



Management and Governance of STFC

This document defines the top-level governance structure for the Science and Technology Facilities Council (STFC), which is one of the constituent councils of United Kingdom Research and Innovation (UKRI). It describes the governance relationships between UKRI, STFC Council and the STFC Executive and the roles and responsibilities of the senior STFC team. The underlying governance structures follow the prescription set out in the: Higher Education and Research Act (HERA) 2017; UKRI Board paper 2017-11; and UKRI Framework Document (May 2018).

The STFC Council will adopt standards of 'best practice' in its overall management and governance arrangements, which include:

- i. clarity on roles and responsibilities;
- ii. strong process for monitoring and evaluation of performance;
- iii. engagement in effective risk management;
- iv. adoption of strong principles and practice around equality, diversity and inclusion.

This document has been approved by the STFC Council and the STFC Executive Board. It will be updated when there are changes to the STFC governance or management structure as agreed by STFC Council and/or the STFC Executive Board.

CONTENTS

- 1 STFC as part of UK Research and Innovation..... 6
 - 1.1 UK Research and Innovation 6
 - 1.2 UKRI Board and UKRI Executive Committee 6
 - 1.3 Delegated Authority 7
 - 1.4 STFC’s Responsibilities 7
- 2 Management of STFC..... 8
 - 2.1 Relationship between Council and the Executive Board 8
- 3 STFC Council 8
 - 3.1 STFC Council Responsibilities 8
 - 3.2 Council membership..... 9
 - 3.2.1 Role of the Senior Independent Member 10
 - 3.2.2 Role of the Ordinary Council member 10
 - 3.3 STFC Council: Mode of Operation 11
 - 3.3.1 Secretariat..... 11
 - 3.3.2 Quorum..... 11
 - 3.3.3 Frequency of meetings 11
 - 3.3.4 Notice of Council meetings 11
 - 3.3.5 Minutes of Council meetings..... 12
 - 3.3.6 Engagement with the UKRI Board 12
 - 3.3.7 Reporting responsibilities 12
 - 3.4 General matters 12
 - 3.5 Authority 13
- 4 STFC Executive Board 14
 - 4.1 Composition of the STFC Executive Board 14
 - 4.2 Corporate Responsibility of the STFC Executive Board..... 16
 - 4.2.1 STFC’s Stewardship of UK National Laboratories..... 16
 - 4.3 Roles and Responsibilities of the Executive Board 17
 - 4.3.1 Executive Chair 17
 - 4.3.2 Executive Director for Strategy, Planning and Communications..... 17
 - 4.3.3 Executive Director for National Laboratories: Science and Technology 18
 - 4.3.4 Executive Director for National Laboratories: Large Scale Facilities..... 19
 - 4.3.5 Chief Operating Officer 20
 - 4.3.6 Executive Director for Programmes 21

- 4.3.7 Executive Director for Business and Innovation 21
- 4.3.8 STFC Director of Finance..... 22
- 4.3.9 Associate Director HR Strategic Business Partnering STFC..... 23
- 4.3.10 STFC Executive Board: Mode of Operation 24
- 5 Committees Reporting to STFC Council..... 26
 - 5.1 STFC Council Committee Structure 26
 - 5.2 Science Board (PPAN) 26
 - 5.2.1 Membership 26
 - 5.2.2 Remit..... 27
 - 5.2.3 Meetings and Reporting..... 27
 - 5.3 Science Board (Facilities and Laboratories)..... 27
 - 5.3.1 Membership 28
 - 5.3.2 Remit..... 28
 - 5.3.3 Meetings and Reporting..... 28
 - 5.4 Sub-Committees of Science Board..... 29
 - 5.4.1 Projects Peer Review Panel..... 29
 - 5.4.2 Astronomy grants panel..... 29
 - 5.4.3 Nuclear Physics Grants Panel 29
 - 5.4.4 Particle Physics Grants Panel 30
 - 5.4.5 Education, Training and Careers Committee 30
 - 5.4.6 Advisory Panel for Public Engagement..... 30
 - 5.4.7 STFC e-infrastructure Advisory Group (SEAG) 30
 - 5.4.8 Physical Sciences and Engineering Advisory Panel 30
 - 5.4.9 Life Sciences and Soft Materials Advisory Panel 30
 - 5.4.10 Particle Physics Advisory Panel (PPAP)..... 30
 - 5.4.11 Nuclear Physics Advisory Panel..... 31
 - 5.4.12 Particle Astrophysics Advisory Panel 31
 - 5.4.13 Solar System Advisory Panel..... 31
 - 5.4.14 Astronomy Advisory Panel 31
 - 5.5 Finance and Governance Committee..... 31
 - 5.5.1 Membership 31
 - 5.5.2 Remit..... 32
 - 5.5.3 Meetings..... 32
 - 5.5.4 Performance Moderation 33

- 5.6 Innovation and Board 33
 - 5.6.1 Membership 33
 - 5.6.2 Remit..... 33
 - 5.6.3 Meetings and Reporting..... 34
 - 5.6.4 Innovation and Partnerships Scheme Panel 34
- 5.7 Equality, Diversity and Inclusion Advisory Board 34
 - 5.7.1 Membership 34
 - 5.7.2 Remit..... 35
 - 5.7.3 Meetings and Reporting..... 35
- 6 Committees Reporting to the Executive Board 36
 - 6.1 Operations Board..... 36
 - 6.1.1 Membership 36
 - 6.1.2 Remit..... 37
 - 6.1.3 Meetings and Reporting..... 37
 - 6.2 STFC Property Board..... 37
 - 6.2.1 Membership 37
 - 6.2.2 Remit..... 38
 - 6.2.3 Meetings and Reporting..... 39
 - 6.3 Safety, Health and Environment Management Committee 39
 - 6.3.1 Membership 39
 - 6.3.2 Remit..... 39
 - 6.3.3 Meetings and Reporting..... 40
 - 6.4 Equality, Diversity and Inclusion (EDI) Steering Group 40
 - 6.4.1 Membership 40
 - 6.4.2 Remit..... 40
 - 6.4.3 Meeting and Reporting..... 41
 - 6.5 Risk and Assurance Committee 41
 - 6.5.1 Membership 41
 - 6.5.2 Remit..... 41
 - 6.5.3 Meetings and reporting 42
 - 6.6 Project review Committee 42
 - 6.6.1 Membership 42
 - 6.6.2 Remit..... 43
 - 6.6.3 Meetings and reporting 43

- 6.7 Human Resources Committee 43
 - 6.7.1 Membership 43
 - 6.7.2 Remit..... 43
 - 6.7.3 Meetings and reporting 44
- 7 Management and Governance review Process 44
- 8 Revision History 45

1 STFC AS PART OF UK RESEARCH AND INNOVATION

UK Research and Innovation (UKRI) and its nine Councils are established by the [Higher Education and Research Act 2017](#) (HERA) and operate in accordance with the [UKRI Framework Document](#).

1.1 UK Research and Innovation

The functions of UKRI are to:

- a) carry out research into science, technology, humanities and new ideas;
- b) facilitate, encourage and support research into science, technology, humanities and new ideas;
- c) facilitate, encourage and support the development and exploitation of science, technology, new ideas and advancements in humanities;
- d) facilitate, encourage and support knowledge exchange in relation to science, technology, humanities and new ideas;
- e) collect, disseminate and advance knowledge in and in connection with science, technology, humanities and new ideas;
- f) promote awareness and understanding of science, technology, humanities and new ideas;
- g) provide advice on any matter relating to any of its functions; and
- h) promote awareness and understanding of its activities.

UKRI has nine committees (referred to in HERA 2017 as Councils):

- the Arts and Humanities Research Council (AHRC)
- the Biotechnology and Biological Sciences Research Council (BBSRC)
- the Economic and Social Research Council (ESRC)
- the Engineering and Physical Sciences Research Council (EPSRC);
- the Medical Research Council (MRC)
- the Natural Environment Research Council (NERC)
- the Science and Technology Facilities Council (STFC)
- Innovate UK
- Research England.

1.2 UKRI Board and UKRI Executive Committee

UKRI is governed by the UKRI Board, which is appointed by the Secretary of State, consisting of:

- a UKRI Chair
- the UKRI Chief Executive Officer (CEO)
- the UKRI Chief Finance Officer (CFO)
- at least nine and not more than twelve other members.

Executive Committee provides strategic advice to the UKRI Board and is the day-to-day coordinating body for UKRI activity. It provides leadership across the councils and ensures collaboration on strategy and operational matters.

The committee is chaired by the Chief Executive and includes the Executive Chairs of the nine UKRI councils.

1.3 Delegated Authority

The Principal Accounting Officer (PAO) (Permanent Secretary) of the Department for Science, Innovation and Technology (DSIT) has delegated the UKRI Chief Executive Officer (CEO) as Accounting Officer. The CEO, as Accounting Officer, is personally responsible for safeguarding the public funds for which he or she has charge; for ensuring propriety, regularity, value for money and feasibility in the handling of those public funds; and for the day-to-day operations and management of UKRI. In addition, he or she is responsible for ensuring that UKRI is collectively managed on the basis of the standards of governance, decision-making and financial management that are set out in the HM Treasury guidance on '[Managing Public Money](#)'.

The Accounting Officer has established a system of controls and assurance that ensure his/her accounting officer responsibilities are fulfilled, including the delegation of some of those functions to Council Executive Chairs (which term includes IUK's Chief Executive Officer), to demonstrate to the PAO that UKRI has an effective assurance framework which facilitates clear accountability and efficient decision-making, as set out in the UKRI Delegations Framework.

The Act provides for UKRI to make arrangements for the exercise of functions by its Councils on UKRI's behalf.

1.4 STFC's Responsibilities

As defined in HERA, STFC is responsible for covering research into "Astronomy, particle physics, space science, nuclear physics and provision and operation of research facilities". Responsibilities include:

- the leadership of their specific research domain, including prioritisation of budgets and the development of delivery plans
- ensuring the future supply of skilled researchers and other specialists essential to the sustainability of the UK's research and innovation capacity
- engaging with their community to develop ideas, raise awareness and disseminate strategic outputs
- managing the UK's participation as a partner in many major international programmes including CERN, the European Spallation Source and the Square Kilometre Array
- leading the development of Research and innovation campuses
- accessing, maintaining, and develop the facilities and associated infrastructure to support the UK research base
- promoting innovation activities (commercialisation and knowledge exchange) from its research domain and large-scale facilities.

