

Management and Governance of STFC

Version 1.1

October 2019

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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.

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1 STFC AS PART OF UK RESEARCH AND INNOVATION

The following sub-sections provide an overview of the functions of UK Research and Innovation (UKRI) and its councils as described in the Higher Education and Research Act 2017 (HERA 2017).

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; and
- Research England.

The Science and Technology Facilities Council (STFC), which is one of the seven science and humanities Councils of UKRI, is responsible for exercising the functions of UKRI in astronomy, particle physics, space science, nuclear physics and provision and operation of research facilities.

1.2 UKRI Board and UKRI Executive Committee

The governance of the UKRI is established by the HERA 2017. UKRI is governed by the UKRI Board, which is appointed by the Secretary of State, consisting of:

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

UKRI may establish committees (in addition to the Councils and its Executive Committee).

UKRI may delegate any of its functions to:

- a member of the UKRI board;
- an employee authorised for that purpose;
- a Council or Council sub-committee; or
- a general committee of UKRI.

1.3 Membership of the Councils of UKRI

The membership of the UKRI councils is defined by the HERA 2017. Each Council consists of:

- an Executive Chair, appointed by the Secretary of State;
- at least five and not more than twelve “ordinary members”.

The ordinary Council members of each Council are appointed by UKRI after consulting the Executive Chair. The Secretary of State may appoint one of the ordinary members of each Council after consulting with the UKRI chair. The quorum for a meeting of a Council is half the number of its members.

A Council may establish sub-committees and each Council is required to keep under review:

- a) the structure of its Council sub-committees, and
- b) the scope of each sub-committee’s activities.

1.4 The UKRI Executive Committee

The HERA 2017 requires UKRI to establish a committee called “the Executive Committee”, consisting of:

- the UKRI CEO, who is the chair;
- the UKRI CFO;
- the executive chairs of each of the nine councils;
- such other members as the CEO may appoint.

The ordinary Council members of each Council are appointed by UKRI after consulting the executive chair. The Secretary of State may appoint one of the ordinary members of each Council after consulting with the UKRI chair.

1.5 Delegated Authority

HERA requires the UKRI Board to delegate responsibility to the Councils for UKRI functions (e.g. power to carry out research and innovation) in line with maximum overall effectiveness efficiency and economy of UKRI, and to enable them to carry out the specific functions relevant to each Council. During the passage of the Bill, Ministers were clear that individual Executive Chairs would be empowered to take decisions in relation to their domain areas and to be responsible for managing institutes and facilities in these areas. The UKRI board are mandated to delegate to the nine Councils responsibility for decision making in relation to their domain area and adopted a principle of subsidiarity, i.e. that if decisions can be effectively delegated then they should be.

The primary mechanism for determining the details of the delegated responsibilities is through the annual Strategic Delivery Plans (SDPs) of the nine Councils of UKRI. Formally, the UKRI Board is responsible for commissioning and approving the nine Council SDPs, ensuring coherence and synergy between them and the overall UKRI strategy as owned and approved by Ministers. This will ensure that consistency and coherence between the Councils and the overall UKRI strategic plan. The UKRI Board will use the Council's Strategic Delivery Plan to sign off the key activities and direction of the individual Councils.

Executive Chairs will report in line management terms to the UKRI CEO and this is the mechanism by which the CEO will fulfil his/her Accounting Officer responsibilities. The CEO will delegate to each Executive Chair responsibilities for oversight of the proper use of government funds with respect to their areas, their role as a member of the UKRI Executive Committee, and any other responsibilities in respect to management of UKRI cross cutting funds.

The Scheme of Delegation will outline how Executive Chairs will want to work collaboratively, efficiently and effectively as possible across UKRI with the UKRI Executive Committee as the key decision-making body. The Scheme of Delegation will outline the services that will be provided to each Executive Chair, through the central UKRI corporate services (e.g. finance, HR and operations) and their responsibilities to work with the corporate services to ensure that, as a whole, the organisation makes efficient use of resources.

As well as delegating responsibility for each Council's specific area, the Scheme of Delegation may also delegate responsibility for Executive Chairs to undertake activities on behalf of the UKRI as whole. The STFC Executive Chair leads on Infrastructure, including the Research and Innovation Infrastructure Road Map and e-Infrastructure.

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/sub-committee 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 the 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*.

As an example of the decision-making chain, it is worth considering how the scientific advice from STFC's Science Board (which is a committee of Council) will be implemented. For example, this could be a recommendation on a particular project or prioritisation between areas of STFC science. The process is:

- The report from Science Board is considered by the Executive Board, which identifies the potential options, taking in to account strategic and financial constraints;
- Council considers the report from Science Board, which focuses on scientific advice, along with the options identified by the Executive Board;
- The Executive Board will take a decision on the issue in question, taking in to account the recommendations from Council.

3 STFC COUNCIL

The UKRI Board is empowered to undertake or delegate a series of eight functions (defined in Section 1.1) relating to science, research or innovation. UKRI will apportion these functions to the relevant Council. The Terms of Reference of the STFC Council have been approved by the UKRI Board and are summarised below.

3.1 Terms of Reference

STFC is responsible for covering research into particle physics, nuclear physics, space science and astronomy, for large-scale science facilities in the UK and internationally, and for developing its research and innovation campuses. As defined in the terms of reference, the responsibilities of STFC include, but are not limited to:

- 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; and
- accessing, maintaining, and develop the facilities and associated infrastructure to support the UK research base.

In addition, STFC will promote innovation activities (commercialisation and knowledge exchange) from its research domain and large-scale facilities.

The ordinary members of the Council will support and challenge the Executive Chair to ensure effective delivery of his/her responsibilities, and provide advice to the Board of UKRI as necessary.

