

UK Research and Innovation

Paper No 2019-B46

Approved by UKRI Board: 29 May 2019

Author: UKRI Secretariat

Minutes of the UKRI Board Meeting of 27th March 2019

Board Attendees	
Sir John Kingman (Chair)	Vivienne Parry
Professor Sir Mark Walport	Professor Sir Ian Diamond
Ian Kenyon	Fiona Driscoll
Sir Peter Bazalgette	Professor Sir Harpal Kumar
Professor Julia Black	Professor Max Lu
Lord Willetts	Mustafa Suleyman
Lord Browne	Professor Dame Sally Davies
UKRI Attendees	
Rebecca Endean	Alex Marsh (<i>from item 8</i>)
Professor Lynn Gladden (<i>for item 7</i>)	Professor Fiona Watt (<i>for item 10</i>)
Ian Campbell (<i>for item 7</i>)	
BEIS Attendees	
Gareth Davies (BEIS)	
Secretariat	
Chris Chudziak	Linsey Urquhart
Nawaz Shaikh	Amy Smith
Guests	
Andy Haldane (ISC) (<i>for item 8</i>)	
Apologies	
Professor Alice Gast	Professor Sir Leszek Borysiewicz

Time: 09:00- 14:00

Location: 58VE, London

1. Welcome & introductions

1.1 The Chair welcomed members to the meeting and thanked Gareth Davies for his work with the Board, as this would be his last meeting.

1.2 No conflicts of interest were declared.

2. Non-Executive Session

3. Minutes of 25th February 2019 Board Meeting and Action Log

3.1 The minutes were approved, and members agreed those recommended for closure. Rebecca Endean provided an update on open actions:

- Rebecca Endean would confirm with BEIS when UKRI's analysis provided to the Augar review can be circulated to the Board.
- There was a need to work with ONS on how to best measure R&D in services and the creative sector.

4. CEO Report, incl. update on Spending Review preparations

4.1 Mark Walport provided an update on CEO activities, including progress on transformation, appointments, cross-cutting funds and recent communications and engagement activities.

4.2 Members heard that the recruitment of a suitable Transformation Director is progressing and at least one strong candidate has been identified. Cabinet Office have signed off the next stage of the process for recruiting a new Innovate UK Executive Chair. Members heard that the current CFO, Ian Kenyon would be leaving in the summer.

4.3 There had been good discussions with the Secretary of State, particularly around ISCF Wave 3. In relation to the Accelerating detection of disease challenge and how to ensure successful delivery of this challenge, members heard that the work on this so far has been very joined up between Government and charities. Strong public engagement would be critical to delivery of this challenge and showing how the work would benefit patients.

4.4 Members heard that the Chair and CEO had recently had a successful visit to Scotland to meet with MSPs. Members also reported useful discussions with the Head of Conservatoires around defining research in the context of music and the arts. The CEO and Rebecca Endean had also recently provided evidence to the Science & Technology Select Committee.

Action B2019.14: Mark Walport to circulate to the Board briefings on the *Accelerating detection of disease* challenge and the *Digital security by design* challenge.

5. CFO Report

5.1 Ian Kenyon provided an update on CFO related activities, including appointments, year-end budgets and FOIs:

- The board were updated on UKRI's operational preparations for EU-Exit.
- With the end of the financial year approaching, members heard that Finance teams were working to deliver the full year spend in line with budget.
- Members received an update on the charitable tax issue relating to the legacy Councils.

6. Transformation: One-Year On and Next Steps

6.1 Mark Walport provided an update on the transformation program which looks at the structure and operations of the organisation to ensure it is best fit to deliver the founding aims of UKRI. Working with Quartz, the executive had developed a shared understanding of the areas which they should look to strengthen and agreed next steps.

6.2 Next steps would include systems transformation – Duncan Wingham was SRO for this programme of work – which would involve partnering with BEIS and SBS. There was some further thinking needed around the best approach to relationship management with industry at the UKRI level; how UKRI brings on, and brings in, new talent; and the offer to staff.

Action B2019.15: Ian Kenyon to brief Julia Black on user community engagement around transformation.

Action B2019.16: Secretariat to table a future discussion of UKRI branding.

