UK Atomic
Energy
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BOARD MEETING Meeting Reference UKAEA(25)2	
Date	Thursday 20 March
Time	0915 - 1620
Location	UKAEA Board Room, C7, Culham Campus
Members	Bernard Taylor (Chair) Ian Chapman Ruth Elliot Tim Bestwick Eithne Birt Luc Bardin	Robin Grimes Stephen Hillier Richard Hookway Mary Ryan Sue Gray Lee McDonough (DESNZ)
Attendees	Nina Tomlin (Sec) David Gann (UKIFS Chair) Justin Kingsford (UKAEA COO)	

Agenda Items

1. **Opening Remarks and Declarations** led by B Taylor.

   Declarations: None.

2. Minutes and Actions Review, UKAEA(25)M1 and UKAEA(25)M-EM led by B Taylor:

   Minutes review: Approved subject to two small amendments.

   The Board **approved** Tim Bestwick's appointment as interim CEO from the earlier date of 3rd July 2025, amending February's decision.

   Actions review:

Action	Owner	Due	Status	Update
Submit finalised Terms of Reference for the Corporate Development Committee to the Board for information.	T Bestwick	March 2025	Open	Included in March Board pack. **Closed.**
Consider and arrange a Board discussion at higher security classification.	L McDonough	March 2025	Open	To be considered at May Board meeting.
Consider how best to present to HMG the risk and mitigation strategy around UKAEA technical capability in plasma physics	I Chapman	March 2025	Open	Continues to be explored.

Finalise the identified risk appetite	R Elliot	March 2025	Open	Update paper provided in March Board pack. **Closed**
Secretariat to review minutes of last few meetings with CFO related to CHIMERA	R Elliot	March 2025	Open	Completed ahead of publication. **Closed.**
Chair, CEO and Secretary to do plan on Board Effectiveness Review actions	B Taylor	March 2025	Open	Plan considered at March Board meeting. **Closed.**
DESNZ to provide a position on length of NED terms of office	L McDonough	March 2025	Open	B Taylor and L McDonough to report back.
Establish a metrics driven approach to UKIFS reporting	D Gann	May 2025	Open	Metrics included in UKIFS Business Plan being considered by Board. **Closed.**
Invite regulators to present to UKAEA Board on establishment of a fusion regulatory framework.	I Chapman	September 2025	Open	Update paper noted at Board. Plan agreed. Action to be implemented by N Barber.

UKAEA (25)2 – Regulators action update

The recommendation to invite regulators to a future Board Meeting to give a brief update on the activities that they are carrying out to develop the regulatory framework for fusion, and their upcoming work programmes, was **approved**.

Decisions:

Reference	Decision
UKAEA(25)2/D1	The Board approved revised appointment date of Tim Bestwick's to interim CEO position as 3rd July 2025.
UKAEA(25)2/D2	The Board approved issuing an invitation to regulators to attend a future Board meeting.

3. **Sub-Committee reports,** led by R Hookway

   UKAEA (25)2 ARAC report.

   The Board noted the ARAC report, covering finance matters – including JET decommissioning provision – and internal audit, with three internal audits recently completed and an audit plan approved. The audit plans for the external audit of the UKAEA and UKAEA pensions accounts had been presented by the relevant NAO teams.

4. **UKAEA Group Executive Board Report, UKIFS Executive Report & Risk Report**, led by I Chapman, T Bestwick, J Kingsford, R Elliot

   The Board welcomed Heather Lewtas, who would take on the role of interim CDO from the beginning of May 2025.

UKAEA(25)2 - UKAEA Executive Board Report

The Board welcomed the approvals in PIC and MPRG of Fusion Futures and STEP Business Cases, the successful launch of new collaborations and the completion of the Fusion Foundations Programme.

The Board noted positive EDI figures in recruitment over the last 12 months.

UKAEA (25)2 - UKIFS CEO Report, led by P Methven (attendee)

The Board noted that UKIFS had received the formal approval letter for the STEP Tranche 2a Full Business Case from MPRG (Major Projects Review Group) with minor conditions.

The Board noted updates on plans for computing capacity for the STEP programme and WPP negotiations.