The purpose of the Council and its relationship with the Executive Chair and the UKRI Board is further defined by the UKRI Framework Document and other documents defining the governance system (for example, the scheme of delegation). These terms of reference will be reviewed as and when the framework document or other relevant governance documents are updated. The roles, as they apply to STFC, are summarised below.

3.1.1 Role of the Executive Chair

The role and responsibilities of the Executive Chair can be found in more detail within the BEIS/UKRI Framework Document. The main points are:

- Executive Chairs will be responsible for the development and approval of their Council strategic delivery plans and will be responsible for delivery against the plans.

- Executive Chairs will also undertake cross-cutting activity on behalf of UKRI as a whole, reporting to the CEO.
- Executive Chairs will be delegated authority for managing budgets by the CEO through a system of delegations. The UKRI CEO will establish a system of controls and assurance to ensure his or her accounting officer responsibilities under 'Managing Public Money' are fulfilled.

3.1.2 Responsibilities of the Council and its Members

The responsibilities of Council members are defined in the UKRI Framework Document (May 2018) and in the Terms of Reference of the STFC Council. The non-executive (ordinary) members of the Council will:

- Support and challenge the Executive Chair to ensure the effective delivery of the Council's mission. In particular:
 - Provide guidance, advice and make recommendations as appropriate on research, knowledge exchange, training and innovation to the Executive Chair and, if required, to the UK Research and Innovation Board. Where relevant this will include ensuring that the UK receives greatest benefit from its involvement in major international programmes.
 - Contribute to the development and implementation of the UKRI Research and Innovation Strategy.
 - Provide leadership in the development and delivery of the STFC's Strategic Delivery Plan.
- Prioritise funding distribution between the disciplines within STFC's field of activity.
- Encourage collaborative working across the UK Research and Innovation Councils, and the wider research, innovation and business community, in order to foster strategic relationships.
- Providing advice on the development of research and innovation campuses to ensure their greatest impact and value to the UK.
- The Council may support the Executive Chair in managing risk and providing assurance in relation to large investments, including Institutes, and reporting to the main UK Research and Innovation Audit, Risk, Assurance and Performance (ARAPC) as frequently as the risk requires. The Council may also have a role in advising the Executive Chair on governance structures and reviewing their annual assurance statement prior to submission.
- Advise the Executive Chair on the appointment of Institute Directors and senior management staff and on terms and conditions of academic, specialist and research staff in the STFC's institutes.

3.1.3 Role of the Senior Independent Member

A member of each Council of UKRI is appointed as Senior Independent Member (SIM). This role ensures that a clear accountability structure for UKRI remains while enhancing overall governance. Key responsibilities may include:

- Supporting the Executive Chair, providing an independent sounding board and source of advice both on questions of content and also on how to deliver the most effective operation of the Council.
- Responsibility to assure the CEO/UKRI Board that the Council is operating effectively. They should communicate any concerns to the Executive Chair. If it is not possible to resolve these, they should raise them with the UKRI CEO and Board.

- Maintaining regular contact with Council members to understand their perspective on the operation of the Council, and acting as an intermediary with the Executive Chair if helpful.
- Acting in a deputy capacity to chair all or some Council meetings or some parts of Council meetings as appropriate and with agreement of the Executive Chair and Council members

3.2 Council Membership (2018/2019)

The current membership of the STFC Council is:

- Professor Mark Thomson (Executive Chair), STFC;
- Professor Richard Kenway (Senior Independent Member), University of Edinburgh;
- Professor Mike Dunne, Stanford Linear Accelerator Center;
- Professor Isabelle Baraffe, University of Exeter;
- Mr Dick Elsy, High Value Manufacturing Catapult;
- Professor Karen Holford, University of Cardiff;
- Professor Anupam Ojha, National Space Centre;
- Professor Sheila Rowan, University of Glasgow;
- Professor David Rugg, Rolls-Royce;
- Professor Tony Ryan, University of Sheffield;
- Dame Frances Saunders.

3.3 STFC Council: Operational Mode

The responsibilities of Council are defined by HERA 2017 and the UKRI Framework Document, but the mode of operation is relatively unconstrained. For STFC, this has been discussed and agreed by Council and Executive Board. The operational model reflects the division of responsibilities outlined in Section 2.1 and the responsibilities of the Terms of Reference outlined in Section 3.1.

3.1.4 Council Meetings

The STFC Council will normally meet six times a year. The Senior Independent Member (or another ordinary Council member) may act as Deputy Chair at a Council meeting as determined collectively by the Council, or in the event that the Executive Chair is not able to attend, or must excuse his/herself due to a conflict of interest in relation to a specific item, or with agreement of the Executive Chair and Council, may take on the role of chair in all council meetings.

Council meetings normally will be scheduled for a single day and will rotate between the STFC sites. The agenda and format of the Council meetings will be defined by the Executive Chair in consultation with the Senior Independent Member (SIM). Meetings will be structured to encourage open discussion and Council input. This will be achieved by focussing meetings on a relatively small number of key issues, rather than a larger number of lesser topics. As a guideline, at least half the time during the meeting normally will be reserved for discussion.

Meetings will commence with an *in camera* session, attended exclusively by the Executive Chair and the non-executive Council members. During this session, the Executive Chair will give an update from STFC. This part of the meeting will be chaired by the SIM. Other topics may be included. The purpose of the *in camera* session is to provide a forum for candid advice. The remainder of the meeting will be open in the sense that Council may wish to invite individuals from STFC and/or UKRI to attend for specific agenda items. For example, topics relating to the development of the STFC Strategic Delivery Plan normally will be attended by the Executive Director for Strategy, Planning and Communications and potentially their senior team members. Other topics may involve the entire Executive Board. The designated member of the UKRI senior team assigned to STFC Council will be invited to attend to the open part of the meeting as an observer.

