



APPROVED Minutes of the Joint UKRI Board & Executive Committee Meeting of 11th January 2022

Date: Tuesday 10th November 2021
Time: 10:00 - 16:00
Location: Zoom only

Board Members and Observers	
Sir Andrew Mackenzie (Chair)	Professor Anthony Finkelstein
Professor Dame Ottoline Leyser (UKRI, CEO)	Priya Guha
Professor Sir Leszek Borysiewicz	Nigel Toon
Sir Ian Boyd	Ruwan Weerasekera
Lord John Browne	Lord David Willetts
Dr John Fingleton	Jo Shanmugalingam (BEIS)
	Ruth Elliot (UKRI, Deputy CFO) – deputising for Siobhan Peters

Executive Committee Members and Observers	
Isobel Stephen (UKRI, Exec Director of Strategy, Comms, Analysis and Governance)	Tim Bianek (UKRI, COO)
Emma Lindsell (UKRI, Exec Director of Strategy, Comms, Analysis and Governance)	Christopher Smith (Exec Chair, AHRC)
Melanie Welham (Exec Chair, BBSRC)	Alison Parks (Interim Exec Chair, ESRC)
Lynn Gladden (Exec Chair, EPSRC)	Indro Mukerjee (CEO, IUK)
John Iredale (Interim Exec Chair, MRC)	Duncan Wingham (Exec Chair, NERC)
David Sweeney (Exec Chair, RE)	Mark Thomson (Exec Chair, STFC)
Daniel Shah (UKRI, Director of Investment Strategy and System Insight)	

Attendees	
Caroline Batchelor (UKRI Head of Corporate Planning and Performance) – for item 2	Grazka Kazmierska (UKRI, Deputy Director of Financial Planning) – for item 3
David Rogers (UKRI, Deputy Director for Investment Strategy) - for item 3	Joel Herzig (UKRI, Head of Strategy Business Partners) – for item 3
Helen Pearce (UKRI, Strategy, Balance and Narrative Lead) – for item 3	Sam Trewin (UKRI, Head of Strategic Analysis) – for item 3
Lauren Clarke (UKRI, Senior Strategy Advisor) – for item 3	

Secretariat	
Hannah Berriman	Tim Russell
Samantha Richardson	

Apologies	
Julia Black	Siobhan Peters (UKRI, CFO)
Sue Donaldson (UKRI, CPO)	

Observers	
Robert Shaw (Innovate UK, Chief of Staff to Indro Mukerjee)	

1. Welcome and Introductions

- 1.1. Andrew Mackenzie welcomed members of the Board and the Executive Committee to the meeting. In particular, Andrew welcomed Professor John Iredale, who has joined UKRI as interim Chair of the Medical Research Council.

2. Strategic Delivery Plans (2022-onwards) and Corporate Plan (2022-23)

- 2.1. Ottoline introduced the item, noting that the Strategic Delivery Plans and Corporate Plan will be used to capture how, by working together, we will deliver our vision and the UKRI Strategy. The board noted that two page blue prints of the Strategic Delivery Plans have been developed to provide an overview for the Board of the content that will be included in the final documents. Executive Chairs of the Councils, Research England and Innovate UK shared their plans and priorities with the Board. Ottoline noted that the Corporate Plan and Strategic Delivery Plans will be aligned with the UKRI Strategy and the final documents will be shaped by the allocations discussions as they progress.
- 2.2. The Board recommended the following considerations as the delivery plans and Corporate Plan are developed further;
 - The need to highlight interdisciplinary work and consider the best way to reflect that across the suite of Strategic Delivery Plans
 - The importance of reflecting Government priorities in the plans, but also focussing on what we believe our priorities are for the research and innovation system
 - The need to ensure we clearly articulate the links to other Government departments
 - The importance of linking the Delivery Plans to the performance framework, highlighting the breadth and complexity of the UKRI portfolio.
- 2.3. The Board noted they will be reviewing drafts of the Strategic Delivery Plans and further details will be shared ahead of the March 2022 meeting. Isobel noted that the Board members are welcome to review the Strategic Delivery Plans as individuals or in groups.

3. UKRI Allocations 2022/23 to 2024/25

- 3.1. Ottoline Leyser introduced the item, noting that BEIS have received their allocations and we are now in the process of working with them to help them identify how they divide up their research and development budget. The board noted that conversations are ongoing, and we are developing allocations advice to be shared with the Secretary of State in March 2022. The Board noted that an additional meeting has been arranged for early March 2022 to provide them with an opportunity to discuss the allocations advice prior to it being given to the Secretary of State.

