

UK Shared Business Services Ltd

Minutes of the 122nd UKSBS Board Meeting held in Polaris House, Swindon, on Wednesday 23 July 2025 commencing at 9.20am.

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
Sarah Finigan	SF	David Walder, Chief Digital and Information Officer	DW
Claire Pearce	CP	Akos Csernus, Chief Transformation Officer (for item 7 only)	AC
Helen Mills	HM	Observers / Guests:	
		Andrew Pattison, DCMS	AP
		Sarah Harrison, Cabinet Office	SH
		James Michelson, DBT	JM
		Deborah Gregg, Deloitte (for item 7 only)	DG

Apologies:

David Thomas	DT
Richard Henshall, Matrix SRO	RH
John Arnott, Chief Strategy and People Officer	JA

1. WELCOME (SBS 032-25 and 033-25)

- 1.1 The Chairman opened the Board meeting at 9.20am and welcomed all in attendance. It was noted that a quorum was not present.
- 1.2 The minutes of the meeting held on 23 May 2025 were received.
- 1.3 The Board reviewed the action log and noted that all actions had been closed.

2. UKSBS CHIEF EXECUTIVE REPORT (SBS 035-24)

- 2.1 The Chief Executive's report was received by the Board and the following points were noted:
 - A firm decision had been taken by UKRI to close the SHARP programme on 31 July 2025 with hyper-care support continuing to mid-December 2025. Payment of suppliers remained amber due to issues with migrated POs; new payments being raised on Fusion were broadly working and were being made within the 30-day payment terms.
 - UKSBS was successfully managing the Fusion platform alongside planned releases, with another major release due in August.

JM joined the meeting.

- BAU governance had commenced. A range of incidents and issues had been raised through hyper-care that had not been identified via testing. The Board

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noted the importance of full end-to-end testing to avoid similar issues with the Neo Matrix programme. Over £395m of payments had been made from the new platform since its implementation.

- One SHARP implementation-related risk had been closed on the Corporate Risk Register, and a new risk was raised around the capacity and capability to support Fusion, reflecting the need to manage and resource bedding in, enhancement and exploitation of the new system.
- The one issue on the Corporate Risk Register had reverted to a risk. The Board noted some funding issues would be addressed at the October true-up.

Actions:

- **A debrief of the SHARP Fusion implementation, including successes and lessons learned, to be provided to the Board in August / September.**

HM joined the meeting at 9.50am. The meeting is now quorate.

3. AUDIT COMMITTEE UPDATE (verbal)

- 3.1 CI provided a verbal update on discussions at the July Audit Committee meeting and a recent meeting held with the UKRI ARAC Chair. It was agreed that stronger alignment with all client ARAC Chairs should be pursued.
- 3.2 With regard to transformation, the Audit Committee were keen to understand the RACI between the clients, UKSBS and Neo Centre Office (NCO) to help clarify the roles and responsibilities between the parties.

Actions:

- **CI to provide a plan at the September Board meeting to outline what the Audit Committee hopes to achieve over the next 12 months.**

4. OPERATIONAL PERFORMANCE UPDATE (SBS 036-25 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:
- Government department clients had not reported any degradation of service and had been very supportive during the SHARP Fusion implementation period.
 - The Neo Matrix replanning exercise shifted timelines and caused a delay in the start of some initiatives. Discussions took place regarding the additional tooling needed to deliver the Neo service, including omnichannel implementation and its impact on the user experience if it is not in place for Phase 1A.
 - An update was provided on the development of the Data Analytics strategy. Continuous improvements were still underway.
 - A wider discussion took place on the additional tooling required to support the Neo service, noting that a technology gap analysis had commenced. Clients' expectations on the user experience for day one needed to be managed. Understanding what was in scope for delivery as part of PBC3 would help create a holistic view of the portfolio and the additional tooling required.
 - The full year forecast for BAU RDEL was on track against budget, dependent on all client funding being confirmed for FY 25/26 at the October true-up.
 - The full year forecast for RDEL projects showed an overspend of £3m due to POs not being received. Any delays to the implementation of the Matrix would

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relieve pressure on programme budget forecasting and bring it back within budget.