Each year, two of the six council meetings normally will take place in an extended one-and-half day format. The *in camera* session will take place during the first (half) day of the meeting. The second (full) day will be a joint meeting of STFC Council and the entire STFC Executive Board. The joint meeting may adopt a workshop format focusing on key areas of policy and/or strategy development. The joint meeting usually will focus on the Strategic Delivery Plan and other important topics requiring the presence of Council and the entire Executive Board team. The designated member of the UKRI senior team will be invited to attend this part of the meeting as an observer.

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

3.1.5 Delivering the Collective Responsibilities of the STFC Council

The ordinary (non-executive) members of the Council play an important role in the top-level governance of STFC. The responsibilities of Council are described in the Terms of Reference of Council and the UKRI Framework document (May 2018), as summarised in Section 3.1.2. Whilst the responsibilities are clearly defined, the practical implementation scheme is not. Council has agreed that in order to exercise these responsibilities, the non-executive STFC Council members will:

- *“Provide guidance, advice and make recommendations as appropriate on research, knowledge exchange, training and innovation to the Executive Chair and, if required, to the UK Research and Innovation Board. Where relevant this will include ensuring that the UK receives greatest benefit from its involvement in major international programmes”* by:
 - setting up an advisory structure, reporting directly to Council, covering the STFC domain areas on research, knowledge exchange, training and innovation;
 - through direct engagement and/or leadership of a number of the bodies set up in the advisory structure;
 - having Council representation on Task and Finish groups, for example, the CSR Sub-Group;
 - having early sight of significant issues being considered by the Executive Board.
- *“Contribute to the development and implementation of the UKRI Research and Innovation Strategy”* by:

- being included in the circulation of the papers for the UKRI Executive Committee meetings and passing on any viewpoints to the Executive Chair. The Executive Chair will highlight specific agenda items where input would have the most value.
- *“Provide leadership in the development and delivery of the STFC’s Strategic Delivery Plan”* by:
 - working closely with the STFC Executive Board in the development of the overall strategy;
 - discussing major strategic issues with the STFC strategy team during STFC Council meetings;
 - attending joint STFC Council/Executive Board workshops on strategy;
 - participating in the preparations for STFC’s input to Comprehensive Spending Reviews (CSRs) through the Council CSR Sub-Group;
 - providing the final internal endorsement of the STFC Strategic Delivery Plan;
 - provide high-level oversight of STFC’s progress against the Strategic Delivery Plan;
- *“Prioritise funding distribution between the disciplines within STFC’s field of activity”* by:
 - using the existing STFC Science Board as the top-level independent scientific peer review body for STFC;
 - making recommendations on priorities to the STFC Executive Board, based on the recommendations of Science Board, Technology Board and the broader Council advisory structure.
- *“Encourage collaborative working across the UK Research and Innovation Councils, and the wider research, innovation and business community, in order to foster strategic relationships”* by:
 - setting up an innovation advisory structure with Council representation;
 - forming a joint committee, including members of the STFC Council and the Innovate UK Council;
 - developing mechanisms (initially through a Task and Finish group) to collaborate with other councils on cross-cutting/interdisciplinary work;
 - actively engage with industry and business leaders, representing STFC’s interests.
- *“Providing advice on the development of research and innovation campuses to ensure their greatest impact and value to the UK”* by:
 - discussing and agreeing the STFC strategy on the Daresbury and Harwell campuses with the STFC executive team.
- *“The Council may support the Executive Chair in managing risk and providing assurance in relation to large investments, including Institutes, and reporting to the main UK Research and Innovation Audit, Risk, Assurance and Performance (ARAPC) as frequently as the risk requires. The Council may also have a role in advising the Executive Chair on governance structures and reviewing their annual assurance statement prior to submission”*. Council will play this supporting role by:
 - Establishing a “Finance and Governance Committee” with membership made up of three (non-executive) members of Council and independent membership. The committee will meet quarterly and report to Council;
 - reviewing the recommendations arising from the rolling triennial programme of reviews of the STFC large-scale facilities (ISIS, Diamond Light Source, CLF).

- “Advise the Executive Chair on the appointment of Institute Directors and senior management staff and on terms and conditions of academic, specialist and research staff in the STFC’s institutes” by:
 - where appropriate, having a non-executive member of Council sitting on the appointment panels for STFC executive-level management staff;
 - engaging with and advising the STFC Executive Board on pay and conditions where appropriate, recognising responsibilities for remuneration reside with UKRI.

3.4 STFC Council Committee Structure

The committees, and associated sub-committees, reporting to STFC Council are shown in Figure 1. They cover the areas of: governance; science and technology strategy; education and public engagement; innovation; and equality, diversity and inclusion. 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 Section 5.

