacted] **SBS AC 004-23** **SBS AC 005-23** **SBS AC 006-23**
BREAK FOR 10 MINUTES AT 1125			
6.	**1135 - 1200** (25 mins)	**a) Internal Audit 2022/23 Progress Update and 2023/24 Plan** - Progress report - Final report – HR Core controls Stage 2 – data incidents - Final report – Disaster Recovery - Final report – Cyber Security - ARAC update pack for January 2023 - Insights report – GIAA review of themes in annual audit opinions for 21-22 (for information) - Cross-government insights – hybrid working (for information) - GIAA audit plan for 23-24 (post ExCo on 15th February) **b) Audit Recommendation Tracker**	[redacted] **SBS AC 007-23** **For Discussion** [redacted] **SBS AC 008-23** **For Discussion**
7.	**1200 – 1210** (10 mins)	**Draft Annual Governance Statement**	**Caroline Jenkins** **SBS AC 009-23**
8.	**1210 – 1225** (15 mins)	**KIM Maturity Model**	[redacted] **Verbal**
9.	**1225 – 1235** (10 mins)	**Data Protection Update**	[redacted] **SBS AC 010-23**
10.	**1235 – 1245** (10 mins)	**Annual Audit Committee Report to Board**	**Graham McAlister** **SBS AC 011-23**

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: January 2023

SBS AC 001-23

No		AGENDA ITEM	LEAD & PAPER
11.	**1245 – 1250** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 18 May 2023** Substantive items: • Departmental Risk Register • Performance Evaluation • NAO update	**Graham McAlister** **Verbal**
	1250 - 1300 (10 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**

Author: Caroline Jenkins, Company Secretary Email: [redacted]
Last Updated: January 2023

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
73.1	Finance Update	An additional table to reconcile the two current tables within the management account pack to be included in future packs	18 Nov 2022	Crispin Dawe	23 Feb 2023	To close. Action completed
73.2	Finance Update	Narrative to be included against any material variances in future management account packs	18 Nov 2022	Crispin Dawe	23 Feb 2023	To close. Narratives will be provided where required
73.3	Risk Management	A summary paper of the key actions being taken in relation to the Recruitment and Retention issue to be considered at the February Audit Committee meeting	18 Nov 2022	John Arnott	23 Feb 2023	To close. This issue is now a risk with a risk response plan in place
73.4	Data Protection Update	The status of the KIM maturity model to be shared with the Audit Committee at the February meeting	18 Nov 2022	[redacted]	23 Feb 2023	To close. On the Feb agenda

SBS AC 027-23

UK Shared Business Services Limited
AUDIT COMMITTEE
76th Meeting

Thursday 20th July 2023 in Polaris House, Swindon

Commencing: 10.00am Closed Session
10.30am Audit Committee
12.40pm Closed Session

Attending:

Committee Members:		**UK SBS and Executive:**	
Graham McAlister, Chairman	**GM**	Richard Semple, Chief Executive	**RS**
Tim Sparrow, (co-opted)	**TS**	John Arnott, Chief Strategy Officer	**JA**
		Liz Creedy, Chief Operating Officer	**LC**
Audit Attendees:		Crispin Dawe, Chief Finance Officer	**CD**
[redacted] NAO	**MK**	Victoria McMyn, Chief Change Officer	**VM**
[redacted] NAO	**SH**	[redacted]	**ST**
[redacted] HIA, GIAA	**MY**	[redacted] RISC	**JD**
		[redacted] RISC	**JM**
		[redacted] RISC	**KH**
		DWF	
		Gordon Fraser, CoSec service	**GF**
		Laura Jennings, CoSec service	**LJ**

Apologies:

No		**AGENDA ITEM**	**LEAD & PAPER**
A.	**1000 – 1030** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**
(UK SBS Executives to join the meeting)			
1.	**1030 – 1035** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Graham McAlister** **Verbal**

Author: Gordon Fraser Email: [redacted]
Last Updated: July 2023

SBS AC 027-23

No		AGENDA ITEM	LEAD & PAPER
2.	**1035 – 1040** (5 mins)	**Minutes of previous meeting:** **18th May 2023** **Review of actions and matters outstanding**	**Graham McAlister** **SBS AC 025-23** **For decision** **SBS AC 026-23** **For discussion**
3.	**1040 – 1100** (20 mins)	**Chief Executive Update**	**Richard Semple** **Verbal**
4.	**1100 – 1110** (10 mins)	**NAO Update**	[redacted] **Verbal**
5.	**1110 – 1125** (15 mins)	**Finance Update** • Management Accounts Packs for June 2023 • PowerBI version for consideration / review	**Crispin Dawe** **SBS AC 028-23** **SBS AC 029-23 (via PowerBI)**
		BREAK FOR 10 MINUTES AT 1125	
6.	**1135 – 1200** (25 mins)	**Risk** **a) Corporate Risk Register** **b) D&I Pillar Risk Register incl. management controls** **c) Fraud Update** **d) Risk Management Strategy**	[redacted] **SBS AC 030-23** [redacted] **SBS AC 031-23** [redacted] **SBS AC 032-23** [redacted] **SBS AC 033-23**
7.	**1200 – 1225** (25 mins)	**Internal Audit** **a) 2023/24 Progress Update** Update on reports for 2023/24 **b) Audit Recommendation Tracker**	[redacted] **SBS AC 034-23** **For Discussion** [redacted] **SBS AC 035-23** **For Discussion**

Author: Gordon Fraser Email: [redacted]
Last Updated: July 2023

No		AGENDA ITEM	LEAD & PAPER
		c) SHARP Business Change Review	[redacted] **Appendix SBS AC 034-23** **For Discussion**
8.	**1225 – 1235** (10 mins)	**Data Protection Update**	[redacted] **SBS AC 036-23**
9.	**1235 – 1240** (5 mins)	**Any Other Business** • BCP update • Mandatory Training **Date of next meeting: 20th September 2023** Substantive items: • Annual Report and Financial Statements • Health & Safety Report	**Graham McAlister** **Verbal** **John Arnott** **OOC Paper**
	1240 – 1300 (20 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**

Author: Gordon Fraser Email: [redacted]
Last Updated: July 2023

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
75.1	CEO Update	RS to raise the issue of UK SBS financial allocation for 2023-2024 at the next Owners meeting.	18 May 2023	Richard Semple	20 July 2023	To close.
75.2	Finance Update	CD to update the Management Assurance letter with director's feedback, if any received.	18 May 2023	Crispin Dawe	~~20 July 2023~~ 31 October 2023	I understand that this action is as follows. If funding allocation from clients is still outstanding at the time of the next Management Assurance letter (covering Q1 & Q2 of 23/24), UK SBS should make clear in that letter the costs that clients are incurring with us. This will be done
75.3	Risk	JA to update the Corporate Risk Register to reflect potential reputational risk arising from MATRIX.	18 May 2023	John Arnott	20 July 2023	Risk Register updated - action complete. Close.
75.4	Internal Audit	SHARP business change review to be added to the July agenda.	18 May 2023	Graham McAlister/Gordon Fraser	20 July 2023	To close. On the July agenda.

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
75.2	Finance Update	CD to update the Management Assurance letter with director's feedback, if any received.	18 May 2023	Crispin Dawe	31 October 2023	I understand that this action is as follows. If funding allocation is still outstanding at the time of the next Management Assurance letter (covering Q1 and Q2 of 2024), UK SBS should make clear in that letter the costs that clients are incurring with us. This will be done.
76.1	Risk - Risk Management Strategy	JM to update Risk Management Strategy document to include roles and responsibilities for delivery.	20 July 2023	[redacted]	21 September 2023	This has been updated and uploaded to our intranet site. Action to be closed.
76.2	Risk - Risk Management Strategy	TS to forward the Maturity Assessment tool used by BEIS/DSIT to JD and JM for analysis. JD and JM to report to the next meeting on adopting same within SBS risk management.	20 July 2023	Tim Sparrow/Jason [redacted]	21 September 2023	Maturity Assessment received by JD from TS. UKSBS has previously assessed its operation against the Government Functional Standards. JD is liaising with GM to verify if there is any other outcome expected from this action.