7. Update on commercialisation review; and Incentives for Multinational Corporations

7.1 Lynn Gladden set out progress with the commercialisation review, outlining the current vision, and the proposed commercialisation work packages. The Board approved the proposed approach. There was agreement that rather than have lots of small scale programmes, UKRI needed to invest at scale; it was recognised that the Biomedical Catalyst works well at taking innovation through the TRLs, and it was agreed that the concept could be rolled out further; that KTPs are well regarded and effective, and UKRI should look to embed best practice; that there was a need for improved evaluation and monitoring; that the Board would need reassurance that the programme aligned well with the developing Knowledge Exchange Framework (KEF); that we should look at what other countries are doing in this space; and that commercialisation didn't adequately describe the whole programme.

Action B2019.17: Secretariat to table a Board discussion of KEF.

Action B2019.18: Secretariat to bring back the item on 'Incentives for Multinational Corporations' for discussion at the next Board meeting.

8. Meeting with Andy Haldane, Chair of the Industrial Strategy Council

8.1 The Chair welcomed Andy Haldane to the Board meeting, as Chair of the Industrial Strategy Council (ISC). This had been established by Ministers as an advisory group to develop the evaluative measures to assess the impact of Government's industrial strategy. Andy set out three key areas of ISC activity; developing a metrics framework for measuring impact; conducting deep dives in certain areas, for example, sectors, skills and place; and commissioning research around the critical evidence gaps around assessing the impact of policy on UK productivity. UKRI had interest in all three areas, and collaboration going forward was welcomed, noting that Jennifer Rubin was also a member of the ISC.

8.2 In discussion it was recognised that reaching the Government's ambition of 2.4% would require a better understanding of industrial investment in R&D – the ISC and UKRI should look to work together closely with ONS in this space; there was also a shared interest in how to make the most of administrative data sources to supplement ONS measures; there was an interest in both the hard and soft metrics which impact global investment decisions and perceptions of whether the UK is a good place to invest; and it was recognised there was an

interplay with how Government assesses its own investment decisions which warranted further exploration.

9. SR and 2.4% Thinkpiece

9.1 Alex Marsh provided an update on UKRI's Spending Review planning, and approach to the Government's 2.4% ambition – noting that Government has confirmed it is looking to announce the outcome of the SR at this year's Autumn Statement. The Board endorsed the approach to including a specific theme in our SR submission and 2.4% strategy around 'priority technologies', commenting that:

- There is need to emphasise how investment in UKRI supports Departmental priorities across Government, for example the national security angle around priority technologies, or the role UKRI can play in helping Departments make the most of administrative data;
- There is further to go in setting out the spatial impact across the whole of UKRI's investment profile; and
- There is a need to bring out further UKRI's role in supporting dialogue around ethics and the development of new technologies.

Decision: The Board agreed to include a specific theme around 'priority technologies' in our SR submission and 2.4% strategy.

Action B2019.19: Secretariat to arrange a meeting on administrative data for interested Board members.

Action B2019.20: Secretariat to arrange a future Board discussion on ethics.

10. Talent: Future Leaders Fellowships

10.1 Fiona Watt provided an update on the Future Leaders Fellowships scheme, which aims to attract and develop research talent to the UK and provide funding and resources to support innovative researchers throughout their career. Members heard that 42 awards had been delivered for round 1, many of which involved significant business collaboration. There was some discussion around how to encourage further involvement from business in future rounds, as a diverse cohort of research leaders should include those with significant industrial and commercial expertise as well as academic expertise. The Board noted this may involve thinking differently about career progression in the sector and effectively communicating with business about the FLF programme and what it aims to achieve.

Action B2019.21: Secretariat to arrange invites for Board members to observe a peer review panel in action, including an invite for Julia Black to observe FLF interviews.

11. EU-Exit

11.1 Rebecca Endean provided an update on EU-Exit preparations including no-deal contingency planning. Members heard that there is contingency to cover in-flight grants and applications, and that Adrian Smith had been commissioned to conduct a review on potential long-term domestic alternatives to Horizon Europe, in case needed.

11.2 The team are also working with Councils to identify potential economic stimulus measures that could be deployed in the event of no-deal.

12. Item for discussion by exception: Strategic Delivery Plans

12.1 The Board endorsed the approach to approving Strategic Delivery Plans and individual SDPs would be circulated for any final comments from members.

13. Board Forward Look

13.1 Members endorsed the forward look of agenda items subject to additions suggested during preceding items.

14. AOB

14.1 There will be an all-council meeting on 1st April at which some Board members are presenting and all are invited to attend.

Date of Next Meeting: 29th May 2019