UKAEA (25)2 – Risk Report

UKAEA CFO summarised the latest risk report, with minimal changes since the last meeting. The Board considered how to support the development of the skills and talent pipeline and how to take account of the international context in considering risk.

5. **UKIFS Business Plan,** led by P Methven and J Westwood (attendees)

UKAEA(25)2 – UKIFS Business Plan

The Board heard that the UKIFS Business Plan had been through the UKIFS Board and UKAEA Group Executive Committee, who stipulated that some changes be made, which had now been integrated. The Business Plan's purpose was to align and drive FBC delivery; it had also been presented to UKIFS staff as part of planning and cascade of work.

UKIFS would look at producing a shorter version for publication later in 2025-26.

The Board **approved** the UKIFS Business Plan, subject to the recommended changes being made to CPMs. UKAEA AO would approve the final version, which would then be re-circulated to Board for information.

Decisions:

Reference	Decision
UKAEA(25)2/D3	The Board approved the UKIFS Business Plan, subject to the recommended changes being made to CPMs.

Actions:

Reference	Action	Actionee	Due
UKAEA(25)2/1	Circulate finalised UKIFS Business Plan	N Tomlin	Apr 25

6. **Finance update, Budget 2025-26 and CPMs 2025-26,** led by J Evans (attendee)

UKAEA(25)2 – Finance report and Budget 2025-26

J Evans summarised the finance report, P11 actuals and Budget 2025-26. On current figures, UKAEA would finish the year on budget for DESNZ GIA spend.

The Board **approved** the UKAEA Group Budget 2025-26, on the basis of small tolerances, with discretion to make minor changes delegated to UKAEA AO.

Decisions:

Reference	Decision
UKAEA(25)2/D4	The Board **approved** the UKAEA Group Budget 2025-26, on the basis of small tolerances, with discretion to make minor changes delegated to UKAEA AO.

UKAEA(25)2 – SR update, led by E Lewis-Smith (attendee)

The Board noted the SR25 update, which included information on AI Growth Zone and HMG Robotics proposals..

UKAEA(25)2 – CPMs, led by E Lewis-Smith (attendee)

The Board noted that CPMs formed the basis of performance reporting in the Annual Report and Accounts, as well as the annual corporate bonus payments. CPMs were weighted, included fully and partially met criteria, and were balanced across the executive team, with delivery responsibility delegated by executive members.

The Board **approved** the CPMs, subject to final small amendments to be made by UKAEA CEO.

Decisions:

Reference	Decision
UKAEA(25)2/D5	The Board approved the CPMs, subject to final small amendments to be made by UKAEA CEO.

7. **Board Effectiveness Review follow up,** led by B Taylor

UKAEA(25)2 – BER Follow up

N Tomlin summarised the Board Effectiveness Review action plan, which included a consolidated list of the 25 recommendations generated by Sir John Parker's review. There were now 19 actions, including 11 time-limited actions, 4 ongoing and 4 business as usual.

The Board **adopted** the recommended list of actions.

Decisions:

Reference	Decision
UKAEA(25)2/D6	The Board adopted the recommended list of actions from the Board Effectiveness Review.

8. **Terms of Reference update,** led by B Taylor

UKAEA(25)2 – TOR Update

The Board noted that the Terms of Reference had been updated to reflect changes in sponsoring Department, the new Group structure of UKAEA and the publication of a revised Framework Document in January 2025.

The Board **approved** the updated Terms of Reference, subject to a small amendment to paragraph 11.2 on quorum.

Decisions:

Reference	Decision
UKAEA(25)2/D7	The Board approved the updated Terms of Reference, subject to a small amendment to paragraph 11.2 on quorum.

9. **Tour of JDR,** led by Z Scott (attendee).

The Board were given a tour of JDR facilities and current areas of focus by JET Decommissioning and Repurposing Director Zac Scott.

10. **Technical Update: Materials,** led by A Quadling (attendee)

UKAEA(25)2 – Materials Technical update

A Quadling introduced the Board to the recently published UK Fusion Materials Roadmap 2025, and provided a materials technical update.

Actions:

Reference	Action	Actionee	Due
UKAEA(25)2/2	Ask for future technical updates to include details on maturity of work and impact on STEP and other programmes	N Tomlin	May 25

11. **Investment Partner for Culham Campus and Data Centre Update**, led by R Elliot

UKAEA(25)2 – Investment Partner Culham Campus and Data Centre Update, led by J Milnes (attendee)

The Board noted the update on the vision for the AI Growth Zone.