SBS AC 039-23

UK Shared Business Services Limited
AUDIT COMMITTEE
77th Meeting

Thursday 21st September 2023 in Polaris House, Swindon

Commencing: 10.00am Closed Session
10.30am Audit Committee
12.50pm Closed Session

Attending:

Committee Members:		**UK SBS and Executive:**	
Graham McAlister, Chairman	**GM**	Richard Semple, Chief Executive	**RS**
Tim Sparrow, (co-opted)	**TS**	John Arnott, Chief Strategy Officer	**JA**
		Liz Creedy, Chief Operating Officer	**LC**
Audit Attendees:		Crispin Dawe, Chief Finance Officer	**CD**
[redacted] NAO	**MK**	Victoria McMyn, Chief Change Officer	**VM**
[redacted] NAO	**SH**	[redacted] RISC	**JD**
[redacted] HIA, GIAA	**MY**	[redacted] RISC	**JM**
		[redacted] RISC	**KH**
		DWF	
		Gordon Fraser, CoSec service	**GF**

Apologies:

No		AGENDA ITEM	LEAD & PAPER
A.	**1000 – 1030** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**
(UK SBS Executives to join the meeting)			
1.	**1030 – 1035** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Graham McAlister** **Verbal**
2.	**1035 – 1040** (5 mins)	**Minutes of previous meeting: 20th July 2023** **Review of actions and matters outstanding**	**Graham McAlister** **SBS AC 037-23** **For decision** **SBS AC 038-23** **For discussion**

Author: Gordon Fraser Email: [redacted]
Last Updated: July 202386251670-1

SBS AC 039-23

No		AGENDA ITEM	LEAD & PAPER
3.	**1040 – 1055** (15 mins)	**Chief Executive Update**	**Richard Semple** **Verbal**
4.	**1055 – 1105** (10 mins)	**NAO Update**	[redacted] **Verbal**
5.	**1105 – 1125** (20 mins)	**Annual Report and Financial Statements 2022/23 incl. Going Concern**	**Crispin Dawe** **SBS AC 040-23**
6.	**1125 – 1135** (10 mins)	**Finance Update** • Management Accounts for August 2023 Power BI	**Crispin Dawe** **SBS AC 041-23 (via Power BI)**
BREAK FOR 10 MINUTES AT 1135			
7.	**1145 – 1155** (10 mins)	**Risk** **a) Corporate Risk Register** **b) Fraud Update**	[redacted] **SBS AC 042-23** [redacted] **SBS AC 043-23**
8.	**1155 – 1215** (20 mins)	**Internal Audit** **a) 2023/24 Progress Update** **b) Audit Recommendation Tracker**	[redacted] **SBS AC 044-23** **For Discussion** [redacted] **SBS AC 045-23** **For Discussion**
9.	**1215 – 1225** (10 mins)	**Data Protection Update**	[redacted] **SBS AC 046-23**
10.	**1225 – 1235** (10 mins)	**Health & Safety Report**	**Crispin Dawe** **SBS AC 047-23**
11.	**1235 – 1245** (10 mins)	**Annual Governance Review** • Terms of Reference of Audit Committee • Whistleblowing Policy • Health and Safety Policy • Risk Management Policy	**Crispin Dawe** **SBS AC 048-23**

Author: Gordon Fraser Email: [redacted]

No		AGENDA ITEM	LEAD & PAPER
12.	**1245 – 1250** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 22nd November 2023** Substantive items: • GIAA appointment • NAO audit plan	**Graham McAlister** **Verbal**
	1250 – 1300 (10 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**

Author: Gordon Fraser Email: [redacted]

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
75.2	Finance Update	CD to update the Management Assurance letter with director's feedback, if any received.	18 May 2023	Crispin Dawe	31 October 2023	I understand that this action is as follows. If funding allocation is still outstanding at the time of the next Management Assurance letter (covering Q1 and Q2 of 2024), UK SBS should make clear in that letter the costs that clients are incurring with us. To close.
76.2	Risk - Risk Management Strategy	TS to forward the Maturity Assessment tool used by BEIS/DSIT to JD and JM for analysis. JD and JM to report to the next meeting on adopting same within SBS risk management.	20 July 2023	Tim Sparrow/Jason [redacted]	21 September 2023	Maturity Assessment received by JD from TS. UKSBS has previously assessed its operation against the Government Functional Standards. To close.

SBS AC 051-23

UK Shared Business Services Limited
AUDIT COMMITTEE
78th Meeting

Thursday 23rd November 2023 in Polaris House, Swindon

Commencing: 10.00am Closed Session
10.30am Audit Committee
12.35pm Closed Session

Attending:

Committee Members:		**UK SBS and Executive:**	
Graham McAlister, Chairman	**GM**	Richard Semple, Chief Executive	**RS**
Tim Sparrow, (co-opted)	**TS**	John Arnott, Chief Strategy Officer	**JA**
		Liz Creedy, Chief Operating Officer	**LC**
Audit Attendees:		Crispin Dawe, Chief Finance Officer	**CD**
[redacted] NAO	**MK**	Victoria McMyn, Chief Change Officer	**VM**
[redacted] NAO	**SH**	[redacted] RISC	**JD**
[redacted] HIA, GIAA	**MY**	[redacted] RISC	**JM**
		[redacted] RISC	**KH**
		DWF	
		Gordon Fraser, CoSec service	**GF**

Apologies:

No		AGENDA ITEM	LEAD & PAPER
A.	**1000 – 1030** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**
(UK SBS Executives to join the meeting)			
1.	**1030 – 1035** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Graham McAlister** **Verbal**
2.	**1035 – 1040** (5 mins)	**Minutes of previous meeting:** **21 September 2023** **Review of actions and matters outstanding**	**Graham McAlister** **SBS AC 049-23** **For decision** **SBS AC 050-23** **For discussion**

Author: Gordon Fraser Email: [redacted]
Last Updated: July 202387129619-1

SBS AC 051-23

No		AGENDA ITEM	LEAD & PAPER
3.	**1040 – 1100** (20 mins)	**Chief Executive Update**	**Richard Semple** **Verbal**
4.	**1100 – 1110** (10 mins)	**NAO Update**	[redacted] **Verbal**
5.	**1110 – 1120** (10 mins)	**Finance Update** • Management Accounts for October 2023 Power BI	**Crispin Dawe** **SBS AC 052-23 (via Power BI)**
		BREAK FOR 10 MINUTES AT 1120	
6.	**1130 – 1150** (20 mins)	**Risk** **a) Corporate Risk Register** **b) Fraud Update** **c) Operations Pillar Risk Register**	[redacted] **SBS AC 053-23** [redacted] **SBS AC 054-23** **Liz Creedy** **SBS AC 055-23**
7.	**1150 – 1210** (20 mins)	**Internal Audit** **a) 2023/24 Progress Update** **b) Audit Recommendation Tracker**	[redacted] **SBS AC 056-23** **For Discussion** [redacted] **SBS AC 057-23** **For Discussion**
8.	**1210 – 1220** (10 mins)	**Approval of GIAA Appointment**	**Graham McAlister** **SBS AC 058-23** **For Decision**
9.	**1220 – 1230** (10 mins)	**Data Protection Update**	[redacted] **SBS AC 059-23**
10.	**1230 – 1235** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 22nd February 2024** Substantive items: • GIAA appointment • NAO audit plan	**Graham McAlister** **Verbal**
	1235 – 1300 (25 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**

Author: Gordon Fraser Email: [redacted]
Last Updated: July 202387129619-1

Author: Gordon Fraser Email: [redacted]
Last Updated: July 202387129619-1

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
78.1	Risk	LC to update the Operations Risk Register to date the section Update on status of current mitigation actions / controls.	23-Nov-23	Liz Creedy	22-Feb-24	To close. There is now a date column in the sheet which is completed when anything is updated.