- 3.2. Ottoline confirmed that there are parts of the allocations that are clearly defined, but there are other areas that are not so clearly defined, which make up a significant proportion of our budget. The Board noted the need to develop a process to allow us to use our budget to deliver an optimised portfolio, which will need us to prioritise across our activities. Ottoline noted that the Executive Committee, supported by the Strategy Committee, have developed a process to allow us to make strategic choices and therefore deliver the optimised portfolio, aligned with our Strategy.
- 3.3. Daniel Shah thanked colleagues across UKRI, noting the vast amounts of high quality work and conversations that have been ongoing in order to develop the detailed allocations advice.
- 3.4. The Board highlighted the need to measure return on investment, acknowledging that by proposing that every £1 of investment can achieve multiple objectives this would be difficult to quantify, and that it may take a long time to manifest. Ottoline noted the importance of diversity and connectivity across the research and innovation system..
- 3.5. Ottoline reiterated the importance of building a coordinated portfolio across UKRI, highlighting that the mechanisms available to help collaboration between the 9 councils are effectively used to allow us to deliver on our priorities and ensure our budget is used as effectively as possible.

4. AOB

- 4.1. No AOB was raised at the meeting.



APPROVED Minutes of the UKRI Board Meeting of 12th January 2022

Date: Wednesday 12th November 2022
Location: Zoom only
Time: 10:15 - 16:15

Board Members and Observers	
Sir Andrew Mackenzie (Chair)	Priya Guha
Professor Dame Ottoline Leyser (UKRI, CEO)	Nigel Toon
Professor Sir Leszek Borysiewicz	Ruwan Weerasekera
Professor Sir Ian Boyd	Lord David Willetts
Lord John Browne	Jo Shanmugalingam (BEIS)
Dr John Fingleton	Ruth Elliot (UKRI, Deputy CFO) – deputising for Siobhan Peters
Professor Sir Anthony Finkelstein	

Attendees	
Isobel Stephen (UKRI, Exec Director of Strategy, Comms, Analysis and Governance)	Tim Bianek (UKRI, COO)
Sue Donaldson (UKRI, CPO)	Daniel Shah (UKRI, Director of Investment Strategy and System Insight)
Sir David Grant (Independent Reviewer) – for item 2	Dr Alexander Ademonkun (BEIS) – for item 2
Sue Gilchrist (UKRI, Senior Strategy Advisor) – for item 2	Caroline Batchelor (UKRI Head of Corporate Planning and Performance) – for item 7
Henry Cormack (UKRI Head of Appraisal and Evaluation) – for item 7	Sarah Parks (UKRI, Evaluation lead) - for item 7
Rosie Cornelius (UKRI Deputy Director Analysis and Performance) – for item 7	Tom Crawley (UKRI, Head of Strategy, Balance and Narrative) - for item 8
Duncan Wingham (NERC Executive Chair) – for item 9 & 10	Rachel Bruce (UKRI Head of Open Access) – for item 9
Alison Robinson (NERC Deputy Executive Chair) – for item 10	Louise Chambers (Senior Governance Manager, UKRI Secretariat)

Secretariat	
Hannah Berriman	Tim Russell
Samantha Richardson	

Apologies	
Julia Black	Siobhan Peters (UKRI, CFO)

Observers	
Robert Shaw (Innovate UK, Chief of Staff to Indro Mukerjee)	

1. Welcome and Introductions

- 1.1. Andrew Mackenzie welcomed the Board members to the meeting. Andrew congratulated Anthony Finkelstein and John Fingleton on being recognised in the New Years Honours. Andrew also noted that Dr Ian Campbell, former interim chair of Innovate UK) received an OBE for his services to Innovation.

2. Overview of Independent Review of UKRI

- 2.1. Sir David Grant joined the meeting to provide an overview of the Independent Review and update the Board on his initial findings. Andrew noted that he and David would continue to stay in touch, and invited David back to the Board to discuss his interim findings in March 2022.

ACTION: David Grant will have come back to the Board to discuss his interim findings of the Interim Review at the 16th March 2022 meeting.

3. a) Minutes of 10th November b) Action Log and c) Forward Schedule

- 3.1. The Board approved the minutes for 10th November 2021 meeting.

DECISION: The Board approved the minutes for 10th November 2021.

