



Minutes of the Innovate UK Council Meeting – 12th March 2026

Venue – Caxton House, London and via Teams

Council Members:

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

Apologies:

Dannielle George, Chris Ganje

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 12th March 2026 Council meeting.

1.2 Apologies were received from Dannielle George.

1.3 The minutes of the previous meeting held on the 21st January 2026 were agreed as an accurate record of the meeting.

2. Strategy and Transformation

2.1 Strategy and Transformation update

The Council received a strategy update outlining Innovate UK's forthcoming launch of its new prospectus, which is designed to align closely with the upcoming UKRI strategy

2.2 High Potential Business Selection

The leadership team set out Innovate UK's strategic direction, emphasising a shift toward a more business-focused approach that prioritises identifying and supporting high-potential companies rather than concentrating primarily on individual projects.

3. Programme and Portfolio

3.1 Growth Sector team update – Defence

Innovate UK Council discussion focused on defence innovation, market readiness, procurement barriers, and how Innovate UK should structure its new defence-related programmes.

3.2 Growth Sector team update – Creative

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The Council received an update on Innovate UK's plans to modernise its approach to the Creative Industries, acknowledging both the sector's significant economic contribution and its distinctive composition of numerous small, talent-rich micro-organisations

4. Operations and organisation

4.1 Innovate UK Objectives and Key Results (OKR's)

The Council discussed the three Key Results for Innovate UK activity which is within a suite of 50 for UKRI, to be published in the 2026/27 Delivery Plan, alongside the UKRI Strategy.

4.2 IT Automation

The leadership team outlined its significant progress in reducing grant-processing cycle times and modernising internal systems. These improvements have largely been achieved by optimising existing IT infrastructure, despite a substantial increase in the volume of applications being handled.

5. AOB

5.1 No AOB received or discussed.