SBS AC 001-24

UK Shared Business Services Limited
AUDIT COMMITTEE
79th Meeting

Thursday 22nd February 2024 in Polaris House, Swindon

Commencing: 10.00am Closed Session
10.30am Audit Committee
12.35pm Closed Session

Attending:

Committee Members:		**UK SBS and Executive:**	
Graham McAlister, Chairman	**GM**	Richard Semple, Chief Executive	**RS**
Michele Hughes		John Arnott, Chief Strategy Officer	**JA**
Tim Sparrow, (co-opted)	**TS**	Victoria McMyn, Chief Change Officer	**VM**
		Crispin Dawe, Chief Finance Officer	**CD**
Audit Attendees:			
[redacted] NAO	**MK**		
[redacted] NAO	**SH**	[redacted] RISC	**JM**
[redacted] HIA, GIAA	**MY**	[redacted] RISC	**KH**
		DWF	
		Gordon Fraser, CoSec service	**GF**

Apologies:

Liz Creedy, Chief Operating Officer	**LC**

No		**AGENDA ITEM**	**LEAD & PAPER**
A.	**1000 – 1030** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.* **Item for discussion:** **Audit Committee Evaluation / Performance Review**	**Graham McAlister** **Verbal**
(UK SBS Executives to join the meeting)			
1.	**1030 – 1035** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Graham McAlister** **Verbal**
2.	**1035 – 1040** (5 mins)	**Minutes of previous meeting:** **23 November 2023** **Review of actions and matters outstanding**	**Graham McAlister** **SBS AC 060-23** **For decision** **SBS AC 061-23** **For discussion**

Author: Gordon Fraser Email: [redacted]
Last Updated: July 202388261442-1

SBS AC 001-24

No		AGENDA ITEM	LEAD & PAPER
3.	**1040 – 1100** (20 mins)	**Chief Executive Update**	**Richard Semple** **Verbal**
4.	**1100 – 1110** (10 mins)	**NAO Update** Audit Planning Report	[redacted] **SBS AC 002-24**
5.	**1110 – 1120** (10 mins)	**Finance Update** • Management Accounts Power BI	**Crispin Dawe** **SBS AC 003-24 (via Power BI)**
BREAK FOR 10 MINUTES AT 1120			
6.	**1130 – 1150** (20 mins)	**Risk** **a) Corporate Risk Register** **b) Concurrency and Volume of Major Change** **c) Fraud Update** **d) Partnerships and Change Risk Register**	[redacted] **SBS AC 004-24** **Richard Semple** **SBS AC 005-24** [redacted] **SBS AC 006-24** **Victoria McMyn** **SBS AC 007-24**
7.	**1150 – 1210** (20 mins)	**Internal Audit** **a) 2023/24 Progress Update** **b) 2024/25 Audit Plan** **c) Audit Recommendation Tracker**	[redacted] **SBS AC 008-24** **For Discussion** [redacted] **SBS AC 009-24** **For Discussion** [redacted] **SBS AC 010-24** **For Discussion**
8.	**1210 – 1220** (10 mins)	**Data Protection Update**	[redacted] **SBS AC 011-24**
9.	**1220 – 1230** (10 mins)	**Draft Annual Governance Statement**	**Graham McAlister** **SBS AC 012-24**
10.	**1230 – 1240** (10 mins)	**Annual Audit Committee Report to Board**	**Graham McAlister** **SBS AC 013-24**

Author: Gordon Fraser Email: [redacted]
Last Updated: July 202388261442-1

No		AGENDA ITEM	LEAD & PAPER
11.	**1240 – 1245** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 9th May 2024** Substantive items: • Departmental Risk Register • NAO Update	**Graham McAlister** **Verbal**
	1245 – 1300 (15 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**

Author: Gordon Fraser Email: [redacted]

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
79.5	Finance Update	Add an item on budgeting and charging to the agenda for the March Board.	22-Feb-24	Gordon Fraser	28-Mar-24	To close, Board agenda updated.
79.6	Risk	Update the Corporate Risk Register to disclose risk appetite.	22-Feb-24	[redacted]	09-May-24	
79.7	Audit Plan	Arrange approval of the 2024/25 audit plan by email out of Committee.	22-Feb-24	Gordon Fraser	28-Mar-24	To close. 2024/25 audit plan approved by resolution.

SBS AC 016-24

UK Shared Business Services Limited
AUDIT COMMITTEE
80th Meeting

Thursday 9th May 2024 in Polaris House, Swindon

Commencing: 10.00am Closed Session
10.30am Audit Committee
12.45pm Closed Session

Attending:

Committee Members:		**UK SBS and Executive:**	
Graham McAlister, Chairman	**GM**	Richard Semple, Chief Executive	**RS**
Michele Hughes	**MH**	John Arnott, Chief Strategy Officer	**JA**
Tim Sparrow, (co-opted)	**TS**	Crispin Dawe, Chief Finance Officer	**CD**
		[redacted] RISC	**JM**
Audit Attendees:		[redacted] RISC	**KH**
[redacted] NAO	**MK**		
[redacted] NAO	**SH**	**DWF**	
[redacted] HIA, GIAA	**MY**	Gordon Fraser, CoSec service	**GF**
[redacted] Group Chief Internal Auditor, GIAA	**LO**		

Apologies:

No		AGENDA ITEM	LEAD & PAPER
A.	**1000 – 1030** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**
(UK SBS Executives to join the meeting)			
1.	**1030 – 1035** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Graham McAlister** **Verbal**
2.	**1035 – 1040** (5 mins)	**Minutes of previous meeting: 22 February 2024** **Review of actions and matters outstanding**	**Graham McAlister** **SBS AC 014-24** **For decision** **SBS AC 015-24** **For discussion**

Author: Gordon Fraser Email: [redacted]
Last Updated: April 202489311083-1

SBS AC 016-24

No		AGENDA ITEM	LEAD & PAPER
3.	**1040 – 1100** (20 mins)	**Chief Executive Update**	**Richard Semple** **Verbal**
4.	**1100 – 1110** (10 mins)	**NAO Update**	[redacted] **Verbal**
5.	**1110 – 1120** (10 mins)	**Finance Update** • Management Accounts Power BI	**Crispin Dawe** **SBS AC 017-24 (via Power BI)**
		BREAK FOR 10 MINUTES AT 1120	
6.	**1130 – 1150** (20 mins)	**Risk** **a) Corporate Risk Register** **b) Fraud Update** **c) Corporate Support Risk Register** **d) Risk Strategy**	[redacted] **SBS AC 018-24** [redacted] **SBS AC 019-24** **John Arnott** **SBS AC 020-24** [redacted] **SBS AC 021-24**
7.	**1150 – 1220** (30 mins)	**Internal Audit** **a) 2023/24 Progress Update** **b) 2023/24 HIA Annual Opinion** **c) 2024/25 Internal Audit Charter** **d) Audit Recommendation Tracker**	[redacted] **SBS AC 022-24** **For Discussion** [redacted] **SBS AC 023-24** **For Discussion** [redacted] **SBS AC 024-24** **For Discussion** [redacted] **SBS AC 025-24** **For Discussion**
8.	**1220 – 1230** (10 mins)	**Data Protection Update**	[redacted] **SBS AC 026-24**
9.	**1230 – 1240** (10 mins)	**Mandatory Training Update**	**John Arnott** **SBS AC 027-24**

Author: Gordon Fraser Email: [redacted]

No		AGENDA ITEM	LEAD & PAPER
10.	**1240 – 1245** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 18 July 2024** Substantive items: • Departmental Risk Register • NAO Update • Data Protection Update • Annual Health and Safety Report	**Graham McAlister** **Verbal**
	1245 – 1300 (15 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**

Author: Gordon Fraser Email: [redacted]

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
79.6	Risk	Update the Corporate Risk Register to disclose risk appetite.	22-Feb-24	[redacted]	09-May-24	To close.
80.1	Matters Arising	Forward Finance Committee reports to the Audit Committee.	09-May-24	Crispin Dawe	Ongoing	To note
80.2	Risk	Update the Audit Committee on the Finance Committee ToR.	09-May-24	Crispin Dawe	19-Sep-24	To be presented at the September Audit Committee
80.3	Mandatory Training	Survey employees on the effectiveness of mandatory training and report findings to the Audit Committee.	09-May-24	[redacted]	19 Sept 24	To be presented at the September Audit Committee

SBS AC 030-24

UK Shared Business Services Limited
AUDIT COMMITTEE
81st Meeting

Wednesday 10th July 2024 in Polaris House, Swindon

Commencing: 10.00am Closed Session
10.30am Audit Committee
12.45pm Closed Session

Attending:

Committee Members:		**UK SBS and Executive:**	
Graham McAlister, Chairman	**GM**	Richard Semple, Chief Executive	**RS**
Michele Hughes	**MH**	John Arnott, Chief Strategy Officer	**JA**
Tim Sparrow, (co-opted)	**TS**	Crispin Dawe, Chief Finance Officer	**CD**
		Caroline Jenkins, Company Secretary	**CJ**
		David Walder, CDIO	**DW**
Audit Attendees:		[redacted] RISC	**JM**
[redacted] NAO	**MK**	[redacted] RISC	**KH**
[redacted] NAO	**SH**		
[redacted] HIA, GIAA	**SS**		

Apologies:

Victoria McMyn, Chief Change Officer	**VM**
Liz Creedy, Chief Operating Officer	**LC**

No		AGENDA ITEM	LEAD & PAPER
A.	**1000 – 1030** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**
(UK SBS Executives to join the meeting)			
1.	**1030 – 1035** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Graham McAlister** **Verbal**
2.	**1035 – 1040** (5 mins)	**Minutes of previous meeting:** **9 May 2024** **Review of actions and matters outstanding**	**Graham McAlister** **SBS AC 028-24** **For decision** **SBS AC 029-24** **For discussion**

Author: Caroline Jenkins Email: [redacted]
Last Updated: June 2024

SBS AC 030-24

No		AGENDA ITEM	LEAD & PAPER
3.	**1040 – 1100** (20 mins)	**Chief Executive Update**	**Richard Semple** **Verbal**
4.	**1100 – 1110** (10 mins)	**NAO Update**	[redacted] **Verbal**
5.	**1110 – 1120** (10 mins)	**Finance Update** • Management Accounts Power BI	**Crispin Dawe** **SBS AC 031-24 (via Power BI)**
		BREAK FOR 10 MINUTES AT 1120	
6.	**1130 – 1150** (20 mins)	**Risk** **a) Corporate Risk Register** **b) Fraud Update** **c) D&I Departmental Risk Register**	[redacted] **SBS AC 032-24** [redacted] **SBS AC 033-24** **David Walder** **SBS AC 034-24**
7.	**1150 – 1220** (30 mins)	**Internal Audit** **a) 2024/25 Progress Update incl. letter from GIAA Chief Executive** **b) 2023/24 Annual Report incl. Transformation and Readiness for SHARP Final Audit Report** **c) Audit Recommendation Tracker**	[redacted] **SBS AC 035-24** **For Discussion** [redacted] **SBS AC 036-24** **For Discussion** [redacted] **SBS AC 037-24** **For Discussion**
8.	**1220 – 1230** (10 mins)	**Data Protection Update**	[redacted] **SBS AC 038-24**
9.	**1230 – 1240** (10 mins)	**Annual Health and Safety Report**	**Caroline Jenkins** **SBS AC 039-24**

Author: Caroline Jenkins Email: [redacted]
Last Updated: June 2024

No		AGENDA ITEM	LEAD & PAPER
10.	**1240 – 1245** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 19 September 2024** Substantive items: • Departmental Risk Register • NAO Update • Annual Report and Financial Statements incl. Going Concern • Annual Governance Review (ToR and policies)	**Graham McAlister** **Verbal**
	1245 – 1300 (15 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**

Author: Caroline Jenkins Email: [redacted]
Last Updated: June 2024

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
80.2	Risk	Circulate the Finance Committee ToR to the Audit Committee once finalised.	9 May 2024	Crispin Dawe		CLOSED. Finance Committee ToR attached.
80.3	Mandatory Training	Survey employees on the effectiveness of mandatory training and report findings to the Audit Committee.	9 May 2024	[redacted]	18 September 2024	

SBS AC 042-24

UK Shared Business Services Limited
AUDIT COMMITTEE
82nd Meeting

Thursday 19th September 2024 in Polaris House, Swindon

Commencing: 10.00am Closed Session
10.30am Audit Committee
1.00pm Closed Session

Attending:

Committee Members:		**UK SBS and Executive:**	
Graham McAlister, Chairman	**GM**	Richard Semple, Chief Executive	**RS**
Michele Hughes	**MH**	Crispin Dawe, Chief Finance Officer	**CD**
Tim Sparrow, (co-opted)	**TS**	Caroline Jenkins, Company Secretary	**CJ**
		David Walder, CDIO	**DW**
		Victoria McMyn, Chief Change Officer	**VM**
Audit Attendees:		Akos Csernus, Chief Transformation Officer	**AC**
		[redacted] Head of Portfolio	**CL**
[redacted] NAO	**MK**	[redacted] RISC	**JM**
[redacted] NAO	**SH**	[redacted] RISC	**KH**
[redacted] HIA, GIAA	**SS**	[redacted] DPO	**LS**

Apologies:

Liz Creedy, Chief Operating Officer	**LC**
John Arnott, Chief Strategy Officer	**JA**

No		**AGENDA ITEM**	**LEAD & PAPER**
A.	**1000 – 1030** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**
(UK SBS Executives to join the meeting)			
1.	**1030 – 1035** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Graham McAlister** **Verbal**

Author: Caroline Jenkins Email: [redacted]
Last Updated: August 2024

SBS AC 042-24

No		AGENDA ITEM	LEAD & PAPER
2.	**1035 – 1040** (5 mins)	**Minutes of previous meeting:** **10 July 2024** **Review of actions and matters outstanding**	**Graham McAlister** **SBS AC 040-24** **For decision** **SBS AC 041-24** **For discussion**
3.	**1040 – 1050** (10 mins)	**Chief Executive Update**	**Richard Semple** **Verbal**
4.	**1050 – 1115** (25 mins)	**NAO Update**	[redacted] **SBS AC 43-24** **For information**
5.	**1115 – 1135** (20 mins)	**Annual Report and Financial Statements 2023/24 incl. Going Concern**	**Crispin Dawe** **SBS AC 44-24** **For approval**
6.	**1135 – 1145** (10 mins)	**Finance Update** • Management Accounts for August Power BI	**Crispin Dawe** **SBS AC 045-24 (via Power BI)**
BREAK FOR 10 MINUTES AT 1145			
7.	**1155 – 1210** (15 mins)	**Risk** **a) Corporate Risk Register** **b) Fraud Update**	[redacted] **SBS AC 046-24** **For discussion** [redacted] **SBS AC 047-24** **For information**
8.	**1210 – 1220** (10 mins)	**Internal Audit** **a) 2024/25 Progress Update** **b) Audit Recommendation Tracker**	[redacted] **SBS AC 048-24** **For discussion** [redacted] **SBS AC 049-24** **For discussion**
9.	**1220 – 1225** (5 mins)	**Data Protection Update**	[redacted] **SBS AC 050-24** **For information**

Author: Caroline Jenkins Email: [redacted]
Last Updated: August 2024

SBS AC 042-24

No		AGENDA ITEM	LEAD & PAPER
10.	**1225 – 1245** (20 mins)	**Programme and Project Assurance** - Change Governance and Control Framework - Planned assurance on the Transformation Programme, incl. Matrix Programme assurance	**Victoria McMyn** **SBS AC 051-24** **For information**
11.	**1245 – 1255** (10 mins)	**Annual Governance Review** - Audit Committee Terms of Reference - Whistleblowing Policy - Health and Safety Policy - Risk Management Policy	**Caroline Jenkins** **SBS AC 052-24** **For approval**
12.	**1255 – 1300** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 21 November 2024** Substantive items: • Departmental Risk Register • NAO Audit Plan • GIAA Appointment • Transformation Programme Assurance	**Graham McAlister** **Verbal**
	1300 – 1310 (10 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**

Author: Caroline Jenkins Email: [redacted]
Last Updated: August 2024

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
80.3	Mandatory Training	Survey employees on the effectiveness of mandatory training and report findings to the Audit Committee.	9 May 2024	[redacted]	21 November 2024	On November Agenda. CLOSED
82.1	Corporate Risk Register	Tim Sparrow to be invited to the Cyber Security deep dive session taking place on 26 September 2024	19 Sept 2024	Caroline Jenkins	26 September 2024	CLOSED
82.2	Internal Audit	A mid-year review of the 2024/25 internal audit plan to be conducted and a revised plan to be considered at the November Audit Committee meeting	19 Sept 2024	[redacted] / [redacted]	21 November 2024	On November Agenda. CLOSED

SBS AC 001-25

UK Shared Business Services Limited
AUDIT COMMITTEE
84TH Meeting

Thursday 27th February 2025 in Polaris House, Swindon

Commencing: 09.30am Closed Session
10.00am Audit Committee
12.30pm Closed Session