- 3.2. The Board noted the Action Log and the Forward Schedule. The Board suggested inviting Andrew McCosh, Director General of Office for Science and Technology (OSTS) to a future Board to discuss the National Science and Technology Council and OSTs.

4. Nominations and Remuneration Committee (NomCo) Feedback

- 4.1. Andrew provided a verbal update on Nominations and Remuneration Committee, which was held ahead of the Board meeting.

- 4.2. Andrew provided a summary of the NomCo agenda, including noting;

- <withheld from publication>
- The search for NomCo observers is ongoing and an update will be provided in March.
- Executive Chair recruitment continues to be a long process and it is recommended we begin preparations for appointing a new Exec Chair at least two years in advance.

- 4.3. The Board raised concerns about the length of time it takes to appoint an Executive Chair, noting this may affect our ability to attract high calibre candidates in the future. The NomCo secretariat will continue to monitor senior recruitment going forward.

- 4.4. The Board welcomed the update from Andrew and requested that redacted minutes from the Nomination and Remuneration Committee are shared with the Board following each meeting.

ACTION: The Nominations and Remuneration Committee secretariat will have shared a redacted version of the NomCo minutes with Board members following each NomCo meeting.

5. CEO Report to Board

- 5.1. Ottoline updated the Board on a number of live issues not covered on the main agenda.

- 5.2. Ottoline noted that UKRI have been planning multiple parallel scenarios for the UK's relationship with Horizon Europe. Ottoline highlighted that we do not know whether we will be able to associate with Horizon Europe, and we are not sure when that decision will be made. The Board thanked Ottoline for the update on Horizon Europe, encouraging UKRI to help drive the solution.
- 5.3. The Board noted that the Research England and Office for Students programme to improve Black, Asian and minority ethnic students access postgraduate research may be using outdated terminology, noting that the acronym BAME treats very different groups as one.
- 5.4. Ottoline noted that we continue to engage closely with Government on the development of the Levelling Up White paper, noting she has recently had a constructive discussion with Michael Gove.

6. CFO Report to Board

- 6.1. Ruth Elliot presented the Chief Finance Officer's Report, which covers the period from 19th October 2021 to 17th December 2021. Ruth noted that end of year preparations are underway and that meetings with Executive Chairs are taking place at the end of the month.
- 6.2. Ruth noted that the Risk registers will be updated in line with the UKRI Strategy, noting that a further update will be brought to the Board once the Strategy is published. Ruth thanked Anthony Finkelstein for providing scrutiny in the cyber security area, highlighting that this continues to be a high risk area.
- 6.3. The Board encouraged UKRI to promote the whistle blowing procedure across the organisation, ensuring staff are aware of the process.

7. Performance Management Framework – Q2 2021-22 report

- 7.1. Ottoline introduced the item, noting the huge amount of work that has gone in to identifying what measures to capture. Ottoline noted the performance report will continue to evolve and will align with the UKRI Strategy.
- 7.2. The Board noted that while the RAG rating may not always be useful, it does help to identify trends which we would not have been previously considered or looked at. The Board requested a more in depth discussion on a particular area of the performance pack at the next Board meeting. In particular, the Board were interested in linking the deep dive discussion to the recent headcount targets from BEIS/HMT and the Operating Model. Tim Bianek noted he would bring a deep dive on efficiencies to the March 2022 Board meeting.

ACTION: Tim Bianek and the performance team will have brought a deep dive on efficiencies to the Board for further discussion at the March 2022 meeting.

- 7.3. The Board encouraged the team to ensure the performance framework was embedded into the CEO and CFO reports going forward.

8. International Strategy

- 8.1. Christopher Smith introduced the item, which proposes an approach to addressing the opportunity offered by the Integrated Review to position UKRI as a leader in delivering world

class research and innovation funding at an international level. Christopher shared the first draft of the International Strategic Framework, which will be aligned to the UKRI strategy and highlights key areas of activity in international research and innovation.

- 8.2. The Board provided comments on the framework, including;
- Recommending that security concerns are explicitly addressed throughout the framework
 - Noting that the framework is very focused on funding and that there are a wide range of levers we could utilise beyond direct funding.
 - Encouraging the focus to be widened to avoid a preoccupation with Europe (eg. China and US).
 - Recommended ensuring business is appropriately included in the framework.
- 8.3. Christopher noted that comments from the International Committee, Executive Committee and the Board will be incorporated into the next draft and will be shared with the Board in March 2022. Andrew encouraged Christopher to move forward with publishing the framework and noted it did not require additional Board approval.