- PBC3 approvals were scheduled for the end of the calendar year.

5. MODERN SLAVERY STATEMENT (SBS 037-25)

- 5.1 The Board considered the UKSBS Modern Slavery Statement and approved it for publication on the UKSBS website.

DW and LC left the meeting. SH and AC joined the meeting.

6. COO AWAY DAY OUTCOMES (SBS 038-25)

- 6.1 JC introduced the slide deck and outlined the Board effectiveness plan to evolve from a traditional Board to a more contemporary Board. Deloitte would provide additional support by way of Board development modules to be delivered by the end of the calendar year.

- 6.2 Following recent legal advice on the Company's corporate structure, the minimum ownership and Board requirements were noted by the Board. The Board skills matrix and NED job description are to be refreshed to reflect the transformation agenda and to ensure the right mix of skills and capabilities is sought.

DG joined the meeting.

7. TRANSFORMATION PROGRESS (SBS 039-25)

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

- AC provided an update on the Deloitte programme leadership changes, the reasonings for the change and introduced DG to the Board.
- The Board considered the overarching UKSBS transformation journey, noting that a detailed roadmap had been developed for Phases 1A and 1B.
- The go-live of Phase 1A had been postponed by one month, to the end of June 2025.
- UKSBS Board to consider and endorse the programme plan once it had been re-baselined by the Matrix programme Board, particularly in relation to UKSBS transformation aspects.
- There was confidence from the Executive team that the relationship with the Matrix programme was working effectively, recognising that there was further planning required regarding transition and hyper-care arrangements.
- The impact on UKSBS of any delays to the programme to be clearly articulated and understood. The risk of a potential shortfall of funding to ramp up AMS and service delivery capacity should PBC3 not receive the necessary approvals to be considered by the Board.
- Discussions took place on the role of the Board and the transformation journey the Company would take against the overall transformation roadmap for the programme, with clear outcomes to be articulated and tracked to evidence the transformational step made.
- Deloitte had identified 13 capabilities that were recommended to be in place for Phase 1A implementation, with a maturity path mapped out for the remainder. Additional tooling identified by the gap analysis was being considered by the Programme.

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SH, AP and CI left the meeting.

- Anticipated programme costs had increased since PBC2. There was a need to clearly articulate the differences in funding requirements between the business cases, what was in / out of scope and benefits realisation vs savings commitments with government department finance directors, the outcomes of which to be shared with the Board.
- An overview of the cost to serve model was provided to the Board, noting that only UKSBS costs were included, enabling technology costs were excluded and it was driven by assumptions.

Actions:

- **A clear articulation of the outcomes of each stage of the transformation journey to be considered by the Board to enable it to assess and track progress, including lead and lag measures.**
- **The transformation dashboard is to be shared with the Board to provide further detail on the activities and associated key risks of the programme on UKSBS transformation.**
- **An update summary is to be provided to the Board on a fortnightly basis as to the progress of the transformation programme.**

DG and CP left the meeting. The meeting is no longer quorate.

8. PORTFOLIO OF CHANGE (SBS 040-25)

- 8.1 VM introduced the report. The outcomes of the ALB review were yet to be announced. Restructuring activity within client departments may have the potential to impact on the delivery of onboarding activities.

9. NEXT BOARD MEETING

- 9.1 The items to be considered at the next Board meeting on 2 October 2025 were noted as:
- Transformation progress including a forward plan of items for Board meeting consideration
 - Budget challenges / true-up progress
 - SHARP Full Review and Lessons Learned
 - Audit Committee 12-month strategy
 - Portfolio of Change
 - Annual Report and Financial Statements incl. Going Concern
 - Deloitte Board Development Plan
 - Annual Governance Review
 - Risk Deep Dive

10. ANY OTHER BUSINESS

- 10.1 There were no other items of business.

Board closed at 12.40pm

Next meeting: 2 October 2025

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