Attending:

Committee Members:		**UK SBS and Executive:**	
Graham McAlister, Chairman	**GM**	Richard Semple, Chief Executive	**RS**
Michele Hughes	**MH**	John Arnott, Chief Strategy Officer	**JA**
Tim Sparrow, (co-opted)	**TS**	Claire Hargreaves, Chief Finance Officer	**CH**
		Caroline Jenkins, Company Secretary	**CJ**
Audit Attendees:		David Walder, CDIO	**DW**
[redacted] NAO	**MK**	Liz Creedy, Chief Operating Officer	**LC**
[redacted] NAO	**CP**	Akos Csernus, Chief Transformation Officer	**AC**
[redacted] HIA, GIAA	**SS**	Victoria McMyn, Chief Change Officer	**VM**
Observer (incoming Committee member):		[redacted] Head of RISC	**KH**
Carolyn Isaacs	**CI**	[redacted] RISC	**JM**
		[redacted] DPO	**LS**

No		AGENDA ITEM	LEAD & PAPER
A.	**0930 – 1000** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.* **Performance Evaluation**	**Graham McAlister** **Verbal**
(UK SBS Executives to join the meeting)			
1.	**1000 – 1005** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Graham McAlister** **Verbal**
2.	**1005 – 1010** (5 mins)	**Minutes of previous meeting:** **21 November 2024** **Review of actions and matters outstanding**	**Graham McAlister** **SBS AC 066-24** **For decision** **SBS AC 067-24** **For discussion**

Author: Caroline Jenkins Email: [redacted]
Last Updated: February 2025

SBS AC 001-25

No		AGENDA ITEM	LEAD & PAPER
3.	**1010 – 1020** (10 mins)	**Chief Executive Update**	**Richard Semple** **Verbal**
4.	**1020 – 1030** (10 mins)	**NAO Update** Audit Planning Report	[redacted] **SBS AC 002-25** **For information**
5.	**1030 – 1045** (15 mins)	**Finance Update** • Management Accounts for January Power BI • Consultancy overspend (action 83.1)	**Claire Hargreaves** **SBS AC 003-25 (via Power BI)** **For discussion**
6.	**1045 – 1105** (20 mins)	**Risk** **a) Corporate Risk Register** • Incl. SHARP milestone meeting outcomes **b) Fraud Update** **c) Partnership and Change Departmental Risk Register**	[redacted] **SBS AC 004-25** **For discussion** [redacted] **SBS AC 005-25** **For information** **Victoria McMyn** **SBS AC 006-25** **For information**
BREAK FOR 10 MINUTES AT 1105			
7.	**1115 – 1130** (15 mins)	**Internal Audit** **a) 2024/25 Progress Update** **b) 2025/26 Proposed Audit Plan** **c) Audit Recommendation Tracker**	[redacted] **SBS AC 007-25** **For discussion** [redacted] **SBS AC 008-25** **For discussion** [redacted] **SBS AC 009-25** **For discussion**
8.	**1130 – 1150** (20 mins)	**Integrated Assurance Plan**	**Akos Csernus** **SBS AC 010-25** **For discussion**
9.	**1150 - 1200** (10 mins)	**Draft Annual Governance Statement**	**Caroline Jenkins** **SBS AC 011-25** **For discussion**

Author: Caroline Jenkins Email: [redacted]
Last Updated: February 2025

SBS AC 001-25

No		AGENDA ITEM	LEAD & PAPER
10.	**1200 – 1210** (10 mins)	**Annual Audit Committee Report to Board**	**Caroline Jenkins** **SBS AC 012-25** **For discussion**
11.	**1210 – 1215** (5 mins)	**Data Protection Update**	[redacted] **SBS AC 013-25** **For information**
12.	**1215 – 1225** (10 mins)	**Corporate Governance Code and Audit Committees**	**Caroline Jenkins &** [redacted] **SBS AC 014-25** **For information**
13.	**1225 – 1230** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 15 May 2025** Substantive items: • Departmental Risk Register (Corporate Support) • Transformation Assurance • Risk Strategy • HIA Annual Opinion • Mandatory Training Update	**Graham McAlister** **Verbal**
	1230 – 1245 (15 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Graham McAlister** **Verbal**

Author: Caroline Jenkins Email: [redacted]
Last Updated: February 2025

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
83.1	Finance Update	CH to provide an explanatory note on the consultancy overspend noted in the October 2024 Management Accounts pack	21 Nov 2024	Claire Hargreaves	27-Feb-25	To close: The consultancy line in the management accounts is showing as an overspend because the contractor costs for Matrix have been mis-allocated to this line rather than the contractor line showing a few rows above. In reality there is no overspend, Matrix contractor costs have been recovered in full. this will be amended in future management packs.
83.2	Transformation Assurance	Further thoughts and feedback on transformation assurance to be provided to Akos Csernus	21 Nov 2024	All	09-Jan-25	To close. Deadline passed
83.3	Transformation Assurance	A visual representation of the scope of transformation assurance, the different stakeholders and a diagram to show who receives information / assures over what to be shared with the Audit Committee	21 Nov 2024	Akos Csernus	09-Jan-25	To close. Scope of Transformation assurance was considered on 9 Jan 2025
83.4	Transformation Assurance	An extraordinary meeting of the Audit Committee to be held in January 2025 to discuss transformation assurance in further detail	21 Nov 2024	Caroline Jenkins	30-Nov-24	To close. Meeting arranged for 9 January 2025

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
84.1	CEO Update	The ICF design proposals, including the role and function, to be considered at the May Audit Committee meeting	27 Feb 2025	Akos Csernus	15-May-25	To close. On the May agenda
84.2	Fraud Update	TS to liaise with the ICS counter-fraud team to understand how UKSBS fraud levels compare to other partner organisations	27 Feb 2025	Tim Sparrow	15-May-25	

SBS AC 017-25

UK Shared Business Services Limited
AUDIT COMMITTEE
85TH Meeting

Thursday 15th May 2025 in Polaris House, Swindon

Commencing: 09.30am Closed Session
10.00am Audit Committee
12.35pm Closed Session

Attending:

Committee Members:		**UK SBS and Executive:**	
Carolyn Isaacs, Chairman	**CI**	Richard Semple, Chief Executive	**RS**
Michele Hughes	**MH**	John Arnott, Chief Strategy Officer	**JA**
Tim Sparrow, (co-opted)	**TS**	Claire Hargreaves, Chief Finance Officer	**CH**
		Caroline Jenkins, Company Secretary	**CJ**
Audit Attendees:		David Walder, CDIO	**DW**
[redacted] NAO	**MK**	Liz Creedy, Chief Operating Officer	**LC**
[redacted] NAO	**CP**	Akos Csernus, Chief Transformation Officer	**AC**
[redacted] HIA, GIAA	**SS**	Victoria McMyn, Chief Change Officer	**VM**
		[redacted] Head of RISC	**KH**
		[redacted] RISC	**JM**
		[redacted] DPO	**LS**

No		AGENDA ITEM	LEAD & PAPER
A.	**0930 – 1000** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Carolyn Isaacs** **Verbal**
(UKSBS Executives to join the meeting)			
1.	**1000 – 1005** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Carolyn Isaacs** **Verbal**
2.	**1005 – 1010** (5 mins)	**Minutes of previous meeting: 27 February 2025** **Review of actions and matters outstanding**	**Carolyn Isaacs** **SBS AC 015-25** **For decision** **SBS AC 016-25** **For discussion**
3.	**1010 – 1025** (15 mins)	**Chief Executive Update**	**Richard Semple** **Verbal**

Author: Caroline Jenkins Email: [redacted]
Last Updated: April 2025

SBS AC 017-25

No		AGENDA ITEM	LEAD & PAPER
4.	**1025 – 1035** (10 mins)	**NAO Update** Audit Update	[redacted] **Verbal**
5.	**1035 – 1055** (20 mins)	**Finance Update** • End of 24/25 FY • Management Accounts for April P1 and 25/26 budgets	**Claire Hargreaves** **SBS AC 018-25 (via Power BI)** **For discussion**
6.	**1055 – 1120** (25 mins)	**Risk** **a) Corporate Risk Register**	[redacted] **SBS AC 019-25** **For discussion**
		b) Fraud Update	[redacted] **SBS AC 020-25** **For information**
		c) Risk Framework	[redacted] **SBS AC 021-25** **For information**
		d) Risk appetite	[redacted] **SBS AC 022-25** **For information**
		e) Corporate Support Departmental Risk Register	**John Arnott** **SBS AC 023-25** **For information**
BREAK FOR 10 MINUTES AT 1120			