ACTION: Christopher Smith will have incorporated comments from the International Committee, Executive Committee and the Board into the UKRI International Strategic Framework and have shared with the Board in March 2022 (in Corporate Reading Room).

- 8.4. Ottoline thanked Christopher for the large amount of work that has been involved in taking on the International Champion role and developing the International Strategic Framework and International Strategy.
- 8.5. The Board requested a deep dive on UKRI's activities related to China to come to a future Board meeting.

ACTION: Christopher Smith will have delivered a deep dive in to UKRI's activities related to China by the May 2022 Board meeting.

9. Implementation of the UKRI Open Access Policy

- 9.1. Duncan Wingham introduced the item, updating the Board on the implementation of the UKRI Open Access policy which comes into effect from April 2022 for research articles and January 2024 for monographs, book chapters and edited collections.
- 9.2. Duncan noted that since publication of the policy in August, the reception from the community has been generally positive and highlighted that significant engagement with a range of stakeholders to develop the implementation plan was ongoing. Duncan noted he had been working closely with Christopher Smith (AHRC Executive Chair) to engage with the arts and humanities sector. The Board noted the continued positive progress in negotiations for open access agreements that provide cost effective open access solutions for authors.
- 9.3. The Board thanked Duncan and the Open Access team for the informative report and welcomed a readiness update at the March Board meeting to inform members of the position and if there have been any issues or risks identified ahead of the 1st April 2022 start date.

10. UKRI Environmental Sustainability

- 10.1. Alison Robinson introduced the item, highlighting the commitments outlined in the UKRI Environmental Sustainability Strategy, which will be aligned to the UKRI Strategy and Corporate Plan.
- 10.2. The Board recognised the huge challenge to be Net Zero by 2040, highlighting that there are no immediate solutions and noted the importance of this topic to UKRI. The Board encouraged the executive to identify detailed options to move forward and to come back as and when Board support was needed to progress. The Board raised concerns over large infrastructure which would increase UKRI's carbon footprint significantly in the long term.
- 10.3. The Board encouraged UKRI to use its influence to help the wider UK research and innovation sector work towards achieving Net Zero, highlighting the need to facilitate a mechanism to reward the community for reducing the carbon footprint of others.

11. Councils' Councils: Capturing the Benefits of Diverse Expertise

- 11.1. Ottoline Leyser introduced the item, highlighting potential initiatives to deepen engagement between the UKRI Board and councils' Councils, enabling us to capture the benefits of the diverse expertise of Council members and empowering Council SIMs to more actively support delivery of the UKRI Strategy. The Board were supportive of identifying ways to make better use of the talent, highlighting that the councils' Councils have an important role in challenging and advising the Executive Chairs.
- 11.2. The Board requested that prior to further work on Board and councils' Council engagement, it is important to set out the expectation and role of the councils' Councils. Ottoline noted the importance of empowering the councils' Councils to build connections in a valuable way and encourage the 9 constituent councils to think of themselves as a single body that can deliver more than they can on their own. The Board agreed there is an extraordinary amount of benefit the councils' Councils can bring to the organisation.

ACTION: The Head of Secretariat will have worked with Board members to develop a clear mandate on the role of councils' Councils and the role of the Council SIM by Spring 2022.

12. AOB

- 12.1. The Board requested that diary appointments for Outreach Boards are amended to include travel time. Secretariat to update calendar appointments.
- 12.2. Board members were encouraged, if they had time, to attend the Council's council meeting where the Strategic Delivery Plan they are reviewing is being discussed.
- 12.3. Board members encouraged the secretariat and authors to consider classifications of papers, noting that some papers are classified as Official Sensitive, but can be shared.
- 12.4. The Board noted the following;
- **Forward Timetable of UKRI Board Meetings and Dinners**
 - **Update on Executive Chair succession planning and appointment campaigns**
 - **Summaries of Council Meetings (September 2021 - December 2021)**

- **Executive Committee Minutes**
 - 5th October 2021
 - 19th October 2021
 - 3rd November 2021

ACTION: Secretariat will have updated the ExCo minutes for 3rd November discussion on EMBL positioning confirmation to reflect Professor Fiona Watt's conflict of interest as the new Director of European Molecular Biology Organisation (EMBO)

13. Non-Executive Session