2 MANAGEMENT OF STFC

UKRI delegates responsibility to Councils on scientific, research and innovation matters in their domain specific area. It is the responsibility of the STFC Executive Chair, with input from the STFC Council, to ensure that STFC effectively manages its delegated budget and responsibilities. The two main governance bodies within STFC are the STFC Council (see Section 3) and the STFC Executive Board (see Section 4). Both the Council and the Executive Board are chaired by the Executive Chair.

The role of the STFC Council is defined by HERA 2017. The Council is free to create the appropriate committee/subcommittee structure to support the delivery of the mission of STFC. The committee structure that has been implemented is an evolution of that which existed within STFC before its reconstitution as part of UKRI. This includes: the top-level STFC Executive Board; the management structure beneath the Executive Board; and the advisory bodies and committees reporting to Council.

The STFC Executive Board has the remit of managing the day-to-day activities of STFC and managing the STFC delegated budget to deliver the desired outcomes as defined by UKRI. The STFC Executive Board is chaired by the Executive Chair of the STFC and is the top-level decision-making body of STFC. The Executive Board works with Council to set the strategic direction of STFC. The Executive Chair is responsible for ensuring clear and effective communication between the STFC Executive Board and the STFC Council and vice versa.

2.1 Relationship between Council and the Executive Board

Broadly speaking, the roles of the Council and are Executive Board are:

- The Council and Executive Board are jointly responsible for the development of the overall STFC Strategic Delivery Plan
- The Council supports and challenges the Executive Chair to ensure the effective delivery of the STFC's mission and endorses the Strategic Delivery Plan
- The Executive Board is the main day-to-day decision-making body of STFC and is responsible for the effective management of the delivery of STFC's mission.

In this model, the management authority flows through the Executive Chair and the Executive Board. The role of Council is to provide guidance and oversight of the STFC programme. Council will be consulted on major decisions and will provide advice to the Executive Chair; this advice will be propagated to the Executive Board as part of its consideration of the topic in question. To ensure clear and transparent communications between the Executive Board and Council, the agenda of Executive Board meetings and any papers where Council advice is sought will be shared with Council and vice versa.

3 STFC COUNCIL

3.1 STFC Council Responsibilities

In carrying out their advisory and any delegated decision-making responsibilities Councils shall:

- act as an advocate supporting UKRI's vision and the importance of research and innovation to society and the economy;

- contribute to the development and implementation of overall UKRI strategy, including through encouraging collaborative working across UKRI and the wider research and innovation communities, and as required, providing advice to the UKRI Board;
- provide expertise in the development and delivery of the Council's long-term strategy and decide upon the Strategic Delivery Plan for submission to the UKRI Executive Committee and UKRI Board for approval
- provide support and challenge to the Executive Chair to ensure the effective delivery of the Council's mission, including the effective use of peer review, ensuring the correct balance of the portfolio and delivery of outputs and outcomes
- advise Executive Chairs on the distribution of funding between areas within a Council's field of activity and expertise
- advise Executive Chairs on the oversight, development, and management of institutes, facilities and major investments within their area of activity and expertise
- advise the Executive Chair in managing risk in relation to large investments, and where applicable Institutes
- utilise its collective expertise and influence to help grow connectivity between the Council's business and other domains across UKRI
- engage with external stakeholders and thinking to develop ideas, raise awareness and disseminate latest thinking and ideas
- keep under review the structure of its Council sub-committees and the scope of each such sub-committee's activities
- be responsible for additional Council-specific activities as set out in the Act and the UKRI Delegations Framework.

When fulfilling the above responsibilities, the Act requires that Councils shall have regard to the desirability of:

- contributing (whether directly or indirectly) to economic growth, or an economic benefit, in the United Kingdom
- advancing knowledge (whether in the United Kingdom or elsewhere and whether directly or indirectly) in, or in connection with, science, technology, humanities or new ideas
- improving quality of life (whether in the United Kingdom or elsewhere) when exercising any function to which the Act arrangements relate).

3.2 Council membership

The Council shall comprise an Executive Chair appointed by the Secretary of State (SoS) and at least five and not more than twelve ordinary Council members.

Appointment of ordinary Council members shall be made by the chair of the UKRI Nominations and Remuneration Committee on the recommendation of the Council Executive Chair and UKRI Chief Executive, and endorsed by the UKRI Board.

The SoS may appoint one of the ordinary Council members after consulting the UKRI Board Chair.

A majority of the ordinary Council members must be persons who are neither members, nor employees, of UKRI.

The time and conditions in which a person holds or vacates office as a Council member is in accordance with the Act and terms of their appointment, as detailed in their appointment letter.

Chief Scientific Advisors (CSAs) may attend Council meetings in an ex-officio role and as representatives of the whole CSA network with the agreement of the Council Executive Chair and CEO.

Other senior UKRI individuals such as the Executive Director Strategy, Performance and Engagement, Director of Investment Strategy and Systems Insight, Finance Director, Director of Risk and Assurance may be invited to attend all or part of any meeting as agreed by the Council Executive Chair.

An ordinary Council member shall be appointed as Senior Independent Member (SIM). The Council Executive Chair shall determine whether they or the Council SIM shall chair their Council meeting.

Council members have a responsibility to declare potential and actual conflicts of interest.

Changes to membership shall normally be recommended annually by the Council Executive Chair and UKRI Chief Executive Officer to the Nominations and Remuneration Committee and managed in accordance with these ToR and individual Council requirements.

The role and responsibilities of the Council Executive Chair can be found in more detail within the UKRI Framework Document and in section 4 of this document.

Names and bios of serving Council members are provided on the UKRI website:

<https://www.ukri.org/about-us/our-structure/council-members/>

3.2.1 Role of the Senior Independent Member

A SIM's responsibility includes those of the ordinary Council member in addition to:

- Supporting the executive chair and providing advice on specific issues and how to deliver the most efficient and effective operation of the Council
- Chairing the Council committee meetings, or some parts thereof, as agreed with the council Executive Chair/Chief Executive
- Maintaining regular contact with Council members to understand their perspective, and acting as an intermediary with the executive chair, elevating concerns to the executive chair, UKRI CEO or UKRI Chair as required

3.2.2 Role of the Ordinary Council member

The ordinary Council members responsibility includes but is not limited to:

- Supporting the UKRI Board, Executive Committee and council in operating effectively within the overall UKRI organisational framework
- Actively participating in Council business, acting as a critical friend and providing scrutiny, advice and challenge to the council Executive Chair/Chief Executive
- Supporting the council Executive Chair/Chief Executive, providing advice to ensure executive decision-making is robust and can stand up to external scrutiny

- Supporting the council Executive Chair/Chief Executive in discharging their responsibilities for risk and assurance in relation to large investments (and where applicable institutes and catapults)
- Encouraging and facilitating collaborative work across UKRI as required
- Acting as an advocate supporting UKRI's vision and the importance of research and innovation to society and the economy
- Engaging with external stakeholders and thinking to develop ideas, raise awareness and disseminate latest thinking and ideas
- Taking on ad hoc assignments as requested by the council Executive Chair/Chief Executive, such as membership or chairing of subgroups, including cross-UKRI activity
- Participating in the council's evaluation and planning activities
- Championing equality, diversity and inclusion
- Championing environmental sustainability
- If necessary, raising concerns about the operation of the council or, where policies and programmes do not appear to align with the Strategic Delivery Plan, with the Executive Chair and the Council Senior Independent Member.

3.3 STFC Council: Mode of Operation

3.3.1 Secretariat

The Council will be serviced by a secretariat who will ensure it receives information and papers in a timely manner to enable full and proper consideration to be given to the issues tabled.

The secretariat shall ensure the meeting agenda includes a UKRI overview, update on shared-services and cross-cutting themes, in addition to domain-specific business.

3.3.2 Quorum

The quorum necessary for the transaction of business shall be at least half of the members, one of whom must be the Meeting Chair or nominated deputy.

The Council shall agree in advance those arrangements necessary for meetings when the quorum cannot be met.

The validity of any proceedings of the Council is not affected by a vacancy or a defective appointment.

3.3.3 Frequency of meetings

The Council shall meet no fewer than four times per annum (normally six) and as required. The timing of such meetings will align with the need to provide input for the Council Strategic Delivery Plan.

3.3.4 Notice of Council meetings

Meetings shall be called by the secretariat at the request of the Council Executive Chair.

Meetings may take place either in person, or by video or audio conference.

Unless agreed otherwise notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed shall be forwarded to each Council member, and any other person required to attend, no later than five working days before the date of the meeting. Supporting papers shall be sent to Council members and other attendees at the same time. Papers may be forwarded at shorter notice with approval of the Meeting Chair.

3.3.5 Minutes of Council meetings

The secretariat shall minute the proceedings of all meetings, including recording the names of those present and in attendance. The secretariat shall ascertain the existence of any conflicts of interest and minute them accordingly.

Draft minutes of Council meetings shall be agreed with the Meeting Chair and thereafter circulated promptly to all members, normally for approval at the following meeting.

Council minutes shall be published in accordance with UKRI policy.

The Council minutes and correspondence shall be provided to other Councils as required.

The Council shall receive the minutes of any other Councils as required to enable it to conduct its business.

3.3.6 Engagement with the UKRI Board

The Council shall be invited to attend engagement events with the UKRI Board and Executive Committee to contribute their expertise in discussing strategic priorities pan-UKRI.

The Executive Chair or SIM may be invited to attend the UKRI Board for specific items.

3.3.7 Reporting responsibilities

The Council Executive Chair shall provide reports of the Council's discussions and advice, to the UKRI Executive Committee/CEO/Board as requested.

The Council must provide the Secretary of State, or a representative of the Secretary of State, with such copies of documents distributed to its members or to any Council sub-committee as the Secretary of State or their representative may require it to provide.

3.4 General matters

Councils shall:

- comply with all applicable laws and regulations and as a minimum have regard to published best practice and guidance. This includes the Act, Corporate Governance Code of Good Practice for Central Government Departments, Government's Principles of Public Appointments and Governance Code, and the Nolan Principles
- have access to sufficient resources to carry out its duties, including access to the secretariat for advice and assistance as required
- be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all Council members

- work and liaise as necessary with all other Councils ensuring interaction between Councils is reviewed regularly
- conduct an annual self-assessment of their effectiveness and keep their sub-committees under review. Each Council shall undertake an independent review of its effectiveness no later than every 3 years. The findings should be reported to the UKRI Board.

The Council's ToR shall be made available on the UKRI website.

3.5 Authority

Councils are authorised to:

- establish Council sub-committees in accordance with the Act
- delegate any matter or matters to another Council or persons if appropriate and in accordance with the Act.