Author: Caroline Jenkins Email: [redacted]
Last Updated: April 2025

SBS AC 017-25

No		AGENDA ITEM	LEAD & PAPER
7.	**1130 – 1150** (20 mins)	**Internal Audit** **a) 24/25 and 25/26 Progress Update** **b) 2024/25 HIA Annual Opinion** **c) 2025/26 Internal Audit Charter** **d) Audit Recommendation Tracker**	[redacted] **SBS AC 024-25** **For discussion** [redacted] **SBS AC 025-25** **For discussion** [redacted] **SBS AC 026-25** **For discussion** [redacted] **SBS AC 027-25** **For discussion**
8.	**1150 – 1155** (5 mins)	**Internal Control Assurance**	[redacted] **SBS AC 028-25** **For discussion**
9.	**1155 – 1220** (25 mins)	**Transformation Assurance** • Stage Gate 1 results • ICF design proposals (Action 84.1)	**Akos Csernus** **SBS AC 029-25** **For discussion**
10.	**1220 – 1225** (5 mins)	**Data Protection Update**	[redacted] **SBS AC 030-25** **For information**
11.	**1225 – 1230** (5 mins)	**Mandatory Training Update**	**John Arnott** **SBS AC 031-25** **For information**
12.	**1230 – 1235** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 17 July 2025** Substantive items: • Departmental Risk Register • NAO Update • Transformation Assurance • Annual Health and Safety Report	**Carolyn Isaacs** **Verbal**
	1235 – 1245 (10 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Carolyn Isaacs** **Verbal**

Author: Caroline Jenkins Email: [redacted]
Last Updated: April 2025

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
85.1	Fraud Update	JM to share the details of the phishing attempt and remedial actions with the NAO	15 May 2025	[redacted]	30 June 2025	To close. JM met with MK 22 May 2025

SBS AC 034-25

UK Shared Business Services Limited
AUDIT COMMITTEE
86TH Meeting

Friday 18th July 2025 – Online Only

Commencing: 09.30am Closed Session
10.00am Audit Committee
12.30pm Closed Session

Attending:

Committee Members:		**UKSBS and Executive:**	
Carolyn Isaacs, Chairman	**CI**	Richard Semple, Chief Executive	**RS**
Tim Sparrow, (co-opted)	**TS**	John Arnott, Chief Strategy & People Officer	**JA**
		Caroline Jenkins, Company Secretary	**CJ**
		David Walder, CDIO	**DW**
Audit Attendees:		Victoria McMyn, Chief Corporate Delivery Officer	**VM**
[redacted] NAO	**MK**	Akos Csernus, Chief Transformation Officer	**AC**
[redacted] NAO	**CP**	[redacted] RISC	**JM**
[redacted] GIAA	**SC**	[redacted] RISC	**LH**
[redacted] Investigo (Item 8 only)			

Apologies:

[redacted] HIA, GIAA	**SS**
[redacted] Head of RISC	**KH**
Liz Creedy, Chief Operating Officer	**LC**
[redacted] DPO	**LS**

No		AGENDA ITEM	LEAD & PAPER
A.	**0930 – 1000** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Carolyn Isaacs** **Verbal**
(UKSBS Executives to join the meeting)			
1.	**1000 – 1005** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Carolyn Isaacs** **Verbal**
2.	**1005 – 1010** (5 mins)	**Minutes of previous meeting:** **15 May 2025** **Review of actions and matters outstanding**	**Carolyn Isaacs** **SBS AC 032-25** **For decision** **SBS AC 033-25** **For discussion**

Author: Caroline Jenkins Email: [redacted]
Last Updated: June 2025

SBS AC 034-25

No		AGENDA ITEM	LEAD & PAPER
3.	**1010 – 1030** (20 mins)	**Chief Executive Update**	**Richard Semple** **Verbal**
4.	**1030 – 1040** (10 mins)	**NAO Update** Audit Update	[redacted] **Verbal**
5.	**1040 – 1050** (10 mins)	**Finance Update** • Management Accounts via PowerBI	**Victoria McMyn** **SBS AC 035-25 (via Power BI)** **For discussion**
6.	**1050 – 1120** (30 mins)	**Risk** **a) Corporate Risk Register**	[redacted] **SBS AC 036-25** **For discussion**
		b) Fraud Update	[redacted] **SBS AC 037-25** **For information**
		c) D&I Departmental Risk Register	**David Walder** **SBS AC 038-25** **For information**
		d) Risk Managment Policy	[redacted] **SBS AC 039-25** **For approval**
		e) Counter Fraud and Bribery Policy	[redacted] **SBS AC 040-25** **For approval**
BREAK FOR 10 MINUTES AT 1120			
7.	**1130 – 1150** (20 mins)	**Internal Audit** **a) 25/26 Progress Update**	[redacted] **SBS AC 041-25** **For discussion**
		b) Letter from GIAA CEO	[redacted] **SBS AC 042-25** **For discussion**
		c) Audit Recommendation Tracker	[redacted] **SBS AC 043-25** **For discussion**

Author: Caroline Jenkins Email: [redacted]
Last Updated: June 2025

SBS AC 034-25

No		AGENDA ITEM	LEAD & PAPER
8.	**1150 – 1220** (30 mins)	**Transformation Assurance** • Stage Gate 1 Review Action Plan	**Akos Csernus** **SBS AC 044-25** **For discussion**
9.	**1220 – 1225** (5 mins)	**Data Protection Update**	[redacted] **SBS AC 045-25** **For information**
10.	**1225 – 1230** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 18 September 2025** Substantive items: • Departmental Risk Register • NAO Audit Report • Annual Report and Financial Statements 2024/25 • Transformation Assurance • Annual Governance Review • GIAA Mid-Year Review • Annual Health and Safety Report	**Carolyn Isaacs** **Verbal**
	1230 – 1245 (15 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Carolyn Isaacs** **Verbal**

Author: Caroline Jenkins Email: [redacted]
Last Updated: June 2025

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
86.1	Transformation Assurance	AC to share the UKSBS transformational journey and roadmap slides that were presented to the COO Away Day with the Audit Committee	18 July 2025	Akos Csernus	18 Sept 2025	
86.2	Transformation Assurance	An overall programme plan, to include the assurance activities at all three levels, to be considered at the September Audit Committee	18 July 2025	Akos Csernus	18 Sept 2025	

SBS AC 048-25

UK Shared Business Services Limited
AUDIT COMMITTEE
87th Meeting

Thursday 18th September 2025 – Polaris House, Swindon

Commencing: 9.30am Closed Session
10.00am Audit Committee
1.00pm Closed Session

Attending:

Committee Members:		**UKSBS and Executive:**	
Carolyn Isaacs, Chairman	**CI**	Richard Semple, Chief Executive	**RS**
Tim Sparrow, (co-opted)	**TS**	John Arnott, Chief Strategy & People Officer	**JA**
		Caroline Jenkins, Company Secretary	**CJ**
Audit Attendees:		David Walder, CDIO	**DW**
[redacted] NAO	**MK**	Victoria McMyn, Chief Corporate Delivery Officer	**VM**
[redacted] NAO	**CP**	Liz Creedy, Chief Operating Officer	**LC**
[redacted] GIAA	**SC**	Akos Csernus, Chief Transformation Officer	**AC**
		Caroline Bee, Finance Director	**CB**
		[redacted] Head of RISC	**KH**
		[redacted] RISC	**JM**
		[redacted] RISC	**LH**

Apologies:

[redacted] DPO	**LS**

No		**AGENDA ITEM**	**LEAD & PAPER**
A.	**0930 – 1000** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Carolyn Isaacs** **Verbal**
(UKSBS Executives to join the meeting)			
1.	**1000 – 1005** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Carolyn Isaacs** **Verbal**
2.	**1005 – 1010** (5 mins)	**Minutes of previous meeting:** **18 July 2025** **Review of actions and matters outstanding**	**Carolyn Isaacs** **SBS AC 046-25** **For decision** **SBS AC 047-25** **For discussion**

