

# UK Shared Business Services Ltd BOARD MEETING

**Date: Thursday 2 October 2025**

**Location: CS13, Polaris House, Swindon**

**Timings: 0915 – 1455 Board Meeting**  
**1455 – 1505 Board to meet as Nominations Committee**  
**1505 – 1520 Closed session of the Board**

**Attending:**

<b>Board Members:</b>		<b>UKSBS Executive:</b>	
John Clarke, Chair	<b>JC</b>	Akos Csernus, Chief Transformation Officer	<b>AC</b>
Richard Semple, Chief Executive	<b>RS</b>	David Walder, Chief Digital and Information Officer	<b>DW</b>
Carolyn Isaacs	<b>CI</b>	Victoria McMyn, Chief Corporate Delivery Officer	<b>VM</b>
Sarah Finigan	<b>SF</b>	John Arnott, Chief Strategy and People Officer	<b>JA</b>
David Thomas	<b>DT</b>	George Stotter, Head of HR and Payroll Services	<b>GS</b>
Helen Mills	<b>HM</b>	Emma Allcorn, Chief of Staff	<b>EA</b>
Cath Denholm (to be appointed at the meeting)	<b>CD</b>	Kathryn Hollingworth, Head of RISC (for item 8 only)	<b>KH</b>
Rosanna Wong (to be appointed at the meeting)	<b>RW</b>	Jade Martin, RISC (for item 8 only)	<b>JM</b>
Leslie Gilbert (to be appointed at the meeting)	<b>LG</b>	<b>Observers / Guests</b>	
		Sarah Harrison, Cabinet Office	<b>SH</b>
		Richard Henshall, Matrix SRO	<b>RH</b>
		Deborah Gregg, Deloitte (item 9 only)	<b>RH</b>
		Matt Kay, NAO (item 5 only)	<b>MK</b>

<b>Apologies</b>
Liz Creedy, Chief Operating Officer
Caroline Jenkins, Company Secretary
Mike Baker (to be appointed at the meeting)
Andrew Pattison, DCMS

<b>OPERATIONAL</b>
--------------------

<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 041-25 SBS 042-25 <b>For approval</b>	<b>A</b>
<b>2</b>	<b>0920 – 0925</b> 5 mins	<b>NED Appointments</b> To appoint Cath Denholm, Rosanna Wong, Leslie Gilbert and Mike Baker with immediate effect	<b>John Clarke</b> SBS 044-25 <b>For decision</b>	<b>D</b>
<b>3</b>	<b>0925 – 0945</b> 20 mins	<b>UKSBS Chief Executive Report</b> <ul style="list-style-type: none"> <li>Highlights / Exceptions</li> </ul>	<b>Richard Semple</b> SBS 045-25 <b>For information</b>	<b>I</b>
<b>4</b>	<b>0945 – 0955</b> 10 mins	<b>Audit Committee Update</b> Incl. Audit Committee Annual Plan	<b>Carolyn Isaacs</b> SBS 046-25 <b>For information</b>	<b>I</b>
<b>5</b>	<b>0955 – 1030</b> 35 mins	<b>Annual Report and Financial Statements</b> Incl. Going concern  <i>Consider the going concern statement drafted in line with NAO audit</i>	<b>Victoria McMyn</b> SBS 047-25 <b>For decision</b>	<b>DE</b>
<b>6</b>	<b>1030 – 1050</b> 20 mins	<b>Standing Items (all reports taken as read with items covering highlights, exceptions, clarifications and questions)</b>  <b>Non-Financial Performance</b> <b>Risk</b> <b>Finance</b>	<b>Relevant Exec</b> SBS 048-25 (via PowerBI) <b>For discussion</b>	<b>DI</b>
<b>7</b>	<b>1050 – 1100</b> 10 mins	<b>Annual Governance Review</b> Incl. Terms of Reference and Corporate Policies	<b>Richard Semple</b> SBS 049-25 <b>For decision</b>	<b>DE</b>
<b>BREAK – 10 MINUTES AT 1100</b>				
<b>8</b>	<b>1110 – 1200</b> 50 mins	<b>Risk Management Review</b>	<b>Kathryn Hollingworth</b> SBS 050-25 <b>For information</b>	<b>I</b>
<b>WORKING LUNCH AT 1200</b>				
<b>STRATEGIC</b>				

<b>9</b>	<b>1230 – 1400</b> 90 mins	<b>Transformation Progress</b> - Road Map and Executive summary - Transformation - Service Readiness Checklist - Risks and Issues – <i>Inc. Fusion risks</i>  <b>Key Focus</b> - Cost to serve – <i>UKSBS PBC3 &amp; Input</i> - Detailed OD – <i>Key highlights and recommendations</i> - Transformation Stage Gate 1 review – <i>Progress summary</i>	<b>Akos Csernus</b> SBS 051-25 <b>For discussion</b>	<b>DI / E</b>  <b>DI</b> <b>DI</b> <b>DI</b>  <b>E</b> <b>DI</b> <b>DI</b>
<b>10</b>	<b>1400 – 1430</b> 30 mins	<b>SHARP Lessons Learned</b>	<b>Victoria McMyn</b> SBS 052-25 <b>For discussion</b>	<b>DI</b>
<b>11</b>	<b>1430 – 1450</b> 20 mins	<b>Portfolio of Change</b> - MoG 2024 - ALB Review	<b>Victoria McMyn</b> SBS 053-25 <b>For information</b>	<b>I</b>
<b>ANY OTHER BUSINESS</b>				
<b>12</b>	<b>1450-1455</b> 5 mins	<b>Next Board Meeting</b> Board meeting to be held on 27 November 2025 at 9.15am in Polaris House, Swindon Proposed substantive items: <ul style="list-style-type: none"> <li>• Transformation</li> <li>• Portfolio of Change</li> <li>• Cyber Security Deep Dive</li> <li>• Business Planning Approach</li> <li>• Financial True Ups</li> <li>• Constitutional documents</li> </ul>	<b>John Clarke</b>	<b>I</b>
<b>BOARD TO MEET AS NOM COM</b>				
<b>A</b>	<b>1455-1505</b> 10 mins	<b>Independent NED Job Description / Recruitment</b>	<b>John Clarke</b>	<b>I</b>
<b>CLOSED SESSION OF THE BOARD</b>				
	<b>1505-1520</b> 15 mins	<b>Closed Session</b>	<b>John Clarke</b>	<b>I</b>