4 STFC EXECUTIVE BOARD

The STFC Executive Board is set up and appointed by the Executive Chair. It has the remit to lead the day- to-day activities of STFC and to manage its delegated budget to achieve the outcomes defined in the STFC Strategic Delivery Plan and by UKRI. As constituted, the STFC Executive Board reports to the STFC Executive Chair (who is also the Chair of STFC Council), but does not report directly to STFC Council. The Executive Board is the senior executive leadership body within STFC, responsible for delivery of the following:

- the research programme;
- international subscriptions and engagement;
- economic impact;
- the Harwell and Daresbury campuses;
- outreach, external relations and communications;
- tracking operational delivery, according to the STFC Strategic Delivery Plan.

The Executive Board members are also responsible for representing STFC on high-level UKRI committees.

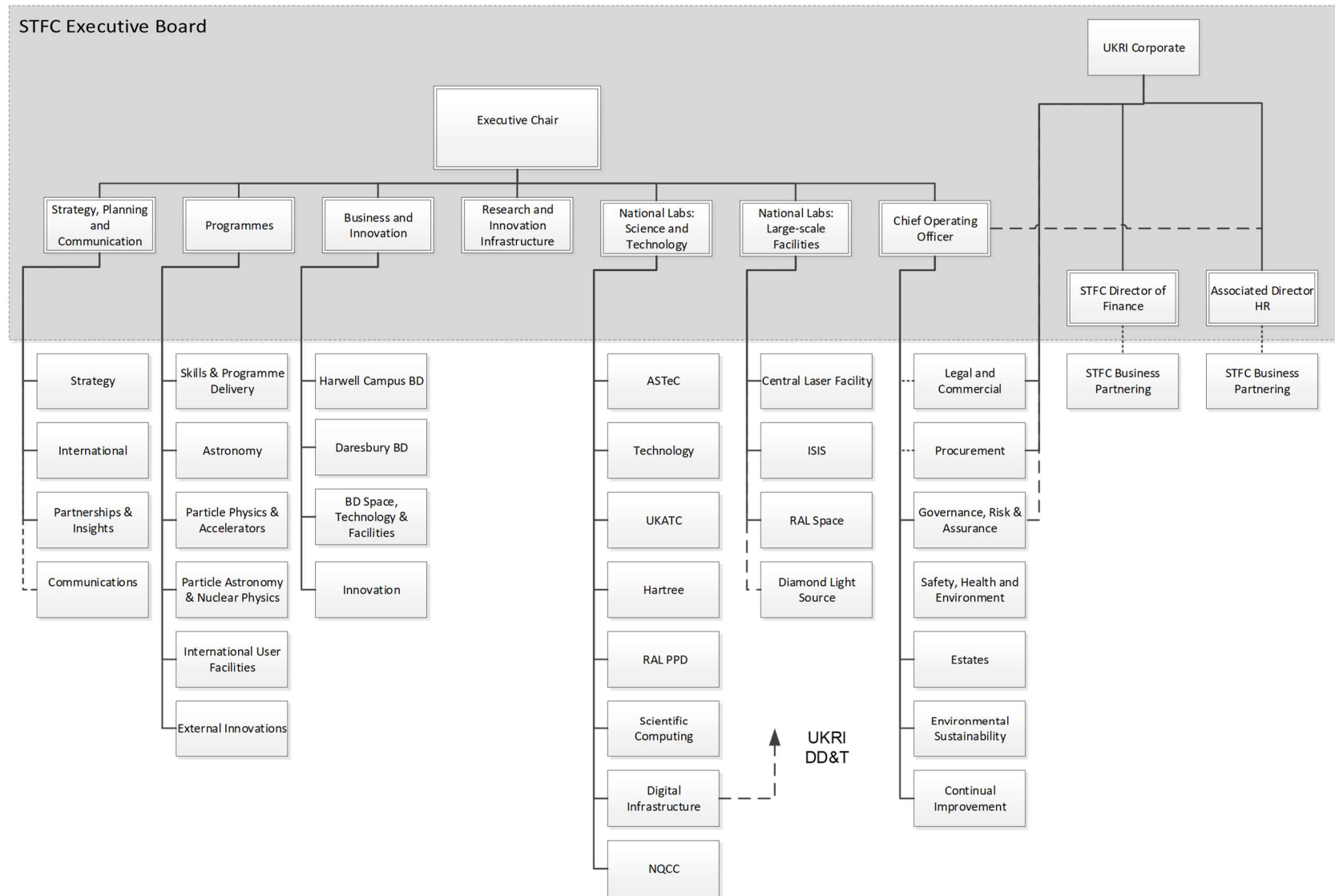
4.1 Composition of the STFC Executive Board

The composition of the STFC Executive Board and its organisational structure is indicated in Figure 1. In the matrixed approach to organisational structure of UKRI, a number of functions, including finance and human resources, adopt a Business Partner model. In the context of the STFC Executive Board, the line managers of the leads for STFC Finance and STFC Human Resources are part of the UKRI central corporate functions. However, the indirect functional reporting line is to the STFC Chief Operating Officer and they are key members of the STFC Executive Board.

The current composition is:

- the STFC Executive Chair (Chair of the Executive Board);
- the STFC Executive Director for Strategy, Planning and Communications;
- the STFC Executive Director for Programmes;
- the STFC Executive Director for National Laboratories: Science and Technology;
- the STFC Executive Director for National Laboratories: Large-Scale Facilities;
- the STFC Chief Operating Officer;
- the STFC Executive Director for Business and Innovation;
- the STFC Finance Director (who is the corresponding UKRI Business Partner);
- the Associate Director HR Strategic Business Partnering STFC (who is the corresponding UKRI Business Partner).

Figure 1: STFC's directorate-level organisational structure.



4.2 Corporate Responsibility of the STFC Executive Board

The STFC Executive Board works as a team to deliver the corporate goals of STFC as defined in the STFC Strategic Delivery Plan. The members of the Executive Board are expected to adopt a corporate approach to the management of STFC. Specifically, all members of the Executive Board will:

- Reflect and enable the vision and objectives of UK Research and Innovation
- Share corporate accountability for: the delivery of STFC's Vision and Strategic Delivery Plan, overseeing the development of future strategy, policy and plans to optimise delivery of STFC's objectives
- Ensure effective corporate governance and meeting of our statutory obligations; continuously improving STFC's overall performance, tracking against agreed metrics
- Be visible and leading advocates in communicating STFC's vision to STFC staff
- Act as role models and champions for STFC's organisational values and actively support its equality, diversity and inclusion principles
- Adhere to the Nolan principles of public office
- Ensure that STFC operates safely
- Be responsible for the effective management of STFC finances
- Act as senior ambassadors for STFC at the international, national and local levels
- Work in close collaboration with the other Executive Directors to:
 - provide strategic support to drive our people performance
 - strengthen strategic relationships including those with key universities and overseas facilities
 - maximise the exploitation and impact of our science for industry
- Undertake leadership or support of other ad-hoc activities as directed by the Executive Chair.

4.2.1 STFC's Stewardship of UK National Laboratories

STFC is also responsible for the stewardship of national research facilities at Harwell, Daresbury and elsewhere. These National Laboratories provide research facilities and capabilities that, because of their scale, complexity, strategic character or cost, are appropriately operated as a national research resource. These national facilities and capabilities include access for external users to neutron scattering and synchrotron light source facilities, laser facilities, space-qualification test facilities, accelerator research facilities and high-performance computing. They also include national technical capabilities in nuclear physics, particle physics, astronomy, accelerator science, instrumentation, and space technology. The primary mission of the laboratories is to facilitate national research capability, and they should therefore complement and collaborate with the university research base. In some respects, within UKRI the National Laboratories are similar to the centres and institutes supported by other councils. Within STFC, the National Laboratories are managed by two Executive Directors, Executive Director for National Laboratories: Science and Technology and Executive Director for National Laboratories: Large Scale Facilities.

4.3 Roles and Responsibilities of the Executive Board

The roles and responsibilities of the individual members of the Executive Board are described below.

4.3.1 Executive Chair

The STFC Executive Chair is ultimately responsible for STFC's delegated budget and is accountable to the UKRI Chief Executive Officer. Responsibilities include:

- ensuring that the vision and objectives of UK Research and Innovation are embedded across the organization;
- accountability for the overall strategic direction of STFC
- accountability for the effective operation of STFC
- being cognisant and responsive to the concerns of STFC staff
- representing STFC on the UKRI Executive Committee
- representing STFC to the department of Business, Energy and Industrial Strategy;
- responsibility for delegating budgets to the Executive Directors
- responsibility for the delivery of STFC's annual Strategic Delivery Plan
- chairing the STFC Executive Board
- chairing the STFC Council
- representing STFC on the management bodies of international organization in which STFC and/or BEIS has a significant investment (for example, CERN, SKA)
- leading the implementation of a robust Health and Safety Management System in STFC
- championing the principles of Equality, Diversity and Inclusion across the STFC organisation.

The Executive Chair is supported by The Chair's Executive Office that also provides secretariat support to the Executive Board and the STFC Council.

4.3.2 Executive Director for Strategy, Planning and Communications

The Strategy, Planning and Communications (SPC) Directorate brings together the core functions that are needed to help the organisation shape, communicate and monitor our national and international strategic agenda. SPC is responsible for: strategic planning and decision-making, development and implementation of STFC's Strategic Delivery Plan and long-term science and technology strategy to maximise the UK's scientific leadership; delivering an integrated approach to STFC's communication and national and international engagement activities; monitoring and evaluation of corporate performance; and delivery of national and international policy, operations and required outputs in Strategy, Planning and Performance, Communications and International Relations. Responsibilities include:

- leadership of strategy, planning management and communications for STFC – working closely with the Strategy Directorate of UKRI – so that these areas are mutually consistent and promote a visible 'golden thread' to run across them and throughout the working of STFC and UKRI

- ensuring that the objectives and outputs in all areas of STFC's Strategic Delivery Plan make a tangible contribution to the strategic themes that underpin our activity
- lead on the development, implementation and management of STFC's approach to stakeholder management, strategic partnerships and international engagement by honing, articulating and reinforcing our approach and proposition to key decision makers and influencers. Provide excellent leadership of the Strategy, Planning and Communications Directorate and highest level management of its staff at 4 sites, and direct line management of 4 senior staff
- delivery of sound financial, safety and risk management of the Directorate
- development and delivery of the evidence base needed to demonstrate impact from STFC's activities, both as an ongoing activity and in preparation for regular spending reviews
- leadership of the scientific advisory structure to Council and support for the Executive Chair in his/her role as UKRI champion for major projects and infrastructure
- providing strategic oversight of STFC's portfolio of major projects and programmes
- leading on strengthening successful relationships with key national and international government sponsors and organisations to positively influence their support and decision making with regard to STFC and its objectives.

