

UK Shared Business Services Ltd

Minutes of the 124th UKSBS Board Meeting held in Polaris House, Swindon, on Thursday 27 November 2025 commencing at 9.15am.

Attending:

Board Members:		UK SBS Executives:	
John Clarke, Chair	JC	Liz Creedy, Chief Operating Officer	LC
Richard Semple, Chief Executive	RS	Caroline Jenkins, Company Secretary	CJ
Carolyn Isaacs	CI	Victoria McMyn, Chief Corporate Delivery Officer	VM
Mike Baker	MB	David Walder, Chief Digital and Information Officer	DW
		John Arnott, Chief Strategy and People Officer	JA
Cath Denholm	CD	Akos Csernus, Chief Transformation Officer (for item 8 only)	AC
Helen Mills	HM	Observers / Guests:	
Leslie Gilbert	LG	Richard Henshall, Matrix SRO	RH
Rosanna Wong	RW	Steve Tomlin, Head of Infrastructure (for item 6 only)	ST
		Robert Potten, Cyber Security Assurance (for item 6 only)	RP
		Liam Mullins, Business Continuity Manager (for item 6 only)	LM
		Deborah Gregg, Deloitte (for item 8 only)	DG

1. WELCOME (SBS 054-25 and 055-25)

- 1.1 The Chairman opened the Board meeting at 9.15am and welcomed all in attendance.
- 1.2 The minutes of the meeting held on 2 October 2025 were approved as a correct record.
- 1.3 The Board reviewed the action log and noted that all actions had been closed.

2. UKSBS CHIEF EXECUTIVE REPORT (SBS 057-24)

- 2.1 The Chief Executive's report was received by the Board and the following points were noted:
 - Stabilisation of Fusion enabled services continued, with suboptimal processes and manual workarounds being worked through. Lessons learned from the SHARP programme, including testing, had been shared with the Matrix programme. Work was underway with UKRI to re-baseline the benefits to be realised from Fusion
 - One issue had moved back to a risk following the successful true-up exercise with clients. A new risk within tolerance had been added to the Corporate Risk Register around the optimisation of the Fusion platform and benefits realisation.
 - A clear programme of MoG activity had been mapped out to summer 2026. Constructive dialogue continued with DSIT with regard to scheduling and prioritisation of onboardings and mergers. There was a need to understand the

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Cabinet Office restructuring and ALB changes required post go-live of Neo implementation.

- UKSBS was anticipating growth of approximately 130 FTE to accommodate Neo go-live in summer 2026. The Board requested an update on the location strategy to be considered at the January meeting.
- The development of the forward pipeline of change for Fusion was underway, with 66 priority changes identified, 43 of which were scheduled and funded. The remainder of 2025/26 to focus on service stabilisation and backlog from the programme, with 2026/27 to focus on benefit realisation and optimisation. In answer to a question, RS confirmed that the effectiveness of the change governance had improved. The Board acknowledged there may be a requirement for clients other than UKRI to provide funding for UKSBS change activity.
- The pay settlement had been submitted to Ministers for approval in parallel with Trade Union negotiations.
- RS outlined the changes to the Research Councils' Pension Scheme reform in line with the Public Service Pensions Act 2013 and agreed to provide an update to the January or March Board meeting.
- The high-level results of the recent Employee Survey were received, noting that employee satisfaction remained high at 74%.

Actions:

- **An update on the UKSBS location strategy to be provided to the Board at the January meeting, to understand how the growth of approx. 130 FTE employees would be accommodated.**
- **The forward pipeline of change for Fusion to be considered at the January Board, outlining those that are design challenges and potential funding implications for all UKSBS clients.**
- **An update on the RCPS reforms to be provided to the January or March Board, to include any resourcing impacts.**

3. AUDIT COMMITTEE UPDATE (verbal)

- 3.1 CI provided a verbal update on discussions at the November Audit Committee meeting. The 2024/25 UKSBS audit by the NAO had been selected for a review by the Financial Reporting Council (FRC) as the independent supervisor of the NAO's work.
- 3.2 CI also provided an update on a recent meeting with the DSIT ARAC Chair and other NDPB Audit Committee chairs, identifying common themes and understanding wider issues. It was noted that a new independent Audit Committee Chair for the ICS had been appointed.

CD left the meeting.

4. OPERATIONAL PERFORMANCE UPDATE (SBS 058-25 via PowerBI)

- 4.1 The Board received the operational performance update. Each Executive drew out the key points of the report relevant to their area, and the following points were noted:
- Service satisfaction scores remained high for BOE services, however a slight dip in user experience scores was attributed to the reallocation of resources to address the stabilisation of Fusion services, particularly in the finance service

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delivery area. A decrease in the number of queries received by the helpdesk had been attributed to an increase in self-service transactions.

