

# UK Shared Business Services Ltd BOARD MEETING

**Date: Thursday 22 May 2025**

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

**Timings: 0915 - 1235 Board Meeting  
1240 - 1250 Closed session of the Board**

## Attending:

Board Members:		UK SBS Executive:	
John Clarke, Chair	JC	Claire Hargreaves, Chief Finance Officer	CH
Richard Semple, Chief Executive	RS	David Walder, Chief Digital and Information Officer	DW
Carolyn Isaacs	CI	Liz Creedy, Chief Operating Officer	LC
Sarah Finigan	SF	Victoria McMyn, Chief Change Officer	VM
Michele Hughes	MH	Caroline Jenkins, Company Secretary	CJ
David Thomas	DT	Akos Csernus, Chief Transformation Officer	AC
Bidesh Sarkar	BS	John Arnott, Chief Strategy and People Officer	JA
Claire Pearce	CP	<b>Observers / Guests</b>	
		Andrew Pattison, DCMS	AP
		Richard Henshall, Matrix SRO	RH
		Kathryn Hollingworth (for item 7 only)	KH
		Alev Williams (for item 9 only)	AW

## Apologies:

Helen Mills	HM
Sarah Harrison	SH

OPERATIONAL			
<b>1</b>	<b>0915 - 0920</b> 5 mins	<b>Welcome</b> <ul style="list-style-type: none"> <li>Approval of the Minutes</li> <li>Approval of any redactions required for publication</li> <li>Consideration of Actions and Matters Arising</li> <li>Declarations of conflicts of interest</li> </ul>	<b>John Clarke / All</b> SBS 021-25 SBS 022-25 <b>For approval</b>
<b>2</b>	<b>0920 - 0945</b> 25 mins	<b>UKSBS Chief Executive Report</b> <ul style="list-style-type: none"> <li>Highlights / Exceptions</li> </ul>	<b>Richard Semple</b> SBS 024-25 <b>For information</b>

<b>3</b>	<b>0945 – 0955</b> 10 mins	<b>Audit Committee Update</b>	<b>Carolyn Isaacs</b> Verbal For information
<b>4</b>	<b>0955 - 1015</b> 20 mins	<b>Standing Items (all reports taken as read with items covering highlights, exceptions, clarifications and questions)</b>  Non-Financial Performance Risk Finance Update	<b>Relevant Exec</b> SBS 025-25 (via PowerBI) For discussion
<b>5</b>	<b>1015 – 1030</b> 15 mins	<b>Finance Update</b> - End of 24/25 FY position - Budget planning 25/26	<b>Claire Hargreaves</b> SBS 026-25 For information
<b>6</b>	<b>1030 – 1045</b> 15 mins	<b>Equality, Diversity and Inclusion Strategy</b>	<b>John Arnott</b> SBS 027-25 For decision
<b>BREAK – 10 MINUTES AT 1045</b>			
<b>7</b>	<b>1055 – 1105</b> 10 mins	<b>Risk Appetite</b>	<b>Kathryn Hollingworth</b> SBS 028-25 For decision
<b>STRATEGIC</b>			
<b>8</b>	<b>1105 – 1205</b> 60 mins	<b>Transformation Progress</b> - Target Operating Model design outcomes - CI Transformation Initiative outcomes - Change governance - PBC3 outline	<b>Akos Csernus</b> <b>Victoria McMyn</b> <b>Liz Creedy</b> <b>Claire Hargreaves</b> SBS 029-25 For information
<b>9</b>	<b>1205 - 1225</b> 20 mins	<b>Portfolio of Change</b> - SHARP - MoG 2024	<b>Victoria McMyn</b> SBS 030-25 For information
<b>10</b>	<b>1225 – 1235</b> 10 mins	<b>Future Onboarding</b>	<b>Victoria McMyn</b> SBS 031-25 For information
<b>ANY OTHER BUSINESS</b>			
<b>11</b>	<b>1235 - 1240</b> 5 mins	<b>Next Board Meeting</b> Board meeting to be held on 23 July 2025 at 9.30am in Polaris House, Swindon Proposed substantive items: <ul style="list-style-type: none"> <li>Major Programmes and Change Roadmap</li> <li>Transformation</li> <li>SHARP</li> </ul>	<b>John Clarke</b>
<b>CLOSED SESSION OF THE BOARD</b>			

	<b>1240 - 1250</b> 10 mins	<b>Closed Session</b>	<b>John Clarke</b>
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