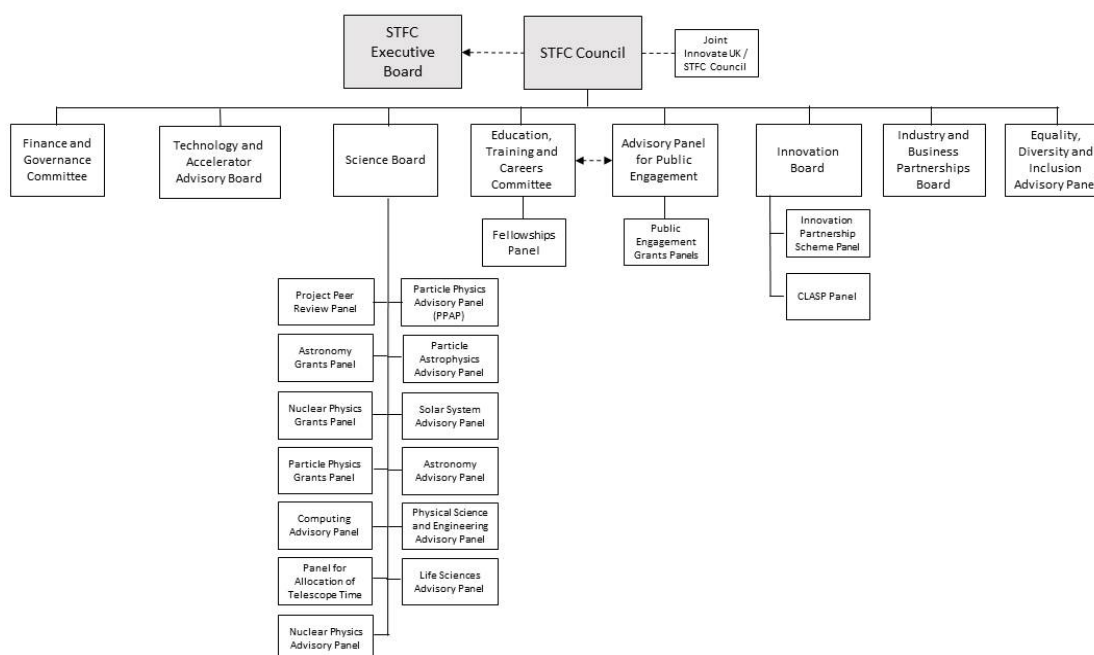


Figure 1: Overview of the Committee Structure reporting to the STFC Council..

The quorum for STFC Council and also for its committees is more than 50% of members. STFC Executive Directors are deemed attendees if they attend Council or a present on Council committees and sub-

committees. All STFC and STFC Council committees will ensure that its business is conducted in accordance with the STFC Ethics Policy, set by the Ethics Committee (section 6.11) and endorsed by Council. The terms of reference of the committees of STFC Council will be reviewed annually at the first Council meeting of the new Financial Year.

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 organizational structure is indicated in Figure 2. 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 Heads of 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 the Heads of Finance and Human Resources are key members of the STFC Executive Board.

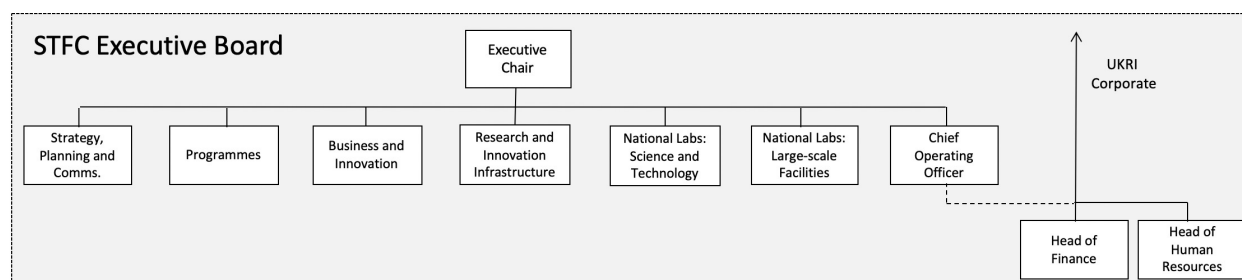


Figure 2: Composition of the STFC Executive Board. The six STFC Executive Directors report directly to the STFC Executive Chair. The Head of STFC Finance and the Head of STFC Human Resources have direct lines of responsibility to UKRI Corporate functions with indirect reporting lines to the STFC Chief Operating Officer (COO). In addition, the Director of the Research and Innovation Infrastructure strand, which the STFC Executive Chair leads on behalf of UKRI, attends at the STFC Executive Board.

4.1.1 Membership of the STFC Executive Board:

- 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 Director for the Research and Innovation Infrastructure Roadmap project;
- the Head of STFC Finance (who is the corresponding UKRI Business Partner);
- the Head of STFC Human Resources (who is the corresponding UKRI Business Partner).

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

The constitution of the Executive Board is defined by the Executive Chair, in consultation with the STFC Council. With the exception of the Executive Chair, who is appointed by the Secretary of State, the members of the Executive Board are appointed through STFC's standard recruitment processes.

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 directorate-level organisational structure of STFC is summarised in Figure 3. This organizational chart indicates the director-level organisation below the Executive Board. It captures the areas of responsibility of the different members of the Executive Board. The roles and responsibilities of the individual members of the Executive Board are described below.

