

UK Shared Business Services Ltd BOARD MEETING

Date: Thursday 24 September 2026

Location: CS5, Polaris House, Swindon

**Timings: 0915 – 1420 Board Meeting
1420 – 1430 Closed session of the Board**

Attending:

Board Members:		UKSBS Executive:	
John Clarke, Chair	JC	Akos Csernus, Chief Transformation Officer	AC
Richard Semple, Chief Executive	RS	Caroline Jenkins, Company Secretary	CJ
Carolyn Isaacs	CI	Tim Knight, Chief Operations Officer	TK
Helen Mills	HM	John Arnott, Chief Strategy and People Officer	JA
Cath Denholm	CD	David Walder, Chief Digital and Information Officer	DW
Leslie Gilbert	LG	Victoria McMyn, Chief Corporate Delivery Officer	VM
Mike Baker	MB	Meirion Nelson, Finance Director	MN
Rob Bullen	RB	Zoe Durrant, HR Director	ZD
		Gareth Wood, Shared Services Director	GW
		Observers / Guests	
		James Michelson, DBT	JM
		Richard Henshall, Matrix SRO (for item 3c only)	RH
		Kathryn Hollingworth, Head of RISC (for item 5 only)	KH
		Jade Martin, Risk and Assurance Manager (for item 5 only)	JM

INTRODUCTION				
1	0915 - 0920 5 mins	Welcome, Apologies & Declarations of interest	John Clarke	I
2	0920 - 0930 10 mins	Chair's introduction – Strategic Context	John Clarke Verbal For discussion	D
STRATEGIC				
3	UKSBS Strategic Direction, Transformation and Major Change			

a	0930 – 1030 60 mins	2027-2032 Strategic Planning Continuing to build on the strategic plan for 2027 - 2032, this time will be used to seek the Board's input to and guidance on: - Strategic themes - Client feedback mechanisms - Any further strategic questions that need to be answered or analysis undertaken	Richard Semple SBS 050-26 For discussion SBS 050A-26 For discussion	D
b	1030 – 1115 45 mins	Other Major Change Delivery Consider the more immediate opportunities and risks resulting from other major change, including: - Take stock of the implications of known MOG changes - Cabinet Office / OneGov - Sponsorship and ownership considerations, including DDCMS	Victoria McMyn SBS 051-26 For discussion	D
BREAK FOR 10 MINUTES AT 1115				
c	1125 – 1225 60 mins	Transformation Provide the Board with updates on: - Matrix programme replanning - UKSBS service readiness - Key risks/issues	Akos Csernus SBS 052-26 For discussion	D
OPERATIONAL				
4	1225 – 1300 35 mins	Annual Report and Financial Statements Incl. consideration of the Going Concern Statement drafted in line with NAO Audit	Victoria McMyn SBS 053-26 For agreement	A
BREAK FOR 30 MIN LUNCH AT 1300				
5	1330 – 1400 30 mins	Risk Management Deep Dive	Kathryn Hollingworth SBS 054-26 For discussion	D
6	1400 – 1410 10 mins	Consent Agenda - Audit Committee Chair's Report - CEO Report - Standing Performance PowerBI report incl non-financial performance, risk and cyber security - Annual Governance Review incl. reappointment of Leah Sparks to Audit Committee - Minutes of the previous meeting 28 May - Action Log	John Clarke SBS 055-26 SBS 056-26 SBS 057-26 (Via PowerBI) SBS 058-26 SBS 047-26 SBS 048-26 For agreement	A
ANY OTHER BUSINESS				

7	1410 - 1420 10 mins	Next Board Meeting Board meeting to be held on 26 November 2026 at 9.15am in Polaris House, Swindon Proposed substantive items: • Strategic Direction & Transformation • Consent Agenda incl. Board Performance Review and Actions • 5-year plan and investment priorities • People Strategy / EDI Update Future Strategic theme considerations: January – Workforce and capability incl. leadership, culture March – Business Plan sign off and FY 27/28 Delivery plan May – Client and stakeholder strategy	John Clarke	I
CLOSED SESSION OF THE BOARD				
	1420 – 1430 10 mins	Closed Session Did we spend enough time on strategy? Did we focus on the right questions? What should be elevated at the next meeting?	John Clarke	I