Author: Caroline Jenkins Email: [redacted]
Last Updated: August 2025

SBS AC 048-25

No		AGENDA ITEM	LEAD & PAPER
3.	**1010 – 1030** (20 mins)	**Chief Executive Update**	**Richard Semple** **Verbal**
4.	**1030 – 1050** (20 mins)	**NAO Update** Audit Update	[redacted] **SBS AC 049-25** **For decision**
5.	**1050 – 1115** (25 mins)	**Annual Report and Financial Statements 2024/25 incl. Going Concern**	**Victoria McMyn** **SBS AC 050-25** **For decision**
6.	**1115 – 1125** (10 mins)	**Finance Update** • Management Accounts for August 2025 via PowerBI	**Victoria McMyn** **SBS AC 051-25 (via Power BI)** **For discussion**
BREAK FOR 10 MINUTES AT 1125			
7.	**1135 – 1150** (15 mins)	**Risk** **a) Corporate Risk Register** **b) Fraud Update**	[redacted] **SBS AC 052-25** **For discussion** [redacted] **SBS AC 053-25** **For information**
8.	**1150 – 1205** (15 mins)	**Internal Audit** **a) 25/26 Progress Update** **b) Data protection audit** **c) GIAA Mid-Year Review** **d) Audit Recommendation Tracker**	[redacted] **SBS AC 054-25** **For discussion** [redacted] **SBS AC 055-25** **For discussion** [redacted] **SBS AC 056-25** **For discussion** [redacted] **SBS AC 057-25** **For discussion**
9.	**1205 – 1235** (30 mins)	**Transformation Assurance** • Overall Programme Plan incl. outline of assurance activities (action 86.2)	**Akos Csernus** **SBS AC 058-25** **For discussion**
10.	**1235 – 1240** (5 mins)	**Data Protection Update**	[redacted] **SBS AC 059-25** **For information**

Author: Caroline Jenkins Email: [redacted]
Last Updated: August 2025

SBS AC 048-25

No		AGENDA ITEM	LEAD & PAPER
11.	**1240 – 1250** (10 mins)	**Annual Governance Review** - Audit Committee ToR - Whistleblowing Policy - Health and Safety Policy - Risk Management Policy	**Caroline Jenkins** **SBS AC 060-25** **For decision**
12.	**1250 – 1255** (5 mins)	**Annual Health and Safety Report**	**Caroline Jenkins** **SBS AC 061-25** **For discussion**
13.	**1255 – 1300** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 20 November 2025** Substantive items: • Departmental Risk Register • NAO Audit Plan • Transformation Assurance • GIAA Appointment	**Carolyn Isaacs** **Verbal**
	1300 – 1310 (10 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Carolyn Isaacs** **Verbal**

Author: Caroline Jenkins Email: [redacted]
Last Updated: August 2025

SBS AC 064-25

UK Shared Business Services Limited
AUDIT COMMITTEE
88th Meeting

Thursday 20th November 2025 – Polaris House, Swindon

Commencing: 09.30am Closed Session
10.00am Audit Committee
12.30pm Closed Session

Attending:

Committee Members:		**UKSBS and Executive:**	
Carolyn Isaacs, Chairman	**CI**	Richard Semple, Chief Executive	**RS**
Leslie Gilbert	**LG**	John Arnott, Chief Strategy & People Officer	**JA**
Leah Sparks (co-opted member)	**LS**	Caroline Jenkins, Company Secretary	**CJ**
		David Walder, CDIO	**DW**
Audit Attendees:		Victoria McMyn, Chief Corporate Delivery Officer	**VM**
[redacted] NAO	**MK**	Liz Creedy, Chief Operating Officer	**LC**
[redacted] NAO	**CP**	Akos Csernus, Chief Transformation Officer	**AC**
[redacted] GIAA	**SC**	Caroline Bee, Finance Director	**CB**
		[redacted] Head of RISC	**KH**
		[redacted] RISC	**JM**
		[redacted] RISC	**LH**

Apologies:

Tim Sparrow, (co-opted)	**TS**
[redacted] DPO	**LS**

No		**AGENDA ITEM**	**LEAD & PAPER**
A.	**0930 – 1000** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Carolyn Isaacs** **Verbal**
(UKSBS Executives to join the meeting)			
1.	**1000 – 1005** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Carolyn Isaacs** **Verbal**

Author: Caroline Jenkins Email: [redacted]
Last Updated: October 2025

SBS AC 064-25

No		AGENDA ITEM	LEAD & PAPER
2.	**1005 – 1010** (5 mins)	**Minutes of previous meetings:** **20 September 2025** **18 July 2025** **Review of actions and matters outstanding**	**Carolyn Isaacs** **SBS AC 062-25** **SBS AC 046-25** **For decision** **SBS AC 063-25** **For discussion**
3.	**1010 – 1030** (20 mins)	**Chief Executive Update**	**Richard Semple** **Verbal**
4.	**1030 – 1040** (10 mins)	**NAO Update** Management letter recommendations and final error position	[redacted] **SBS AC 065-25** **For information**
5.	**1040 – 1100** (20 mins)	**Finance Update** • Management Accounts for October 2025 via PowerBI • True Up Outcomes and Next Steps • Charging Model	**Caroline Bee** **SBS AC 066-25** **For discussion**
6.	**1100 – 1130** (30 mins)	**Transformation Assurance**	**Akos Csernus** **SBS AC 067-25** **For discussion**
BREAK FOR 10 MINUTES AT 1130			
7.	**1140 – 1205** (25 mins)	**Risk** **a) Corporate Risk Register** **b) Fraud Update** **c) Operations Departmental Risk Register**	 [redacted] **SBS AC 068-25** **For discussion** [redacted] **SBS AC 069-25** **For information** **Liz Creedy** **SBS AC 070-25** **For discussion**
8.	**1205 – 1220** (15 mins)	**Internal Audit** **a) 25/26 Progress Update** **b) Audit Recommendation Tracker**	 [redacted] **SBS AC 071-25** **For discussion** [redacted] **SBS AC 072-25** **For discussion**

Author: Caroline Jenkins Email: [redacted]
Last Updated: October 2025

SBS AC 064-25

No		AGENDA ITEM	LEAD & PAPER
9.	**1220 – 1225** (5 mins)	**Data Protection Update**	[redacted] **SBS AC 073-25** **For information**
10.	**1225 – 1235** (10 mins)	**Economic Crime and Corporate Transparency Act 2023 (ECCTA)**	[redacted] **SBS AC 074-25** **For discussion**
11.	**1235 – 1240** (5 mins)	**GIAA Re-Appointment 2026/27**	**Caroline Jenkins** **SBS AC 075-25** **For decision**
12.	**1240 – 1245** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 26 February 2026** Substantive items: • Departmental Risk Register • NAO Audit Plan • Transformation Assurance	**Carolyn Isaacs** **Verbal**
	1245 – 1255 (10 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Carolyn Isaacs** **Verbal**

Author: Caroline Jenkins Email: [redacted]
Last Updated: October 2025

SBS AC 001-26

UK Shared Business Services Limited
AUDIT COMMITTEE
89th Meeting

Thursday 26th February 2026 – Polaris House, Swindon

Commencing: **09.30am Closed Session**
10.00am Audit Committee
12.55pm Closed Session

Attending:

Committee Members:		**UKSBS and Executive:**	
Carolyn Isaacs, Chairman	**CI**	Richard Semple, Chief Executive	**RS**
Leslie Gilbert	**LG**	Caroline Jenkins, Company Secretary	**CJ**
Leah Sparks (co-opted member)	**LS**	David Walder, CDIO	**DW**
		Victoria McMyn, Chief Corporate Delivery Officer	**VM**
Audit Attendees:		Akos Csernus, Chief Transformation Officer	**AC**
[redacted] NAO	**MK**	Caroline Bee, Finance Director	**CB**
[redacted] NAO	**CP**	[redacted] Head of R&A	**KH**
[redacted] GIAA	**SC**	[redacted] R&A	**JM**
		[redacted] DPO, R&A	**LS**

Apologies:

Tim Sparrow, (co-opted)	**TS**
John Arnott, Chief Strategy & People Officer	**JA**
Liz Creedy, Chief Operating Officer	**LC**