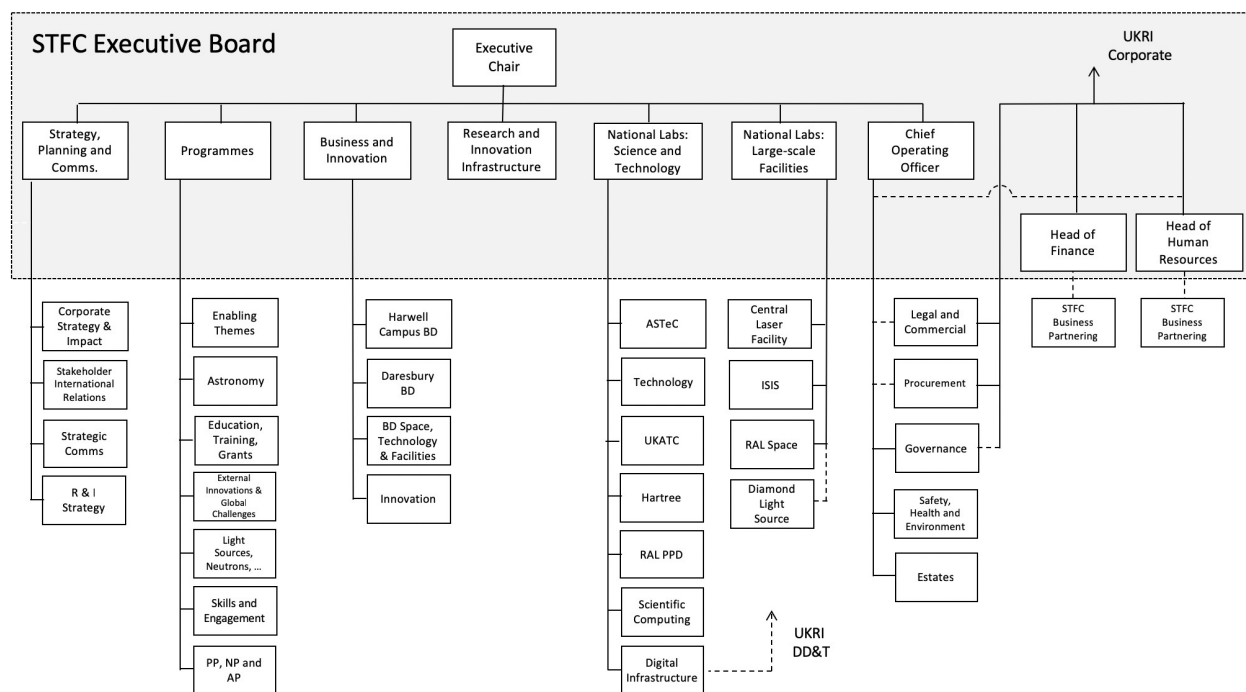


Figure 3: STFC's directorate-level organisational structure. The relationship between STFC and UKRI corporate services and between STFC Digital Infrastructure and UKRI Digital, Data and Technology are indicated.

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

The Executive Director for SPC is responsible for:

- 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 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.

The Executive Director for Programmes is responsible for:

- the national stewardship of the astronomy, particle physics, space science, nuclear physics disciplines, accelerator R&D and for the Island observatory sites.
- 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 at 3 sites, and direct line management of 8 Heads of Department/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 Large Facilities Steering Group and the 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.

4.3.4 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.

4.3.5 Director for the UK Research and Innovation Infrastructure Roadmap

The UK Research and Innovation Executive Committee has commissioned work to map and strategically plan the totality of the UK Research & Innovation Infrastructure funded by the Department for Business, Energy and the Industrial Strategy. The Director for the UK Research and Innovation Infrastructure Roadmap will lead this work, reporting to STFC Executive chair, who is the Senior Responsible Owner of the project.

The UKRI Research and Innovation Infrastructure Programme Director will oversee a programme of work to produce a road-map to 2030 covering future requirements (scientific, economic, and social) and identify thematic investment priorities. They will ensure that these priorities are appraised in terms of their scientific, economic and social benefits to provide clear and consistent advice. These competing priorities will be tensioned by the UK Research and Innovation Board and, together with the Roadmap, will form the basis of advice to Ministers.

Responsibilities include:

- Providing effective, consistent and inspirational leadership of the broader programme throughout the full lifecycle from inception to formal issue of the Roadmap;
- overall strategic mapping and thematic appraisal of the proposed UK research and innovation infrastructure portfolio and presenting options for discussion to the UK Research and Innovation Executive Committee and Board;
- coordinating programme resourcing and bringing together the broad range of skills required for its successful delivery;
- representing the programme at high-profile events and meetings as required;
- engagement of senior and executive stakeholders across research institutes, BEIS partner organisations, academia, industry and government both within the UK and where appropriate overseas; addressing complex issues with stakeholders ensuring they are fully engaged and able to support delivery;
- resolution of strategic and tactical issues;
- accountability for the reporting on progress to the UK Research and Innovation Executive Team and Board.

4.3.6 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.
- Delivering a coordinated and collaborative approach across Departments, instilled at all levels of management of people, operations and programme.

4.3.7 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.

4.3.8 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 STFC Head of HR 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), 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.

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

4.3.9 STFC Head of Finance

The STFC Head of Finance is accountable to UKRI and works closely with the STFC Chief Operating Officer and STFC Executive Directors, with responsibilities to:

- 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.

4.3.10 STFC Head of Human Resources

The STFC Head of Human Resources is accountable to UKRI and works closely with the STFC Chief Operating Officer and STFC Executive Directors, with responsibilities to:

- Support the Lead Strategic HR Business Partner to achieve the HR strategic objectives, as set out in the HR Strategic Action 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 assist the Lead Strategic Business Partner 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.
- Be responsible for the casework, ensuring that the local HR Business Partners and Advisors are well supported to deal with all employee relations cases, in accordance with UKRI Policy and best practice and for producing a regular Case List activity report for the Lead Strategic Business Partner to take to SLT meetings.
- Take responsibility for running regular HR workshops to provide line managers 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, through the further development of the HR Business Partners and Advisors, ensuring that the high standards within the team are developed and maintained.
- Act as an ambassador for the HR Business Partner model, actively driving up standards to highlight the benefits of the model for all staff and managers.
- Provide with the Strategic HR Business Partner, lead the way for local teams through cultural transformation, driving best practice during an unprecedented time of change 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 Business Partners.
- Work closely with the Strategic Business Partner, lead the continuation of the UKRI people and cultural change within Councils.
- Leading the implementation of sound financial, safety and risk management.