- Reporting on Fusion services was still being developed. All KPIs for BOE services were reporting as green or amber apart from one due to the recent implementation of complex pay awards.
- The BAU RDEL position had moved from a significant overspend to near break-even due to the change in the income certainty for UKRI with agreement reached to fund the true-up BAU position.
- The risks to the UKSBS cash flow were being considered, particularly where there was reliance on significant income and outgoings. A programme-based approach was being taken for MoG funding to allow flexibility.
- The Fusion service catalogue was being reviewed alongside service boundaries.

CD joined the meeting.

5. CONSTITUTIONAL DOCUMENTS REVIEW (SBS 059-25)

- 5.1 The Board considered the proposed changes to the UKSBS Constitutional documents and recommended them to Shareholders for approval.

Item 7 was taken at this point in the meeting.

7. FINANCIAL TRUE UPS (SBS 061-25)

- 7.1 CB confirmed the outcomes of the recent true up exercise and outlined the changes to the cost per user between the 2025/26 bid and the latest budget position.

ST, RP and LM joined the meeting.

6. CYBER SECURITY DEEP DIVE (SBS 060-25)

- 6.1 DW introduced the presentation and the following discussion points were noted:
- There was a need to understand the balance of risk against funding constraints and ensure that owners were comfortable with the decisions being taken.
 - A shared understanding and agreement of business continuity expectations, including business impact assessments, between clients and UKSBS to ensure recovery times were clearly understood by all was imperative, with a shared risk assessment to be undertaken. Previous joint business continuity exercises had not highlighted a disconnect in expectations.
 - There was an opportunity to further share UKSBS capabilities with other clients including ALBs or as a cluster. The Board requested further consideration of this at a future meeting.
 - It was agreed for UKSBS to liaise with owners and ICS to better understand their governance and risk appetite on cyber security processes, tools and actions around future mitigations and highlight any risks for acceptance should funding not be forthcoming.
 - Discussions took place on the role and remit of the Crown Representatives and the owner of the cross government cyber risk of strategic suppliers and on the data requirements for new clients within the Matrix programme.

Actions:

- **Further opportunities for UKSBS cyber security capabilities to be shared with wider ALBs or as a cluster to be considered at a future Board meeting.**

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- **A workshop to be held between UKSBS and client organisations to consider cyber security and resilience, identifying overlaps, gaps and future ways of working.**

ST, RP and LM left the meeting.

AC and DG joined the meeting.

8. TRANSFORMATION PROGRESS (SBS 062-25)

8.1 AC introduced the slide deck, with the relevant Executive providing an update on their specific theme. The following points were noted:

- The overall programme readiness was reporting as red/amber primarily due to the delay in the start of end-to-end testing as entry criteria had not been met.
- Discussions took place on the requirement for SC clearance and wider implications including technology, physical security, onboarding timelines and ways of working.
- The availability of the adaptive forecasting module to be considered out of committee by LG and RH.
- The recruitment activities underway were noted, recognising that all resources required for testing were in place. Surge capacity would be in place for go-live and hypercare and a resourcing dashboard to provide assurance to the programme was under development.
- It was unclear as to whether the risk scores being reported were inherent or mitigated scores; the reporting to be updated for the next Board meeting.
- An outline was provided on the organisational design workstream lessons learned to date.
- Programme Business Case 3 (PBC3) financial modelling headlines were considered, with the Board acknowledging that UKSBS service costs had been based on assumptions; the costs would need to be reviewed should there be any changes to the assumptions.

Actions:

- **A detailed walkthrough of the PBC3 costs to be arranged.**

AC and DG left the meeting.

9. PORTFOLIO OF CHANGE (SBS 063-25)

9.1 VM introduced the report, noting a delivery risk to the UKRI portfolio of change due to capacity challenges within both parties. Scheduling and prioritisation of MoG activities were underway and the successful operation of the BDA was critical for managing change. Engagement with current and new clients on UKSBS ways of working was ongoing.

10. BUSINESS PLANNING (SBS 064-25)

10.1 JA provided an update as to the status of the 2025-30 plan. The Board endorsed the amendments and agreed for its submission to Shareholders for approval.

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11. NEXT BOARD MEETING

11.1 The items to be considered at the next Board meeting on 28 January 2026 were noted as:

- Transformation progress
- Portfolio of Change
- Business Planning
- Fusion Update – design challenges, forward pipeline of change
- Location strategy

12. ANY OTHER BUSINESS

12.1 There were no other items of business.

Board closed at 1.50pm.

A meeting of the Remuneration Committee was held at the conclusion of the Board meeting.

Next meeting: 28 January 2026