SBS 013-26

UK Shared Business Services Ltd
BOARD MEETING

Date: Thursday 26 March 2026
Location: CS5, Polaris House, Swindon

Timings: 0915 – 1325 Board Meeting
1410 – 1425 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**	Victoria McMyn, Chief Corporate Delivery Officer	**VM**
Helen Mills	**HM**	John Arnott, Chief Strategy and People Officer	**JA**
Cath Denholm	**CD**	Sean Hamill, Chief Operating Officer (deputising)	**SH**
Rosanna Wong	**RW**	Caroline Bee, Finance Director	**CB**
Leslie Gilbert	**LG**	Pete Swann, Head of Service and Integration	**PS**
Mike Baker	**MB**	**Observers / Guests**	
		Richard Henshall, Matrix SRO	**RH**
		Liz May, Deloitte	**LM**

Apologies:

David Walder, Chief Digital and Information Officer	**DW**
Liz Creedy, Chief Operating Officer	**LC**

OPERATIONAL				
1	**0915 - 0920** 5 mins	**Welcome** • Approval of the Minutes • Approval of any redactions required for publication • Consideration of Actions and Matters Arising • Declarations of conflicts of interest	**John Clarke / All** SBS 011-26 SBS 012-26 **For approval**	**A**
2	**0920 – 0945** 25 mins	**UKSBS Chief Executive Report** • Highlights / Exceptions	**Richard Semple** SBS 014-26 **For information**	**I**
3	**0945 – 1000** 15 mins	**Audit Committee Update** • Annual Audit Committee Report to Board • Extension of Leah Sparks' appointment • Update from the February Committee meeting	**Carolyn Isaacs** SBS 015-26 **For decision**	**D**

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4	**1000 – 1010** 10 mins	**Annual Governance Statement**	**Caroline Jenkins** SBS 016-26 **For approval**	**A**
5	**1010 – 1020** 10 mins	**General Meeting Planning**	**Caroline Jenkins** SBS 017-26 **For approval**	**A**
6	**1020 – 1030** 10 mins	**Gender Pay Gap Reporting**	**John Arnott** SBS 018-26 **For approval**	**A**
7	**1030 – 1045** 15 mins	**Standing Items (all reports taken as read with items covering highlights, exceptions, clarifications and questions)** **Non-Financial Performance** **Risk** **Cyber Security** **Finance**	**Relevant Exec** SBS 019-26 (via PowerBI) **For discussion**	**DI**
BREAK FOR 10 MINUTES AT 1045				
STRATEGIC				
8	**1055 – 1255** 120 mins	**Transformation Progress** - Progress against the Transformation Roadmap including Matrix Replan Scenario(s) - Business Transformation Progress against the 5 strategic themes - Neo Programme Effectiveness, including latest Matrix Transformation Assurance Report - Greater partnering with the Board on our transformation journey in FY 26/27	**Akos Csernus** SBS 020-26 **For discussion**	**DI**
BREAK FOR 20 MIN LUNCH AT 1255				
9	**1315 – 1335** 20 mins	**Business Planning** 2026/27 Delivery Plan	**John Arnott** SBS 021-26 **For approval**	**A**
10	**1335 – 1345** 10 mins	**2026/27 Financial Bid**	**Caroline Bee** SBS 022-26 **For discussion**	**DI**
11	**1345 – 1400** 15 mins	**Portfolio of Change**	**Victoria McMyn** SBS 023-26 **For information**	**I**
ANY OTHER BUSINESS				

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Last Updated: March 2026

12	**1400 - 1410** 10 mins	**Next Board Meeting** Board meeting to be held on 28 May 2026 at 9.15am in Polaris House, Swindon Proposed substantive items: • Transformation • Portfolio of Change • Investment Strategy • EDI Annual Update • Risk Appetite It is intended that this will form part of a two-day event for the Board, including Deloitte facilitated Board development workshops and a UKSBS strategy development workshop.	**John Clarke**	**I**
CLOSED SESSION OF THE BOARD				
	1410 - 1425 15 mins	**Closed Session**	**John Clarke**	**I**

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