The Executive Director for SPC or their delegate represents STFC on UKRI Strategy Committee.

4.3.3 Executive Director for National Laboratories: Science and Technology

The Executive Director for "National Laboratories: Science and Technology" provides top-level leadership for STFC's Science and Technology departments within STFC's National Laboratories, with specific responsibility for the development and exploitation of the five advanced technologies – accelerators, detectors and instrumentation, specialist engineering, optics and e-infrastructure – which underpin STFC's science programmes and facilities. These responsibilities are currently split over four geographical sites and include ASTeC (the Accelerator Science and Technology Centre) at Daresbury Laboratory, Technology Department at Daresbury and RAL, underpinning Digital Infrastructure at all sites, the Hartree Centre at Daresbury, Particle Physics Department at RAL and Boulby, Scientific Computing Department at Daresbury and RAL and the UK-Astronomy Technology Centre in Edinburgh. Responsibilities include:

- Accountability for strategic direction and delivery of Science and Technologies within STFC's National Laboratories and act as strategic lead for the organisation in this regard;
- Leadership of Science and Technologies within STFC's National Laboratories and high-level management of staff. Inspire, empower and develop the Science and Technologies Directorate team, including direct line management of Departmental Directors;
- Leadership of high-impact projects for UKRI and STFC to maintain current capabilities and develop future opportunities as required;
- Sound financial, safety and risk management of the Directorate;

- Ensuring that all objectives and outputs of the Directorate make a tangible contribution to STFC's Strategic Delivery Plan. Exploit synergies across Departments where these generate opportunities or improve results;
- Working with the Executive Director for Programmes, use the standing, reputation and involvement of the Directorate to enable and enhance influence over international scientific and investment decisions;
- Strengthening strategic partnerships with key national and international organisations to achieve joint delivery of shared strategies and objectives;
- Working closely with the Large-Scale Facilities Director to maximise the organisational effectiveness of the National laboratories and shared delivery of STFC objectives;
- Working closely with the Programmes Directorate to maximise successful implementation and continuous improvement of the science and technology programme they have commissioned; and with the Business and Innovation Directorate to increase industrial collaboration, commercialisation, and broader economic impact; and
- Delivering a coordinated and collaborative approach across Departments, instilled at all levels of management of people, operations and programme.

4.3.4 Executive Director for National Laboratories: Large Scale Facilities

The Executive Director for "National Laboratories: Large-Scale Facilities" provides top-level leadership for STFC's large-scale facilities at the Harwell Campus including: the ISIS neutron and muon spallation source, the Central Laser Facility (CLF), Head of RAL and RAL Space. They also take the lead on the STFC's interactions with the Diamond Light Source and budgetary responsibility. Responsibilities include:

- Accountability for the strategic direction and delivery for STFC's large-scale facilities and act as strategic lead for the organisation in this regard
- Leadership of the National Laboratories' large-scale facilities and the high-level management of their staff, including direct line management of Departmental Directors
- Strategic leadership of new high-impact projects for UKRI and STFC to maintain current and development of future multi-disciplinary/multi-user facilities
- Leading the implementation of sound financial, safety and risk management of the Directorate
- Ensuring that all objectives and outputs of the Directorate make a tangible contribution to STFC's Strategic Delivery Plan, exploiting synergies across Departments where these generate opportunities or improve results
- Working with the Executive Director for Programmes to use the standing, reputation and involvement of the UK national Facilities to enable and enhance influence over international scientific and investment decisions
- Strengthening strategic partnerships with key national and international organisations to achieve joint delivery of shared strategies and objectives
- Working closely with the Executive Director for Science and Technology to maximise the organisational effectiveness of the National Laboratories and shared delivery of STFC objectives

- Working closely with the Business and Innovation and Programmes Directorates, playing a leading role in increasing collaborative working between academic and commercial partners and in developing new initiatives across the national Science and Innovation Campuses
- Delivering a coordinated and collaborative approach across Facilities, instilled at all levels of management of people, operations and programmes.

4.3.5 Chief Operating Officer

The Chief Operating Officer is responsible for leading Corporate Services within STFC and for providing STFC's interface to central UKRI corporate services. The Chief Operating Officer (COO) leads on establishing procedures and processes to ensure the smooth functioning of the STFC and providing assurance to the Executive Chair and STFC Council. Responsibilities include:

- Working with the Executive Chair and the Executive Board to ensure the smooth running of STFC
- Leading the design, transformation and effective delivery of STFC's corporate services
- Ensuring and maintaining an effective organisation design and delivery capability for the STFC
- Acting as the fulcrum for the STFC input to UKRI Corporate Services plans; ensuring that STFC requirements are appropriately reflected and that the STFC can deliver agreed outcomes
- Leading the implementation of sound financial, safety and risk management of the Directorate
- Working closely with the STFC Head of Finance to ensure that STFC and UKRI have the necessary financial controls and reporting
- Oversee significant procurements in conjunction with the Corporate Services Procurement Business Partner
- Work closely with the Associate Director HR Strategic Business Partnering STFC to ensure the STFC has the right people, in the right place, doing the right things, developing their skills and maximising their productivity in alignment with STFC and UKRI strategy
- Leading STFC's relations with staff and the Trade Unions
- Working closely with STFC Governance, Assurance, Risk and Information Business Partners to provide the Executive Chair and Council with appropriate governance structures, assurance as to the integrity of activities, that risks are identified and mitigated (as far as reasonable) and that business continuity plans are in place and that information is accurate and secure;
- Managing the STFC's need for legal advice, working with UKRI and STFC Heads of Legal;
- Ensuring that the Grants Administration systems deliver the required service;
- Being accountable for continuous improvement and new information technology, working within the UKRI context as appropriate;

- Working closely with STFC Executive Directors and the STFC Business Partners to provide a safe and healthy working environment for all staff, workers and visitors to all STFC sites; and
- Ensuring that STFC implements its Environmental Sustainability Improvement Plan including UKRI's longer term aim to achieve Net Zero by 2040.

The Chief Operating Officer or their delegate represents STFC on UKRI People, Finance and Operations (PFO) Committee.

4.3.6 **Executive Director for Programmes**

The Programmes Directorate (PD) is responsible for STFC's science operations and planning (including some of the STFC's processes for peer review) as well as STFC's programmes in education, training and public outreach. The Programmes Directorate is also responsible for STFC's strategy on skills. Responsibilities include:

- the national stewardship of the astronomy, particle physics, space science, nuclear physics disciplines, accelerator R&D and for the ING at La Palma
- responsibility for commissioning these activities both within the universities and the national laboratories
- oversight and management of innovation grants, research grants, funding for skills training, funding for outreach and science in society and international subscriptions
- working in and strengthening strategic university relationships, to underpin collaboration and increase joint delivery of shared strategies
- management of key international stakeholder relations in science and technology organisations to achieve joint purpose in shared objectives
- leadership of Programmes Directorate and highest level management of its staff and direct line management of its Associate Directors/senior staff
- sound financial, safety and risk management of the Directorate
- working closely with the Business and Innovation Directorate to facilitate ways of using the science and technology programme to increase collaborative working between academic and commercial partners at the laboratories and in developing new initiatives such as the Centres and the success of the Campuses
- working closely with the National Laboratories Directorates to maximise successful implementation of the science programmes, including management of the interface between the International Facilities and the national research facilities programmes
- ensuring that all objectives and outputs of the Programmes Directorate make a tangible contribution to the six strategic themes that underpin our activity.

4.3.7 **Executive Director for Business and Innovation**

The Business and Innovation Directorate is responsible for delivering and developing the effective transfer of knowledge between the STFC, industries and other organisations. It is also responsible for developing strategies and co-ordinating implementation plans for increasing the economic impact of the STFC's investments, facilities and the international laboratories.

The Executive Director for Business and Innovation is responsible for delivering a coordinated and embedded business and innovation strategy for STFC and the provision of high-calibre professional services to STFC departments to develop and exploit commercial relationships and business opportunities, and to support collaborative ventures and programmes in order to increase innovation outcomes and secure external income.

Responsibilities include:

- Management of STFC's intellectual property and of its knowledge exchange
- Development, oversight and implementation of the Campus Strategy
- Development and exploitation of Campus Centres and other campus initiatives
- Oversight of STFC Innovations Ltd. and of STFC spin-outs
- Ensuring that all objectives and outputs of BID make a tangible contribution to the six strategic themes that underpin our activity
- Strengthening strategic business and stakeholder relationships, especially those with business and investment communities, with UKAEA, with our joint venture partners at Harwell and Daresbury, with the local authorities at both sites, with Innovate UK, with the Satellite Applications Catapult, the European Space Agency, and with our strategic partner universities, to achieve positive outcomes for STFC
- Providing expert leadership of the staff of BID, including direct line management of senior staff
- Leading the implementation of sound financial, safety and risk management of the Directorate
- Working closely with the STFC National Laboratories to increase collaborative working between academic partners at the laboratories and the involvement of Directorate staff in the development and exploitation of the Centres and Campuses and other new initiatives
- Working closely with the STFC Programmes Directorate to maximise successful implementation and continuous improvement of thematic programmes
- Head of Lab for Daresbury, including representing STFC to stakeholders and working with other directors at Daresbury to shape the strategy for the site.

4.3.8 STFC Director of Finance

The STFC Director of Finance is accountable to UKRI and works closely with the STFC Chief Operating Officer and STFC Executive Directors. Responsibilities include:

- Support the Lead Strategic Finance Business Partner to achieve the Finance strategic objectives, as set out by UKRI Finance and Commercial Director, by acting as the STFC Finance lead on a range of different projects and responsibilities
- Provide strategic Finance support to help drive performance and continuous improvement in standards in support of STFC's objectives, working closely with the STFC Chief Operating Officer and other STFC Executive colleagues
- Ensure the delivery of a financial outturn consistent with STFC's budget allocation, working closely with the STFC Chief Operating Officer and other STFC Executive Board colleagues

- Develop a long term financial plan for STFC
- Support STFC's commercial and quasi-commercial activities through strategic financial analysis and advice (e.g. Campuses, Commercial activities, International collaborations)
- Leading the implementation of sound financial, safety and risk management
- Support the creation and subsequent delivery of robust, achievable project and programme business cases, including financial sign off of cases requiring UKRI investment committee approval
- Demonstrate and model a personal commitment to UKRI and STFC's vision, value and strategic objectives
- Support the maintenance of a robust internal control environment, consistent with HMT's Managing Public Money, working closely with UKRI GARI and STFC colleagues
- Lead the effective delivery of a local high performing Finance service, through the further development of the Finance Business Partners, ensuring that the high standards within the team are developed and maintained
- Act as an ambassador for the Finance Business Partner model, actively driving up standards to highlight the benefits of the model for all staff and managers
- Actively manage direct reports, ensuring that PDRs, Probationary meetings (where applicable) and regular one-to-one meetings take place to assist the Lead Strategic Business Partner to develop the skills and behaviours of the Finance team
- Implement succession planning, identifying, mentoring and developing the next generation of local Finance Business Partners.