4.4 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.
- A single shorter video/phone meeting is 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 are brought to the STFC Executive Office by the Wednesday before the weekend preceding the meeting.
 - Uncontroversial agenda items, which are for note only, will appear on the agenda as “starred” items. As such they will not be discussed at the Executive Board meeting, unless a member of the Executive Board requests to “unstar” them.
 - The final agenda and papers are circulated to the Executive Board by noon on the Friday preceding the meeting.
 - The final agenda also will be circulated to the members of STFC Council, along with papers where the Council advice is likely to be sought.
 - Following the meeting, draft minutes 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.
- 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.

4.5 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 4. 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.

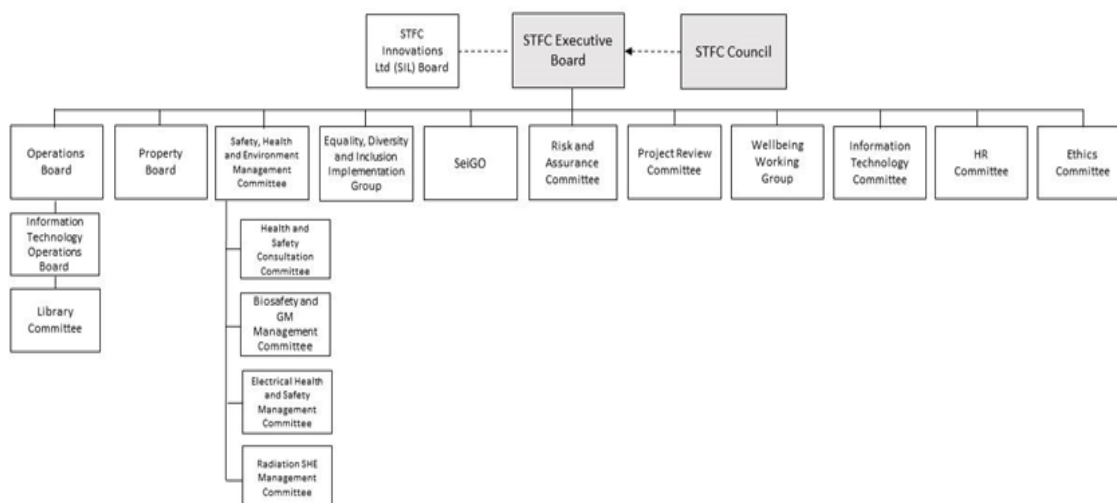


Figure 4: Committees reporting to the STFC Executive Board and sub-committees. Also shown is the STFC Innovations Ltd. (SIL) Board of which STFC is a shareholder.

4.5.1 Committees reporting to the Chief Operating Officer

The Chief Operating Officer is responsible for a number of Committees as shown in Figure 5. Reference to the Safety Health and Environment Management Committee and Risk Assurance Committee is outlined in sections 6.3 and 6.6 respectively.

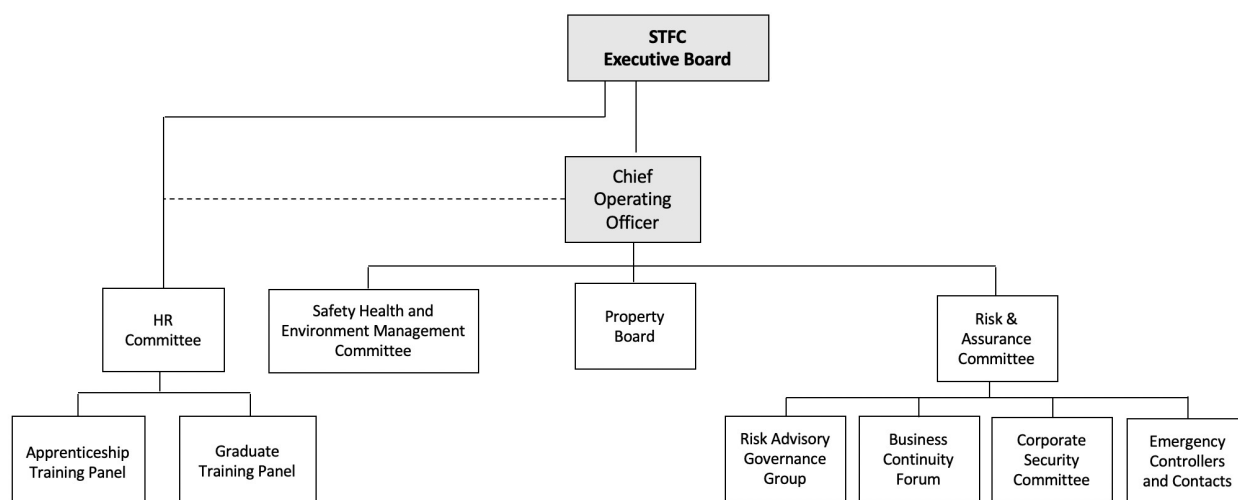


Figure 5: Committees reporting to Chief Operating Officer.

5 COMMITTEES REPORTING TO STFC COUNCIL

The advisory bodies and committees reporting directly to Council were indicated in Figure 1. The membership and terms of reference are described in the following sub-sections.

5.1 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; and
- financial control and reporting.

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

5.1.1 Membership

The FGC is constituted as follows:

- three members of Council (one of whom will be the chair);
- optionally, two additional co-opted independent external members;
- the STFC Chief Operating Officer
- the STFC Head of Finance
- the STFC Head of Governance

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.

5.1.2 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 Chairs 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.

5.1.3 Meetings

The FGC will normally meet four 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 means of telephone 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.

5.1.4 Remuneration

All matters relating to remuneration are considered by the UKRI Remuneration Committee.