Actions:

Reference	Action	Actionee	Due
UKAEA(25)2/3	JM, LB and BT to meet to discuss commercial strategy for AIGZ	B Taylor	May 25
UKAEA(25)2/4	Provide clarity on approvals process for Culham Campus investment partner	L McDonough	May 25
UKAEA(25)2/5	Seek further clarity on consultation and links across HMG Departments re AIGZ	L McDonough	May 25

12. **Grid Options for connecting flywheels**, led by R Elliot and G Learoyd (attendee)

UKAEA(25)2 – Grid Options for connecting flywheels

G Learoyd outlined options for addressing liability if UKAEA network were to fail while providing access to grid connection; the risk of this happening was low.

The Board **approved** Option 1 for how to manage liability.

Decisions:

Reference	Decision
UKAEA(25)2/D8	The Board **approved** Option 1 for how to manage liability related to grid options for connecting flywheels.

13. **Programme Advisory Committee scope**, led by I Chapman

   UKAEA(25)2 – PAC Scope

   The Board noted that the Programme Advisory Committee (PAC) was now a sub-committee of the Board, chaired by a NED of the Board (R Grimes).

   Its remit was to provide technical assurance and its focus at the next meeting would be to review UKAEA's readiness to deliver on its Fusion Partner scope.

   Decisions:

Reference	Decision
UKAEA(25)2/D9	The Board **approved** the PAC agenda and charge.

   Actions:

Reference	Action	Actionee	Due
UKAEA(25)2/6	Update governance structure and website to reflect sub-committee status, also adding meeting dates to website.	N Tomlin	May 25

14. **Spin Out Business Case**, led by T Bestwick and H Lewtas (attendee)

   UKAEA(25)2 – Board Cover Paper MuWave

   UKAEA(25)2 – Assessment of spin out proposal

   UKAEA(25)2 – MuWave Spin Out proposal

   UKAEA(25)2 – Spin Out Business Plan

   H Lewtas summarised the terms under which MuWave Spin Out would be set up, including the licencing of IP.

   The Board **approved** the spin out proposal on the basis of MuWave nominating a Chief Executive and ensuring basic licencing protections, and subject to final sign off by Board Chair.

   Decisions:

Reference	Decision
UKAEA(25)2/D10	The Board approved the spin out proposal on the basis of MuWave nominating a Chief Executive and ensuring basic licencing protections, and subject to final sign off by Board Chair.

15. **AOB**, led by B Taylor

UKAEA(25)2 – Appointment deputy Authority Secretary

The Board **approved** the appointment of UKAEA Director of Finance and Business Systems as deputy Authority Secretary.

The Board **agreed** the temporary increase of Non-Executive Directors on the UKIFS Board to allow outgoing UKAEA CEO to remain on UKIFS Board after July 2025.

Decisions:

Reference	Decision
UKAEA(25)2/D11	The Board **approved** the appointment of UKAEA Director of Finance and Business Systems as deputy Authority Secretary.
UKAEA(25)2/D12	The Board **agreed** the temporary increase of Non Executive Directors on the UKIFS Board to allow outgoing UKAEA CEO to remain on UKIFS Board after July 2025.

16. For Information papers:

UKAEA(25)2 – CDC Terms of Reference

UKAEA(25)2 – Group Risk Appetite

UKAEA (25)2 – P3M update

UKAEA(25)2 – West Burton Site Development

UKAEA(25)2 – Insurance and Liability Review final report

Attendance record:

Position	Name	Present	Absent
Members	Bernard Taylor	/	
	Eithne Birt		/
	Ian Chapman	/	
	Ruth Elliot	/	
	Tim Bestwick	/	
	Richard Hookway	/	
	Luc Bardin	/	
	Sue Gray	/	
	Stephen Hillier	/ (online)	
	Mary Ryan	/	
	Robin Grimes	/	
	Lee McDonough		/
Attendees	Nina Tomlin	/	
	Justin Kingsford	/	
	David Gann	/ (online)	
	David Sandford	/	

End of Minutes