4.3.9 Associate Director HR Strategic Business Partnering STFC

The Associate Director HR Strategic Business Partnering STFC is accountable to UKRI and works closely with the STFC Chief Operating Officer and STFC Executive Directors.

Responsibilities include:

- Lead the HR Strategic Business Partnering team to achieve strategic people objectives, as set out in the STFC People Plan, by acting as the STFC HR lead on a range of different projects and responsibilities
- Actively manage direct reports, ensuring that PDRs, probationary meetings (where applicable) and regular one-to-one meetings take place to drive up standards within the team
- Act as HR lead for all restructures within STFC ensuring that formal consultation processes take place with all affected staff and the trade unions, via the local Joint Consultative Committee
- Monitor, and provide regular reporting on, casework trends and issues through regular dialogue between the HR Strategic Business Partners and HR Operations team. Ensure appropriate interventions and escalation routes are in place
- Ensure line managers are provided with information on latest employment policy and practice changes and how these will impact on their management responsibilities

- Lead local employee engagement processes by managing the Joint Consultative Committee (JCC) meetings, enabling effective negotiation and consultation with trade union representatives in regard to a range of local staffing matters
- Lead the effective delivery of a local high performing HR service, working in conjunction with HR colleagues in HR Operations and Centres of Expertise, and ensure high standards within the team are developed and maintained
- Act as an ambassador for the HR Business Partnering model, actively driving up standards to highlight the benefits of the model for all staff and managers
- Lead teams through cultural transformation, driving change management best practice in the organisation
- Support the delivery of:
 - Establishment of optimum HR organisational design for each “council”
 - Maintenance and support of the evolution of council organisational design
- Implement succession planning, identifying, mentoring and developing the next generation of local HR Strategic Business Partners
- Lead the continuation of the UKRI people and cultural change within Councils.

4.3.10 STFC Executive Board: Mode of Operation

The Executive Board is the formal decision-making body of STFC. The bulk of the Executive Board business takes place in the monthly Executive Board meetings. It is the forum for discussion of corporate/strategic issues that require decisions outside the delegated responsibilities of the Executive Directors. The normal mode of operation of the STFC Executive Board is described below:

- The STFC Executive Board convenes in person every month for a full-day meeting;
- Shorter video/phone meeting are typically convened in between the main monthly Executive Board meetings to allow timely discussions of urgent issues;
- Executive Board meetings are chaired by the Executive Chair of STFC;
- Arrangements are permitted for deputies to attend the Executive Board during Executive member absence, through agreement by the Executive Chair, by exception;
- The agenda of the main Executive Board meetings is prepared by the STFC Executive Office in close consultation with the members of the Executive Board, with agenda items proposed by the Executive. The timetable and process for setting the agenda is:
 - Items for the draft agenda be flagged to the STFC Executive Office well in advance of the meeting;
 - Uncontroversial agenda items, which are for information only, will be discussed by exception;
 - The final agenda and papers will be circulated to the Executive Board a week in advance;
 - Following the meeting, high level messages and actions items will be circulated to the Executive Board within three working days of the meeting;

- The minutes, with personal information redacted, will be made available to STFC staff on an internal website and will be circulated to members of Council and to the UKRI Strategic Business Partner assigned to STFC.
- The recommendations from Council and the papers from the Council's advisory structure will inform the decisions of the Executive Board; and
- The intention is that Executive Board decisions normally are taken on a consensus basis. If a consensus view cannot be reached, the Executive Chair may seek advice from Council, prior to taking a decision.

The Secretariat is provided through the Executive Chair's office.

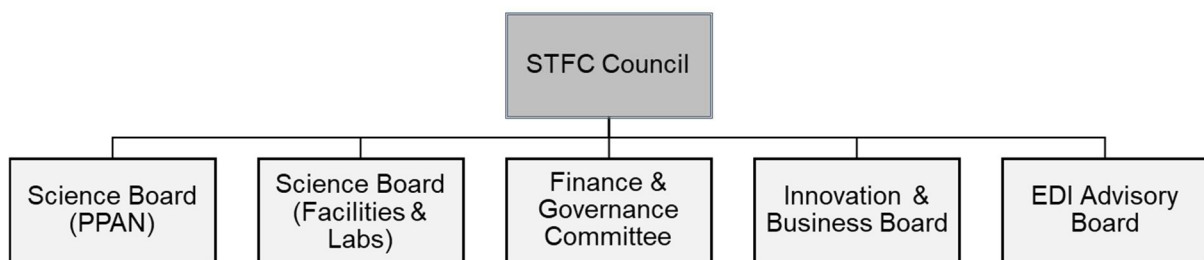
5 COMMITTEES REPORTING TO STFC COUNCIL

5.1 STFC Council Committee Structure

The committees, and associated sub-committees, reporting to STFC Council are shown in **Figure 2**. The committees are supported by a secretariat and members with domain expertise drawn from the relevant part of the STFC organisation. With the exception of Science Board, Council will be represented on each committee reporting directly to Council by at least one member of the committee. The Council members sitting on the committees will play a leading role in defining the agenda of the committee, but will not necessarily chair the meetings. The terms of reference and composition of each committee are described in the following sub-sections.

STFC Council provides advice and guidance to the STFC Executive on the entire STFC programme and overall strategy. Council will receive detailed advice on science on technology from two Science Boards, focussing respectively on the PPAN programme and the scientific activities within STFC’s National Laboratories and Facilities. Where appropriate, advice on the development of long-term technology strategy, including accelerators and computing, will be received from both Boards to ensure coverage and coherence across activities.

Figure 2: Overview of the Committee Structure reporting to the STFC Council



5.2 Science Board (PPAN)

Science Board (PPAN) provide STFC with strategic scientific advice on, and assessment of, the STFC (Particle Physics, Astronomy and Nuclear Physics) PPAN programme, which includes particle astrophysics, space science and the accelerator and computational requirements of the science programmes.

5.2.1 Membership

Science Board (PPAN) will normally consist of 16 senior members of the academic and research community based at UK institutions, in addition to a Chair. The members will be representative of STFC’s core research stakeholder communities: particle physics including one theorist (6 members), astronomy/space science (6 members), particle astrophysics (2 members), nuclear physics (2 members). Members will serve for 4 years with the membership refreshed on a rolling annual cycle, to ensure continuity on the Board.

The Chair and Deputy Chair of Science Board (PPAN) both serve for two years and should be from different disciplines and institutions to help manage any conflicts of interest that may arise. They should both be based at UK institutions.

The appointments of the Chair and Deputy Chair of Science Board (PPAN) are approved by Council. The selection panel for these appointments is convened by the STFC Strategy, Planning and Communications (SPC) Directorate and includes at least one member of Council.

5.2.2 Remit

Reviews and considers long-term PPAN science, technology and accelerator strategies for STFC. This includes identifying and prioritising scientific opportunities and understanding the underpinning technological development

Provides advice on proposed and existing STFC PPAN science and technology programmes and investments, considering individual projects in the broader context of the overall portfolio and longer-term science and technology prioritisation

Provides strategic advice on STFC's scientific investment portfolio, accounting for programme priorities, long-term science strategy and outcomes from strategic reviews of STFC's programme

Provides advice on the long-term roadmaps for the different strands of the PPAN programme, in the context of the STFC PPAN 10-year financial plan

On an annual basis, reviews the STFC rolling financial plan for the PPAN programme, providing recommendations on the long-term balance in the context of the wider STFC strategy

Consults with the STFC-supporting scientific communities via its advisory panels to ensure the science and technology strategies reflect the UK's scientific priorities

Provides strategic advice and guidance to STFC on the framework within which projects and areas of science are assessed in terms of their scientific quality

Provides strategic scientific advice, as required, on the programmes of the UK Space Agency (UKSA) as part of the 'dual key' arrangements

Provides co-ordinated advice, alongside Science Board (Facilities and Laboratories), in cross-cutting areas such as technology, computing and accelerators through mechanisms including joint meetings and task and finish groups.

5.2.3 Meetings and Reporting

Science Board (PPAN) will normally meet between four times a year, with additional ad-hoc meetings as required. Quorum for a meeting will be dependent on the nature of the meeting item and the Chair should ensure there is sufficient domain expertise to make an informed judgement.

The secretariat for Science Board (PPAN) is provided by the SPC Directorate. The report from Science Board (PPAN) meetings will be circulated to the Executive Board and presented and discussed at Council. The Chair of Science Board (PPAN) will be an observer on Council.

5.3 Science Board (Facilities and Laboratories)

Science Board (Facilities and Laboratories) provides advice and guidance to STFC, related to STFC-supported national and international multidisciplinary facilities, the STFC national laboratories and related technologies, including accelerators and computing.

5.3.1 Membership

Science Board (Facilities and Laboratories) will comprise of approximately 16 members, in addition to a Chair, representing a broad cross section of STFC's facility user and technology-focussed stakeholder communities including:

- Members of the UK academic and business/industrial communities
- Members from national and international facilities and laboratories.

Members will serve for 4 years with the membership refreshed on a rolling annual cycle, to ensure continuity on the Board.

The appointments of the Chair and Deputy Chair of Science Board (Facilities and Laboratories) are approved by Council. The Chair should be based at a UK institution. The selection panel for these appointments is convened by the STFC Strategy, Planning and Communications (SPC) Directorate and includes at least one member of Council.

5.3.2 Remit

Reviews and considers long-term National Laboratories and large-scale Facilities science, technology and accelerator strategies for STFC. This includes identifying and prioritising scientific opportunities and understanding the underpinning technological development

Consults with the appropriate communities to ensure the science, technology and accelerator strategies for the facilities and STFC National Laboratory departments represents the needs of the UK multidisciplinary user community

Advise on the strategic importance of possible new areas of activity, new collaborations and partnerships

Advise on strategic priorities across the National Laboratory departments

Advise on the overall scientific investment portfolio across the National Laboratories, including large-scale capital investments, to support UKRI's users of multidisciplinary facilities

Advise on the balance of capability and capacity across international and national large-scale multi-disciplinary facilities

Provide strategic advice on the STFC 10-year plan for international and national large-scale multi-disciplinary facilities in the context of the broader STFC strategy

Provides co-ordinated advice, alongside Science Board (PPAN), in cross-cutting areas such as technology, computing and accelerators through mechanisms including joint meetings and task and finish groups.