5.1.5 Membership

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

5.1.6 Remit

The Committee will consider all matters relating to the creation, grading and filling of senior roles, and the associated pay and reward for relevant UKRI employees within STFC. (These are referred to below as STFC senior staff'.) Senior staff are defined as senior employees who are not on the main pay grades,

many of whom may also be on personal contracts. The Committee is authorised to consider requests for the creation of new and the filling of existing senior roles in STFC. The Committee has the following authority to approve remuneration for STFC senior staff:

- for STEM staff up to £150,000;
- for non-STEM staff up to £100,000.

Packages over these amounts must be submitted to UKRI Nominations and Remuneration Committee for their approval and to BEIS for consideration by their advisory SCS Recruitment Panel.

5.1.7 Meetings

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

5.2 Technology and Accelerator Advisory Board

Technology and Accelerator Advisory Board is a new Board charged with providing strategic advice on STFC's funding and support for underpinning technologies, including accelerator science and technology, and the connection to innovation and industry. It reports directly to Council. The secretariat for Technology and Accelerator Advisory Board is provided by the Strategy, Planning and Communications Directorate.

5.2.1 Membership

Technology and Accelerator Advisory Board consists of approximately 14 senior members of the UK academic and research community with expertise in STFC's underpinning technologies – detectors and instrumentation, accelerators (fundamental research and applied / exploitation science), specialist engineering, optics, e-infrastructure – users or members of international laboratories and / or STFC's National Laboratories, and senior individuals with expertise in technology exploitation and / or commercialisation. The membership of the committee is refreshed on a yearly cycle.

5.2.2 Remit

The Technology and Accelerator Board:

- Advises STFC on the development and maintenance of long term technology and accelerator strategies. This includes identifying and prioritising opportunities for its technology and accelerator programmes;
- Provides advice on underpinning technology and accelerator development to support large scale facilities;
- Consults with the appropriate communities via STFC's advisory panels to ensure the technology and accelerator strategies remain the most viable for the UK;
- Considers possible new areas of activity, new collaborations and partnerships, giving advice on their strategic importance and the level of resources required to deliver them;
- Identifies areas of missing capacity or capability;
- Advises on prioritisation within STFC's technology and accelerator programme, through the STFC programme evaluation process or specific ad-hoc reviews, as required;

The Technology and Accelerator Advisory Board may form expert sub-groups and delegate tasks when it is appropriate to do so. It is recognised that the Board may require access to a wider breadth of knowledge and the mechanism for this is through a college of 'non-core' Board experts.

5.2.3 Meetings and Reporting

The Board will meet four times each year, with two of these meetings focussing on accelerator science and technology. The report from Technology and Accelerator Board meetings will be circulated to the Executive Board prior to presentation and discussions at Council. The secretariat of the Technology and Accelerator Advisory Board is provided by the Strategy, Planning and Communications Directorate.

5.3 Science Board

Science Board is STFC's principal scientific advisory committee. It reports directly to Council. Science Board provides the STFC with a strategic scientific overview and assessment of, and science advice on, all of the programmes STFC supports. It is supported by advisory panels, peer review committees and other advisory committees. The secretariat for Science Board is provided by the Strategy, Planning and Communications Directorate.

5.3.1 Membership

Science Board consists of approximately 15 senior members of the UK academic and research community with representation from STFC's core research stakeholder communities: particle physics, astronomy, particle astrophysics, nuclear physics and the users of the STFC operated national facilities. The membership of the committee is refreshed on a yearly cycle. The Chair of Science Board serves for two years and is supported by a Deputy Chair.

The appointments of the Chair and Deputy Chair of Science Board are approved by Council. The selection panel for these appointments is convened by the SPC directorate, and includes at least one member of Council. The normal expectation is that the Deputy Chair will become the next Chair of Science Board.

5.3.2 Remit

To provide the Science and Technology Facilities Council with a strategic scientific overview and assessment of, and science advice on, all of the programmes STFC supports. The Science Board:

- Formulates and updates long term science and technology strategies for STFC. This includes identifying and prioritising scientific opportunities and understanding the technological and resource needs;
- Reviews STFC science and technology programmes and investments, assessing their recent and predicted scientific productivity against agreed and publicised criteria;
- Consults with the appropriate communities via its advisory panels to ensure the science and technology strategies remain the most viable for the UK;
- Agrees and recommends a detailed STFC scientific investment plan against a budget set by the Council using published criteria and, accounting for the agreed programme priorities, the long-term science strategy and strategic reviews of STFC's programmes;
- Provides advice to Council on criteria for selecting projects and areas of science based on their scientific quality alongside other impacts, including economic impact and societal impact (outreach);
- Provides strategic scientific advice, as required, on STFC's non-scientific programmes, including STFC's campuses and innovation programmes;
- Provides strategic scientific advice, as required, on the programmes of the UK Space Agency (UKSA) as part of the 'dual key' arrangements;
- Monitors and reviews the operations of, and provides strategic advice and guidance to, peer-review panels.

Science Board provides independent advice to Council, making recommendations on scientific strategy. In this context it may engage in external reviews. Science Board may form expert sub-groups and delegate tasks when it is appropriate to do so. It is recognised that Science Board may require access to a wider breadth of knowledge and the mechanism for this is through a college of ‘non-core’ Science Board experts.

5.3.3 Meetings and Reporting

Science Board will normally meet between four and six times a year. The secretariat for Science Board is provided by the STFC Strategy, Planning and Communications (SPC) directorate. The SPC directorate also supports sub-committees of Science Board. The report from Science Board meetings will be circulated to the Executive Board prior to presentation and discussion at Council.

