



Minutes of the Innovate UK Council Meeting – 24th November 2025

Venue – Science Museum, London

Council Members:

Tom Adeyoola (Chair)
John Gibson
John Patterson
Harry Destecroix
Annalisa Gigante
Simon Weeks
Isabel Fox
Julia Sutcliffe
Mark Treherne

Apologies:

Chris Ganje
Jennifer Rubin
Tunde Olanrewaju

These minutes do not necessarily reflect the precise order in which items were discussed.

1. Welcome and apologies

1.1 Tom Adeyoola welcomed the Council members to the 24th of November Council meeting and introductions took place with the 3 new council members - John Patterson, Harry Destecroix and Annalisa Gigante.

1.2 Apologies were received from Chris Ganje, Jennifer Rubin and Tunde Olanrewaju.

1.3 The minutes of the previous meeting – which was a closed session held on the 24th of September, were agreed as an accurate record of the meeting.

1.4 Organisational update

The council members were provided background on UKRI's structure and discussed funding allocations.

The council discussed Innovate UK's organisational transformation which is currently underway and the systematic barriers and constraints in the UK's ability to deliver mission-driven innovation and global competitiveness.

2. Strategy

2.1 The Innovate UK's Strategy was presented and discussed with Council members.

2.2 The Council discussed the transformation workstreams which have been initiated to help develop the new strategy.

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2.3 The Leadership team confirmed that the Innovate UK Strategy has been approved at UKRI board and ministerial level and has been presented to the wider organisation.

2.4 The Council discussed growing businesses and scaling here in the UK and how Innovate UK might best provide integrated UK business support.

3.Transformation

3.1 The Innovate Senior Leadership team shared the transformation plans and next steps to shape the future organisation.

3.2 The Council discussed the cultural work and the responses to the recent cultural survey and the insights gathered, along with the ongoing work being delivered.

4.Catapults

4.1 The senior leadership team presented details on the Catapult review and how current funding is structured. Future Catapult funding is contingent on alignment with the UK Industrial strategy and Innovate's strategy to support scaling businesses.

4.2 The Council discussed the different types of Catapults, locations and value for money.

5.Ways to engage, connect and support

5.1 The Council discussed ways in which the Council could support Innovate more moving forwards.

5.2 The Council agreed to an extra Council meeting in January 2026.