5.3.3 Meetings and Reporting

Science Board (Facilities and Laboratories) will normally meet four times a year. Quorum for a meeting will be dependent on the nature of the meeting item and the Chair should ensure there is sufficient domain expertise to make an informed judgement.

The secretariat for Science Board (Facilities and Laboratories) is provided by the SPC Directorate. The report from Science Board (Facilities and Laboratories) meetings will be

circulated to the Executive Board and presented and discussed at Council. The Chair of Science Board (Facilities and Laboratories) will be an observer on Council.

5.4 Sub-Committees of Science Board

5.4.1 Projects Peer Review Panel

For all new major projects and project technology development projects which have been approved for Projects Peer Review Panel (PPRP) review, the panel will provide advice to the STFC Executive and Science Board on the following:

- the quality of the science and technology involved in the proposal and the stated scientific and technical objectives and consider whether the proposal is likely to achieve those objectives
- the science return for investment and how well the project fits with the Council strategy
- the likely global and UK scientific impact of the project and at what level it is supported by its relevant scientific community
- the timeliness of the project and competition to the project
- the scientific, technical, schedule and financial risks and make recommendations for the management of risk
- any milestones against which the project should be monitored and raise any possible future issues for the relevant science committee and Oversight Committee
- the standing of the groups and collaborators who are involved in the project
- including the proponent's track record, the level of UK involvement in the project and the management structure and procedures required to ensure that the stated project goals are achieved
- how well the project is connected to industry and the science and society plan for disseminating the project to the public
- the staff and capital costs required for R&D and construction to complete the project to the proposed specification and if appropriate provide different project cost scenarios and their implications to the project.

In addition, the PPRP will advise STFC Executive and the committees, where requested, on the merit of:

- new technology research projects in particle physics, particle astrophysics, nuclear physics and astronomy; and
- upgrades to approved particle physics, particle astrophysics projects, nuclear physics and astronomy.

5.4.2 Astronomy grants panel

The Astronomy Grants Panel's role is to assess and make recommendations to the STFC Executive on all research grant applications in astronomy, including space science and solar-terrestrial physics covering theory, exploitation and basic technology research

5.4.3 Nuclear Physics Grants Panel

The Nuclear Physics Grants Panel's role is to assess and make recommendations to the STFC Executive for research awards in nuclear physics. Advise the Science Board and Executive as required on all issues relating to research grants, including monitoring the level of funding allocated to grants per round

5.4.4 Particle Physics Grants Panel

The Particle Physics Grants Panel (PPGP) is responsible for assessing and making recommendations to the Science and Technology Facilities Council (STFC) Executive on research grant applications in particle physics covering scientific exploitation of facilities and projects, 'blue skies' technology research, theory, modelling, data handling and high-performance computing (HPC) access.

5.4.5 Education, Training and Careers Committee

The Education, Training and Careers Committee (ETCC) provides advice to STFC on strategy, policies and programme balance for all aspects of education and training to STFC including studentships, fellowships, equality issues and career development of early career researchers.

5.4.6 Advisory Panel for Public Engagement

The Advisory Panel for Public Engagement (APPE) provides advice to STFC on strategy, policies and programme balance for public engagement with STFC's science and technology, and provides new ideas for programme development. The work of the Panel covers the full STFC public engagement programme, delivered between STFC's national laboratories and the Council's head office in Swindon.

5.4.7 STFC e-infrastructure Advisory Group (SEAG)

The purpose of SEAG is to provide STFC with advice on STFC's e-infrastructure strategy and policy, covering all computing and software, and data, as well as associated skills development and career pathways. Advise on how STFC operates within UKRI, as well as the broader national and international context.

5.4.8 Physical Sciences and Engineering Advisory Panel

The purpose of the Physical Sciences and Engineering Advisory Panels is to provide a link between Science Board and the community, and represent the needs of the community to the Science and Technology Facilities Council (STFC). There are two advisory panels in the facilities area, the other being the Life Sciences and Soft Materials Advisory Panel.

5.4.9 Life Sciences and Soft Materials Advisory Panel

The purpose of the facility advisory panels is to provide a link between the Science Board and the community, and represent the needs of the community to the Science and Technology Facilities Council (STFC). There are two advisory panels in the facilities area, the other being the Physical Sciences and Engineering Advisory Panel.

5.4.10 Particle Physics Advisory Panel (PPAP)

The purpose of the Particle Physics Advisory Panel (PPAP) is to provide a link between Science Board and the community, and represent the needs of the community to the Science and Technology Facilities Council (STFC).

5.4.11 Nuclear Physics Advisory Panel

The purpose of the Nuclear Physics Advisory Panel is to provide a link between Science Board and the nuclear physics community, and represent the needs of the community to the Science and Technology Facilities Council (STFC).

5.4.12 Particle Astrophysics Advisory Panel

The purpose of the Particle Astrophysics Advisory Panel (PAAP) is to provide a link between Science Board and the particle astrophysics community, and represent the needs of the community to the Science and Technology Facilities Council (STFC). The remit of the panel includes technology development, theory, high performance computing and data curation issues within its area.

5.4.13 Solar System Advisory Panel

The purpose of the Solar System Advisory Panel (SSAP) is to provide a link between Science Board and the community, and represent the needs of the community to STFC. The remit of the panel includes technology development, theory, high-performance computing and data curation issues within their area.

5.4.14 Astronomy Advisory Panel

The purpose of the Astronomy Advisory Panel (AAP) is to provide a link between Science Board and the astronomy community, and represent the needs of the community to the Science and Technology Facilities Council (STFC). The remit of the panel includes technology development, theory, high performance computing and data curation issues within its area.

5.5 Finance and Governance Committee

The STFC Finance and Governance Committee (FGC) is a non-executive committee of the STFC Council. It supports the STFC Executive Chair, Executive Board and Council to establish sound stewardship and financial control within STFC. The FGC will ensure that its business is conducted in accordance with the STFC Ethics Policy, and have regard to any ethical principles set by the STFC Ethics Committee (section 6.11). It complements Council and UKRI corporate activities in relation to:

- governance, risk and control
- investment appraisal
- project Management
- partner organisations
- financial control and reporting.

The Committee formally reports to the STFC Executive Board and the STFC Council, but is convened as a subcommittee of Council. The terms of reference of the FGC are summarised below. The secretariat is provided by the Executive Chair's Office.

5.5.1 Membership

The FGC is constituted as follows:

- SIM (Chair) plus two other members of Council

- optionally, two additional co-opted independent external members
- the STFC Chief Operating Officer
- the STFC Director of Finance

In addition, STFC and UKRI risk representatives will be in attendance

The Executive Chair will not normally be in attendance but may be invited to attend where the agenda warrants it. The FGC is provided with a secretariat function by the STFC Executive Chair's Office. A quorum shall consist of at least three members, one of which must be a Council member, acting as Chair.

5.5.2 Remit

The FGC maintains oversight of the following activities:

- Governance: Council oversight and assurance of the STFC risk, control and governance frameworks and to advise the Executive Chair on his/her 'Stewardship Returns' to UKRI central services;
- Risk management: oversight of risks inherent in the STFC business particularly where they expose or contribute to UKRI and/or BEIS strategic risks. In particular cyber security and health & safety risks will be reported periodically to FGC;
- Internal Audit: within the UKRI audit policy and protocols the STFC, FGC will oversee the audit programme as it pertains to STFC and supports the Executive Chair's stewardship returns i.e. STFC related outcomes from the core UKRI programme and STFC specific commissions in support of the STFC stewardship return;
- Financial Management: oversight of STFC's medium/long-term financial planning processes and financial reporting. Provide upfront guidance to the Executive Chair as to the types of financial information and analysis that UKRI Investment Committee and/or the BEIS Project Investment Committee would normally require in order to review/approve projects;
- Major investments, programmes & projects: oversight of STFC's medium-/long-term portfolio of major investments and projects; review and advice on formal proposals/business cases exceeding;
- £5M in advance of referral to the UKRI Investment Committee;
- Health and Safety: provide oversight of assurance arrangements for STFC's delegated responsibilities in respect of Health and Safety;
- Partner Organisations: review and maintain an oversight on assurance arrangements for key Partner Organisations and Arm's Length Bodies in particular monitor the working relationship and performance of UKRI transformation and delivery (including UKSBS Ltd) as it relates to STFC and monitor performance at major International (e.g. CERN) and national (e.g. DLS) collaborations and shareholdings as far as they impact on STFC accounts, performance and risk exposure; and
- Ethics & Trusted research: provide oversight and an escalation route for reporting.

5.5.3 Meetings

The FGC will normally meet at least three times per annum and meetings should be held so as to allow timely consideration of relevant business before the next Council meeting.

Meetings will be scheduled to align with and provide input to UKRI quarterly reviews and/or relevant meetings of UKRI Investment Committee and the UKRI People, Finance and Operations Committee. Meetings may be held by video conference or in person as required. The Chairman of the FGC is responsible for convening such meetings. The Executive Chair or Chief Operating Officer may ask the FGC to convene further meetings to discuss particular issues on which they want the Committee's advice.

5.5.4 Performance Moderation

All matters relating to remuneration are considered by the UKRI Remuneration Committee. However, a sub-group of FGC will advise on senior staff (Band-X) bonus arrangements.

It will be composed of the three Council members who sit on the FGC.

The Moderation Board will review senior staff performance and make a recommendation to UKRI Remuneration Committee on bonus awards to senior staff (which are defined as senior employees who are not on the main pay grades).

Meetings will be on an annual basis and supported by the pay and reward team at UKRI.

5.6 Innovation and Board

The Innovation and Business Board provides advice to STFC on how to accelerate end-to-end innovation and stimulate business growth delivering on UKRI's World Class Innovation objective. It brings together leaders of major partners in innovation and industry to leverage their industrial experience and networks into STFC's activities and to receive guidance and feedback for new engagement strategies.

5.6.1 Membership

The membership will consist of:

- Two members of STFC Council, one of whom will be the Chair
- Up to twelve external members from the innovation, business and industry community to include at least one academic user who works closely with industrial partners on STFC National Laboratories;
- Executive Director for Business and Innovation;
- Executive Director Laboratories for Science and Technology or Executive Director
- Laboratories for Large Scale Facilities (as available);
- One senior representative from Innovate UK

In attendance

- Directors Business & Innovation as available
- Head of Impact & Engagement – STFC BID
- Head of External Innovations – STFC Programmes
- One representative STFC Innovation Ltd. (SIL)
- Associate Director, Evidence and Impact – STFC programmes

5.6.2 Remit

The Innovation Board will:

- Provide industry & business perspectives regarding STFC activities.
- Provide advice on the implementation and future development of STFC's Innovation, Campus and Industry Engagement strategies.
- Assist STFC in demonstrating success by providing advice on measuring and communicating the impact and benefit of supported activities.
- Provide input to STFC's skills and expertise development plans to increase alignment with industrial needs as appropriate.
- Provide advice on STFC funding opportunities and existing funding mechanisms.
- Act as advocates for STFC across industry & business landscape.

