UK Research and Innovation

UKRI Board
Item 2.2
Paper 2627-B027
Approved by UKRI Board: July 2026
Author: Secretariat

APPROVED Minutes UKRI Board – Extraordinary meeting

Date: 1 July 2026
Time: 2:00pm to 3:00pm
Location: Teams

Board Members and Observers	
Andrew Mackenzie, UKRI Chair	Russell Schofield-Bezer
Ian Chapman, UKRI CEO	Nola Hewitt-Dundas
Nigel Toon	Jane Norman
Ruwan Weerasekera	Rita Dhut
Priya Guha	

UKRI Attendees	
Juliette Meek, UKRI Finance Director	Michele Dougherty, STFC Executive Chair
Dan Shah, UKRI Chief of Investment Planning Strategy	Poli Stuart-Lacey, Chief of External Affairs and Communications
Helen Pearce, UKRI Head of Investment Strategy	Patrick Middleton, Deputy Director External Affairs and Communications

Secretariat and Observers	
UKRI Secretariat Strategic Lead	Senior Private Secretary to UKRI Chair
Leszek Borysiewicz	Holly Yates, DSIT on behalf of Alexandra Jones

Apologies	
Siobhan Peters, UKRI CFO	Alexandra Jones, DSIT
Annie Callanan	

1. **Welcome, apologies and declarations of interest**

1.1. Andrew Mackenzie welcomed members to the extraordinary Board meeting and noted apologies from Annie Callanan, UKRI Board member, Alexandra Jones, DSIT, and Siobhan Peters, UKRI Chief Financial Officer.

1.2. Andrew noted that since the last Board meeting Baroness Bull submitted a letter of resignation to the Secretary of State and has stood down from the UKRI Board.

[Secretariat post-meeting note: Following Baroness Bull's resignation, there is a vacancy in the Board's non-executive membership. The meeting was quorate and the validity of the proceedings is unaffected by Schedule 9, paragraph 12 of the Higher Educational and Research Act (HERA).]

1.3. Andrew noted the appointment of Anna King to the Board. She will join formally at the September 2026 Board meeting.

2. **Future Options for STFC disciplines, facilities and labs**

2.1. Michele Dougherty, STFC's Executive Chair, provided an overview of the paper and framed the challenge around reaching a sustainable financial position while achieving maximum value from the public investment into this area.

2.2. The Board discussed the major challenges and dependencies within the proposal including:
- building efficiencies within the organisation's labs and Multi-Disciplinary Facilities
- strengthening the collaborations needed to ensure STFC is in lock step with its partners

- communicating decisions and actions to retain trust and provide clarity of the end goal
- having the right set of skills inside the organisation
- managing the costs of International Subscriptions
- achieving the profile of revenue generation outlined in the paper

2.3. The Board noted that impacts of these decisions are not self-contained within STFC and that the plan relies on delaying some activities from across the organisation to achieve the right profile. The decisions have been tested rigorously with advisory groups and external partners and there is broad agreement that they are sensible.

2.4. The Board conveyed its compliments to Michele Dougherty in her handling of this difficult issue and noted its support for her leadership.

DECISION: The Board approved the proposal.