No		AGENDA ITEM	LEAD & PAPER
A.	**0930 – 1000** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Carolyn Isaacs** **Verbal**
(UKSBS Executives to join the meeting)			
1.	**1000 – 1005** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Carolyn Isaacs** **Verbal**
2.	**1005 – 1010** (5 mins)	**Minutes of previous meetings:** **20 November 2025** **Review of actions and matters outstanding**	**Carolyn Isaacs** **SBS AC 076-25** **For decision** **SBS AC 077-25** **For discussion**

Author: Caroline Jenkins Email: [redacted]
Last Updated: January 2026

SBS AC 001-26

No		AGENDA ITEM	LEAD & PAPER
3.	**1010 – 1030** (20 mins)	**Chief Executive Update**	**Richard Semple** **Verbal**
4.	**1030 – 1040** (10 mins)	**NAO Update** Audit Planning Report	[redacted] **SBS AC 002-26** **For information**
5.	**1040 – 1050** (10 mins)	**UKSBS Year End Planning**	**Caroline Bee** **SBS AC 003-26** **For discussion**
6.	**1050 – 1100** (10 mins)	**Finance Update** • Management Accounts for January 2026 via PowerBI	**Caroline Bee** **SBS AC 004-26** **For discussion**
7.	**1100 – 1125** (25 mins)	**Risk** **a) Corporate Risk Register** **b) Fraud Update**	[redacted] **SBS AC 005-26** **For discussion** [redacted] **SBS AC 006-26** **For information**
BREAK FOR 10 MINUTES AT 1125			
8.	**1135 – 1150** (15 mins)	**Internal Audit** **a) 2025/26 Progress Update** **b) 2026/27 Proposed Audit Plan** **c) Audit Recommendation Tracker**	[redacted] **SBS AC 007-26** **For discussion** [redacted] **SBS AC 008-26** **For decision** [redacted] **SBS AC 009-26** **For discussion**
9.	**1150 – 1230** (40 mins)	**Transformation Assurance** - Assurance Review Outcomes - Neo Risk Register - Treatment of Depreciation and Share Capital - Financial Position – to include contractor spend clarification	**Akos Csernus and Caroline Bee** **SBS AC 010-26** **For discussion**
10.	**1230 – 1235** (5 mins)	**Data Protection Update**	[redacted] **SBS AC 011-26** **For information**

Author: Caroline Jenkins Email: [redacted]
Last Updated: January 2026

SBS AC 001-26

No		AGENDA ITEM	LEAD & PAPER
11.	**1235 – 1245** (10 mins)	**Draft Annual Governance Statement**	**Caroline Jenkins** **SBS AC 012-26** **For discussion**
12.	**1245 – 1250** (5 mins)	**Annual Audit Committee Report to Board**	**Carolyn Isaacs** **SBS AC 013-26** **For decision**
13.	**1250 – 1255** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 21 May 2026** Substantive items: • Corporate Delivery Risk Register • Transformation Assurance • HIA Annual Opinion • Mandatory Training Update	**Carolyn Isaacs** **Verbal**
	1255 – 1305 (10 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Carolyn Isaacs** **Verbal**

Author: Caroline Jenkins Email: [redacted]
Last Updated: January 2026

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
88.1	Finance Update	The drivers of change to the cost per user from 2024/25 to 2025/26 to be shared with the Board	20 Nov 2025	Caroline Bee	27-Nov-25	Presented to the November Board meeting

OFFICIAL-SENSITIVE Audit Committee Meeting Action Tracker - Open Actions

Meeting/Action reference	Agenda item	Action	Date assigned	Owner	Action deadline	Action Update
89.1	Transformation Assurance	Following the finalisation of recommendations and scoring, the full assurance report to be shared with the Audit Committee, to include a detailed, accountable action plan aligned both to UKSBS responsibilities and to Matrix Programme dependencies	26 Feb 26	Akos Csernus	21-May-26	On going

SBS AC 015-26

UK Shared Business Services Limited
AUDIT COMMITTEE
90th Meeting

Thursday 21st May 2026 – Online Only

Commencing: **09.00am Closed Session**
09.30am Audit Committee
12.20pm Closed Session

Attending:

Committee Members:		**UKSBS and Executive:**	
Carolyn Isaacs, Chairman	**CI**	Richard Semple, Chief Executive	**RS**
Leslie Gilbert	**LG**	Caroline Jenkins, Company Secretary	**CJ**
Leah Sparks (co-opted member)	**LS**	John Arnott, Chief Strategy & People Officer	**JA**
		Liz Creedy, Chief Operating Officer	**LC**
Audit Attendees:		David Walder, CDIO	**DW**
[redacted] NAO	**MK**	Victoria McMyn, Chief Corporate Delivery Officer (for item 6 only)	**VM**
[redacted] NAO	**CP**	Akos Csernus, Chief Transformation Officer	**AC**
[redacted] GIAA	**SC**	Caroline Bee, Finance Director	**CB**
		[redacted] Head of Risk & Assurance	**KH**
		[redacted] Risk & Controls Assurance Manager	**JM**
		[redacted] DPO (for item 9 only)	**LS**

Apologies:

Tim Sparrow, (co-opted)	**TS**

No		**AGENDA ITEM**	**LEAD & PAPER**
A.	**0900 – 0930** (30 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Carolyn Isaacs** **Verbal**
(UKSBS Executives to join the meeting)			
1.	**0930 – 0935** (5 mins)	**Welcome** **Apologies** **Declaration of Conflicts of Interest**	**Carolyn Isaacs** **Verbal**

Author: Caroline Jenkins Email: [redacted]
Last Updated: May 2026

SBS AC 015-26

No		AGENDA ITEM	LEAD & PAPER
2.	**0935 – 0940** (5 mins)	**Minutes of previous meetings:** **26 February 2026** **Review of actions and matters outstanding**	**Carolyn Isaacs** **SBS AC 013-26** **For decision** **SBS AC 014-26** **For discussion**
3.	**0940 – 1000** (20 mins)	**Chief Executive Update**	**Richard Semple** **Verbal**
4.	**1000 – 1010** (10 mins)	**NAO Update** Audit Update	[redacted] **Verbal** **For information**
5.	**1010 – 1030** (20 mins)	**Finance Update** • End of FY 2025/26 position • Management Accounts for April 2026 via PowerBI • 2026/27 budgets	**Caroline Bee** **SBS AC 016-26** **For discussion**
6.	**1030 – 1055** (25 mins)	**Risk** **a) Corporate Risk Register** **b) Fraud Update** **c) Risk Framework** **d) Corporate Delivery Departmental Risk Register**	[redacted] **SBS AC 017-26** **For discussion** [redacted] **SBS AC 018-26** **For information** [redacted] **SBS AC 019-26** **For information** **Victoria McMyn** **SBS AC 020-26** **For challenge**
BREAK FOR 10 MINUTES AT 1055			

Author: Caroline Jenkins
Last Updated: May 2026
Email: [redacted]

SBS AC 015-26

No		AGENDA ITEM	LEAD & PAPER
7.	**1105 – 1120** (15 mins)	**Internal Audit** **a) 2025/26 and 2026/27 Progress Update** **b) 2025/26 HIA Annual Opinion** **c) Audit Recommendation Tracker**	[redacted] **SBS AC 021-26** **For discussion** [redacted] **SBS AC 022-26** **For decision** [redacted] **SBS AC 023-26** **For discussion**
8.	**1120 – 1200** (40 mins)	**Transformation Assurance** - Transformation Assurance Action Plan - Updated risk assessment against the re-baselined Matrix IPP	**Akos Csernus** **SBS AC 024-26** **For discussion**
9.	**1200 – 1205** (5 mins)	**Data Protection Update**	[redacted] **SBS AC 025-26** **For information**
10.	**1205 – 1215** (10 mins)	**Mandatory Training Update**	**John Arnott** **SBS AC 026-26** **For information**
11.	**1215 – 1220** (5 mins)	**Any Other Business** • BCP update **Date of next meeting: 16 July 2026** Substantive items: • D&I Departmental Risk Register • Transformation Assurance • NAO Update • Annual Health and Safety Report • Material Controls	**Carolyn Isaacs** **Verbal**
	1220 – 1230 (10 mins)	**Closed Session:** *Committee members with internal and external auditors.*	**Carolyn Isaacs** **Verbal**

Author: Caroline Jenkins Email: [redacted]
Last Updated: May 2026