5.6.3 Meetings and Reporting

The Innovation and Business Board meets three times a year. An annual report will be presented to STFC Council.

A meeting will be quorate when eight external members and six internal members will be able to attend the meeting.

The secretariat for the Innovation & Business Board is provided by the STFC Business and Innovation Directorate.

5.6.4 Innovation and Partnerships Scheme Panel

The Innovation Partnerships Scheme Panel is set up to make recommendations on grant applications received against the calls for IPS, Mini-IPS, and Follow-on-Funding. It will undertake this task having regard to the overall strategy and policy of Council, the Innovation Board, the STFC Science Board, and to the broad financial situation as advised by the Executive Board. The IPS Assessment Panel is a peer review body comprised of nine members; five representatives from industry and four from the academic community representing the remit of the Council's science programme, and chaired by a panel member from industry. The Chair is appointed for a minimum of two years. The replacement is chosen from the existing industrial panel members by the current Chair and the STFC Executive Board.

The membership of the panel initially will be for the duration of 3 years. If panel membership is extended, this will be for a maximum of three additional years.

5.7 Equality, Diversity and Inclusion Advisory Board

The Equality, Diversity and Inclusion (ED&I) Advisory Board is charged to provide challenge and advice in developing STFC as an inclusive workplace with practices, policies and processes that promote equality, diversity and inclusion across all of STFC's activities as an employer, funder and partner. The ED&I AB reports directly to Council, but the ED&I AB recommendations will feed directly into the STFC ED&I Steering Group.

5.7.1 Membership

The ED&I Advisory Board includes at least one member of STFC council, members of STFC staff and independent members. Its initial membership will include:

- At least one member of STFC Council (Chair);

- Between three and five independent members (external to STFC), recruited and appointed through an open application process, with staggered terms;
- Chair of the STFC EDI Steering Board.

Members of the ED&I Advisory Board will be nominated and selected based on a sound track record of achievement (and/or potential) in challenging and progressing ED&I within similar and/or complex organisations. The diversity of members' backgrounds and experiences should be considered and prioritised.

5.7.2 Remit

The ED&I AB will:

- Act as advisories and ambassadors for matters of ED&I in the Research and Innovation space within STFC's remit as an employer, funder and partner
- Provide guidance and advice to STFC's ED&I Steering Group Chair on the development of STFC's ED&I strategy
- Oversee the progress and impact of STFC's ED&I action plans
- Provide regular updates and assurance to STFC Council
- Horizon scan and identify key areas of STFC's work where ED&I is not practiced (or not practiced sufficiently) and challenge this
- Drive positive change to embed ED&I into all areas of STFC's work as an employer, funder and partner
- Ensure that STFC leads by example in the UK and internationally within STFC's research and innovation remit, key partners and stakeholders.

5.7.3 Meetings and Reporting

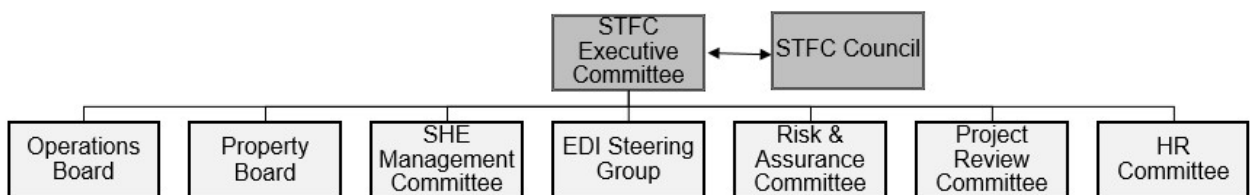
The ED&I AB will meet at least twice a year. At each meeting, the ED&I AB will receive updates from and provide advice/input to STFC's ED&I Steering Group.

The secretariat will be provided by the Executive Chair's Office or HR function.

6 COMMITTEES REPORTING TO THE EXECUTIVE BOARD

The STFC Executive Board has created a number of high-level internal committees to aid the management of STFC and to provide internal assurance and oversight functions. The committees reporting directly to the Executive Board are indicated in **Figure 3**. Their functions and terms of reference are described below. The committees that support the day-to-day management at the directorate level are not described in this document. In the future, the naming of the committees could be changed in order to rationalise the use of committees/boards/groups etc.

Figure 3: Committees reporting to the STFC Executive Board and sub-committees



6.1 Operations Board

The operations board oversees the day-to-day operations of STFC’s laboratory-based activities. It also provides a forum for information to and from the STFC Executive Board.

6.1.1 Membership

The standing membership of Operations Board is:

- Executive Director for National Laboratories: Large-Scale Facilities (chair)
- Executive Director for National Laboratories: Science and Technology (deputy chair)
- Directors from the National Laboratories directorates (CLF, ISIS, RAL Space, AsTEC, Technology Department, UK-ATC, Scientific Computing Department, Hartree, PPD, Digital Infrastructure, NQCC)
- Chief Operating Officer
- Head of Estates
- STFC Director of Finance or representative
- Associate Director HR
- One representative from the Programmes directorate
- One representative from the Strategy, Planning and Communications directorate
- One representative from the Business and Innovation directorate.

The Head of Health and Safety will be invited for specific agenda items.

6.1.2 Remit

The national laboratories provide research facilities and capabilities that, because of their scale, complexity, strategic character or cost, are appropriately operated as a national research resource. The primary mission of the laboratories is to facilitate national research capability, and they should therefore complement and collaborate with the university research base. The key responsibilities of the Operations Board are:

- oversight of progress for implementing the work programme of national laboratories against the STFC Strategic Delivery Plan and providing appropriate scrutiny;
- reporting by exception on national laboratories for matters relating to performance and risk;
- ensuring there is a strong two-way flow of communication and information exchange on pertinent operational matters between staff, senior management and corporate services, thus providing a helpful pulse check across STFC.

6.1.3 Meetings and Reporting

Operations Board meets monthly in between meetings of STFC Executive Board (EB). The secretariat is provided by the National Laboratories directorates.

6.2 STFC Property Board

STFC Property Board provides governance, support and approved priorities across all aspects of the Estates Services, given the pivotal nature of estates to deliver the STFC Strategic Delivery Plan. The Property Board will provide governance and guidance to the Head of Estates and Facilities Management (FM) to set Estates strategies, policies and priorities, considering short, medium and long term needs and will report against a series of measures. STFC Property Board will consult with Operations Board and report to EB.

6.2.1 Membership

The Property Board (PB) shall be chaired by the Chief Operating Officer and comprise of at least five members at Director Level, appointed by EB. The current membership of Property Board is:

- Executive Director, National Laboratories: Science and Technology
- Executive Director, National Laboratories: Large Scale Facilities
- Director ASTeC
- Director Technology
- Executive Director Business and Innovation
- Director-level representative from the STFC facilities
- STFC Director of Finance

The Head of Estates and Facilities Management will report to the Board.

The quorum for the meeting will be three members of the Board. The Head of Estates and Facilities Management will invite other managers of Estates Services as appropriate. The

Property Board may invite the Executive Chair, other Executive Directors, and/or advisers to attend meetings whenever appropriate.

6.2.2 Remit

The key responsibilities of Property Board are to:

- Develop and establish an STFC Estates Strategy for approval by EB, which will incorporate Master Plans for each of STFC sites and ensure development takes place in accordance with them
- Ensure the Master Plans dovetail with the wider Joint Venture Master Plans
- Set and periodically review guiding property principles and STFC property policies, recommending any changes or new policies to EB for approval. All principles and policies will be aligned to best practice, government policy and STFC corporate objectives. Policies may apply to all STFC Estates or be site specific
- Consider all significant proposals that include Estates requirements
- Review business cases that require new builds and significant refurbishments and provide EB with recommendations/observations. Property Board should ensure impacts on infrastructure and future operating costs have been considered and will provide EB with observations and impacts on capital allocation, masterplans, the Estates strategy and wider campus issues where appropriate
- All space requests should be approved by Property Board and subject to an STFC space policy and process. The Head of Estates & FM will provide agreed space reports and new requests at each meeting for review and approval. The Head of Estates will make recommendations for Property Board to consider. (Space Policy and process to be drafted and approved). Tenant space will be considered as part of the Space Policy
- Performance monitor the effectiveness of the Estates Function against agreed metrics
- Make property decisions within the agreed delegations on acquisitions, disposals, service charges and rents:
 - £250k aggregated rental transaction;
 - £250k total acquisition cost;
 - £250k disposal (subject to BEIS/CO approval).
- Advise on the creation of an Estates Service Level Agreement, to include clear Estates responsibilities and department responsibilities. Charging principles to be included
- Advise on the creation of an Infrastructure levy for major capital schemes to enable investment in infrastructure to be spread across multiple projects
- Make priority decisions where there is a disconnect between science priorities and available budget, escalating risks to EB where appropriate
- Report (for information only) on operational activity of the joint ventures at Harwell and Daresbury
- Prepare an Annual Property Review Report for EB, highlighting significant property transactions, risks, opportunities and Estates performance.

6.2.3 Meetings and Reporting

The Property Board will meet every 2 months, and other such times as it considers necessary. STFC Head of Estates and FM will arrange the secretariat for the Board.

6.3 Safety, Health and Environment Management Committee

Reporting to the STFC Executive Chair and Executive Board the STFC SHE Management Committee is responsible for monitoring the capability and performance of the SHE Management System in fulfilling the aims set out in the H&S and Environmental policies, and its objective of continuous improvement in SHE performance. Approving all changes to the STFC SHE policies and SHE codes the committee maintains close links with the STFC Operations Board and strong alignment to UKRI.

6.3.1 Membership

The SHE Management committee is formed from:

- STFC Chief Operating Officer (Chair)
- Director with oversight responsibility for SHE at RAL including the Cosener's House (TCH), Chilbolton Observatory and the STFC's Boulby Mine underground experimental facility, or their nominee
- Director with oversight responsibility for SHE at Daresbury Laboratory including the Hartree Institute, or their nominee
- Director with oversight responsibility for SHE at the Royal Observatory Edinburgh, or their nominee
- Management representation for Swindon Office (and the STFC site at La Palma)
- Director National Laboratories Science and Technology
- On a staggered rotating basis, unless otherwise agreed, two National Laboratories Department Directors or their nominees (from the following high hazard profile Departments: ISIS; CLF; Technology; ASTeC, BID, Estates, and RAL Space)
- Head Safety, Health and Environment Group
- A staff representative, for example, the recognised Trade Union H&S representative.

6.3.2 Remit

The SHE Management Committee responsibilities are to:

- monitor the capability and performance of the SHE Management System in fulfilling the aims set out in this SHE Policy and its objective of continuous improvement in SHE performance against goals and performance metrics;
- approve all changes to the STFC SHE policy and SHE codes on behalf of the STFC, including amendments to and withdrawal of existing codes and launch of new codes;
- regularly review the STFC input and output SHE performance at least annually, reviewing injuries/incidents/near misses, audit findings etc.;
- recommend corporate H&S and Environmental improvement objectives to Executive Board for approval, and subsequently reviewing the implementation;

- consider and review the culture of SHE in STFC ensuring it is consistent with the objective of continuous improvement in SHE performance,
- commission, approve and review the findings of a rolling programme of SHE Code Compliance audits, and periodic STFC SHE System audits, ensuring that sufficient resources are made available for their efficient, effective and timely completion; and
- review and approve SHE submissions to the STFC Corporate Risk Register.

6.3.3 Meetings and Reporting

The SHE Management Committee meets four times a year with meetings typically scheduled for 2 hours. Further and/or longer meetings may be scheduled as required. The SHE Management Committee secretary shall: circulate the meeting's agenda to members a week prior to each meeting; and circulate actions agreed immediately after meetings followed by meeting minutes within two weeks. Papers for discussion at meetings will be set up in the SHE Meeting SharePoint site at least one week prior to the meeting.

The Committee's terms of reference and membership shall be reviewed annually by the SHE Management Committee.

6.4 Equality, Diversity and Inclusion (EDI) Steering Group

A new ED&I Group is responsible for the development and delivery of STFC's ED&I action plan.

6.4.1 Membership

The ED&I Steering Group is formed from:

- Associate Director HR Strategic Business Partnering STFC (Chair);
- STFC's EDI champions.

6.4.2 Remit

The core functions of the ED&I Steering Group are to:

- To foster and promote an inclusive environment by challenging the culture and contributing to solutions for change within STFC and UKRI;
- To articulate STFC's vision for EDI within the overall UKRI EDI framework;
- To develop, working with COO and HR, an EDI Action Plan that flows from the UKRI EDI strategy;
- To challenge and advise on EDI performance measures;
- To review relevant STFC and UKRI data to monitor progress with the action plan/ EDI performance measures;
- To highlight challenges and successes with EDI and to advise on ways to address challenges/ barriers to implementation;
- To work cooperatively as a team to share information and best practice across STFC, and link into the wider UKRI EDI work;
- To engage and update the EB EDI Champion as and when appropriate;

- Identify opportunities to enable STFC's community to promote EDI in their interactions and operations.

6.4.3 Meeting and Reporting

The group will meet every 2 months. It will report 2 monthly to EB and at least annually to the STFC EDI Advisory Board.

6.5 Risk and Assurance Committee

The Risk and Assurance Committee (RAC) aims to provide a single line of sight across significant strategic and operational risks which may impact on the ability of STFC to deliver its key goals and objectives and ensure there are robust mitigation plans to provide the necessary assurance for EB. RAC supports and oversees risk management in STFC and ensures that active risk management is embedded within operational activities. It is underpinned through the monitoring of a limited number of performance metrics in functional areas to support the STFC Annual Strategic Delivery Plan.

6.5.1 Membership

The RAC is chaired by the Chief Operating Officer. Membership is formed from representatives of each Directorate/Department responsible for maintaining links and embedding corporate standards in operational risk management. The membership of the RAC consists of representatives from all the directorate/departments:

6.5.2 Remit

The Risk and Assurance Committee will ensure that risk management is a dynamic process, providing a single source of truth for EB to fulfil the following responsibilities:

- Provide oversight and review of the Risk Management Framework which includes:
 - risk assessment, reporting and escalation on corporate and departmental/operational risks to inform the mobilisation of resource to mitigate key risks;
 - review and oversight of corporate and operational risk registers;
 - coordination, development and implementation of risk management policy and guidance;
 - evidence that STFC departments have effective engagement and ownership in the management and mitigation of risks;
 - a joined-up corporate and operational risk management framework by providing an appropriate communication interface between corporate and operational risk management;
 - a system that ensures a risk culture is embedded across STFC culture.
- Agree with UKRI an STFC Annual Plan on risk, assurance and governance monitored by exception and informed by annual self-assessment and review the annual self-assessment and the Annual Plan. Specific responsibilities:
 - re-evaluation of the STFC risk profile;
 - ensuring risk improvement actions are progressed;
 - identifying any actions required for further improvement;

- ensuring the framework remains fit for purpose;
 - providing clarity on STFC's risk appetite
 - impact of the work of the RAC;
 - Ensure STFC takes a robust approach to assurance and audit against key corporate and operational risks;
 - Compliance with UKRI policies and procedures.
- Monitor performance through performance scorecards by exception by taking a risk based approach that reports by functional areas on a monthly basis by exception;
 - With UKRI, providing independent assurance so there is a clear line of sight in scrutiny, compliance and delivery benefits of major projects and their major interdependencies on other operational services, such as HR, Finance, Estates etc. Such external assurance audits and 'deep dive' reviews will be informed against projects that have high risk scores.

6.5.3 Meetings and reporting

The Risk Assurance Group will meet quarterly and provide a monthly report to EB by exception. Significant reviews will be undertaken and will be aligned to the mid-year and year-end stewardship processes. The Chair, senior management or any member may ask the Secretary to convene further meetings to discuss particular issues on which the group's advice is required. RAC liaises with Operations Board and reports to the STFC Executive Board.

6.6 Project review Committee

The Project Review Committee (PRC) oversees projects delivered by the national laboratories. It provides regular (monthly) reports to the STFC's Operations Board on the status of the major projects within STFC, summarising key issues or risks identified within each project and the proposed mitigation action being taken in a 'Traffic Light' report format. PRC reports are reviewed by EB quarterly or more frequently as required. The PRC is also responsible for maintaining the Project Management Framework and will review this on an annual basis. Projects funded through Programmes Directorate but delivered out with the Laboratories are monitored at Programmes Directorate Division Heads meetings. STFC will be required to report on all projects with a value in excess of £20M. These reports are provided through the SPMO and review quarterly by EB.

A business critical project is typically deemed to be a project over £1 million per year (or over £5 million total value) in value or where there is a high reputational or other risk to STFC. It is the responsibility of the Project Sponsor to assess the business criticality of the project based on its risk and complexity. The STFC Risk Management policy provides guidelines to undertake this assessment. The Risk Assurance will provide a second line of defence on major projects for EB and where appropriate undertake deep dives to provide necessary assurance and learnings.

6.6.1 Membership

PRC membership comprises senior experts from each STFC Directorate and relevant departments.

6.6.2 Remit

The Committee Terms of Reference are:

- to monitor STFC's major or business critical projects, and maintain an STFC Project Register;
- to maintain and develop the STFC Project Management Framework; and
- To ensure there are robust mitigation plans on high level risks.

6.6.3 Meetings and reporting

To meet monthly and report to Operations Board by exception and quarterly to EB

6.7 Human Resources Committee

The HR Committee is a Sub-committee of the STFC Operations Board. Its purpose is the consideration of HR management matters on behalf of STFC and to report its deliberations and decisions to the Operations Board, and ultimately to the STFC Executive Board.

6.7.1 Membership

The membership of the HR Committee is:

- Associate Director HR Strategic Business Partnering STFC (Chair);
- Chief Operating Officer;
- Executive Directors for National Laboratories (Science & Technology and Large-Scale Facilities);
- STFC Director of Finance;
- Head of Daresbury Laboratory;
- Head of UK Astronomy Technology Centre;
- STFC's ED&I Champion;
- A representative from each of:
 - Programmes;
 - Strategy Planning & Communications;
 - Business & Innovation.
- The senior members of the STFC HR Business Partnering team;
- Other Department Heads as required and agreed by the Committee.

6.7.2 Remit

The terms of reference is

- The Committee shall maintain a general overview of how HR supports and furthers STFC's business objectives and of STFC's workforce and matters affecting it, including the effectiveness of business partnering arrangements and broader HR services into STFC;

- The Committee shall be informed of new and forthcoming UKRI HR work programs and initiatives and, where appropriate, seek views and input from OB members. Feedback will inform design of work programs and initiatives and implementation planning;
- The Committee shall take local decisions on behalf of OB/EB where there is delegated authority from UKRI and OB/EB on the matter at hand i.e. not policy which is set at UKRI level; and
- The Committee shall discuss progress against key people performance measures and any trends or developments within the workforce.

6.7.3 Meetings and reporting

The Committee shall normally meet on a quarterly basis. Input and feedback required on a more immediate basis will be via correspondence and/or via MS Teams.

Arrangement of meetings and the preparation of papers will be the responsibility of the meeting Secretary.

7 MANAGEMENT AND GOVERNANCE REVIEW PROCESS

STFC will review its overall management and governance arrangements to continually improve its effectiveness, which will be dependent not only on the workings of each component, but also on the overall coherence and functioning of STFC as a whole. Such arrangements will be established in close collaboration with UKRI. It is the intention that all committees will undertake a self-assessment of their effectiveness on an annual basis coupled with an external facilitated review of STFC management and governance every three years, providing impartiality and objectivity. Such reviews may include the following aspects:

- enablers of effective governance – the processes that provide a foundation for effective governance, including governance structures and processes; membership of committees and effective information and communication;
- Working relationships and committee behaviour – the dynamics of committees;
- The outcomes to effective governance – the results of the process of governance, including the extent to which the governing body ‘adds value’.

Such a robust approach will ensure the above aspects collectively contribute to development and goals of STFC.

8 REVISION HISTORY

Version	Date	Amendment	Content Owner	Authorised by:
1.0	01/2019	New document Approval after EB and Council Feedback	STFC COO	EB and Council
1.1	27/10/2019	In year review and revision	STFC COO	EB and Council
2.0	24/02/2022	Review and revision Inclusion of new/missing committees into Governance structure and removal of old/defunct committees	STFC COO	EB and Council
3.0	July 2023	Major revision to Council terms of reference (as agreed by UKRI Board), inclusion of new Science Boards and the new Innovation & Business Board	STFC COO	STFC Council