5.4 Skills and Public Engagement

The STFC Council will play a proactive role in supporting the STFC Education, Skills, Training and Public Engagement agenda. Two designated members of Council will actively support strategic and operational developments in these areas through long-term engagement with:

- the Education, Training and Careers Committee (ETCC) – primarily through its Chair but also as a Committee member;
- the Advisory Panel for Public Engagement (APPE) – primarily through its Chair but also as a Committee member;
- the STFC Head of Skills and Programme Delivery
- the STFC Head of Skills and Engagement;
- the Directors of National Facilities.

The Council members would also liaise with the STFC Executive Board on topics related to skills and public engagement.

The two designated Council members would lead in providing strategic advice to Council in areas relating to skills and public engagement. This would be through working with the Chairs of both Committees (APPE and ETCC) to support them but with the Chairs retaining overall leadership of the Committees with the Council members supporting them as “critical friends”.

The Council members, working with the Committee Chairs, would also engage with Executive Directors of the national laboratories to develop an effective and consistent approach to skills development and public engagement and support the various Laboratories in terms of their consideration of skills issues/public engagement. One Council member will focus on the skills, education and training agenda and engagement (APPE-related) and one on education/training (ETCC-related). Both Council members, together with the APPE and ETCC chairs, would work together in working with STFC’s Executive Board, National Laboratory Directors and when supporting the Executive Chair in wider UKRI discussions which are relevant.

5.4.1 Operational Model

The operational model for the Skills and Public Engagement committees is summarised below:

- APPE and ETCC would report directly to Council through their chairs.
- The nominated members of Council will attend ETCC and APPE meetings as members of these Committees/Panels and will also work directly with the Chairs of both Committees/Panels to support them in their work. The Committee/Panel chairs will retain leadership of the areas of responsibility of the Committee.
- The nominated members of Council and the APPE and ETCC chairs will work with the STFC Head of Skills and Programme Delivery and the STFC Head of Skills and Engagement to give strategic advice and provide challenge and support
- Every six months there will be a meeting of the nominated members of Council, the chair of APPE, the chair of ETCC, the STFC Head of Skills and Programme Delivery
- The STFC Head of Skills and Engagement and the two National Laboratory Executive Directors. The meetings would focus on the findings, discussions, and recommendations of the STFC Council.
- The nominated members of Council would, when required, support the Executive Chair in the areas of skills, training and public understanding of science in upwards discussions through UKRI meetings and UKRI cross-council structures and strategy discussion in these areas.

The secretariat for the ETCC and APPE, and any sub-committees, will be provided by the Programmes directorate.

5.5 Education, Training and Careers Committee

The Education, Training and Careers Committee (ETCC) provides advice to Council and the Executive Board 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.

5.5.1 Membership

The Committee will report to Council, consisting of a Chairperson, plus up to twelve members and a dedicated member of STFC Council.

Independent Chair, with members from academic, industrial and other communities who have expertise in skills and training.

- the STFC Head of Skills and Programme Delivery
- the STFC Head of Skills and Engagement

5.5.2 Remit

The key areas of responsibility for the STFC ETCC are to:

- advise the Executive Board, and Council, on the mission, vision, and high-level objectives for ETCC with STFC science and technology, and on policies and strategies to achieve those objectives.
- bring best practice in STFC Education, Training and Careers for the benefit of the programme.

- receive reports from the Executive on programme elements and their impact, and will advise on the development of metrics and the evaluation of the programme. ETCC will take in to account the learning obtained from the programmes of partner organisations in the UK and abroad as appropriate.
- ensure the Committee oversees the allocation of STFC Doctoral Training Partnerships, the peer review and award of fellowships and Industrial CASE studentships and the quality of training provided by these programmes.
- ensure the ETCC also considers the skills needs of National Laboratories. The Panel will focus on areas which will also include high level advice and support relating to:
 - policy-setting;
 - the student accreditation process;
 - formulation the Strategic Delivery Plan embracing education, training and careers;
 - strategies for delivering such work, including funding and strategic partnerships;
 - advising on skills requirements for STFC laboratories and experiments;
 - advising on the budget, resource, and balance of activities across the ETCC programme;
 - advising on techniques and methods of in showcasing the work of ETCC;
 - advising on useful metrics for monitoring and evaluating the impact ETCC against the Strategic Delivery Plan, and on evaluation policies.

5.5.3 Membership and Reporting

The Committee will meet two to three times a year and will report to Council. Panel membership will be reviewed by STFC each year. Other STFC staff, will be in attendance regularly. Other visitors to the Panel will be invited as appropriate, to provide the Panel with any necessary context or expertise to supplement discussion and advice. The Committee will be supported by the Programme directorate.

5.5.4 Fellowships Panel

The Education, Training and Careers Committee oversees the peer review of applications for STFC Ernest Rutherford fellowships. The Fellowships Panel is a sub-committee of the ETCC and is chaired by the chair of ETCC. The panel is split into sub-panels covering the STFC core research areas to assess the applications. Membership of the panel is taken from members of ETCC and applicants from the STFC annual call for panel memberships. The shortlist of applicants will be interviewed following the sifting meeting with the interview panel comprising representatives from all of the sifting sub-panels. Awards are made following the outcome of the interviews.

5.6 Advisory Panel for Public Engagement

The Advisory Panel for Public Engagement (APPE) provides advice to Council and the STFC Executive Board 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. Members of the Advisory Panel for Public Engagement demonstrate expertise in the strategy,

planning, delivery, and evaluation of a range of public engagement programmes. The panel draws from all disciplinary backgrounds, with members understanding the UK landscape of public engagement with science, technology, engineering and mathematics (STEM).

5.6.1 Membership

The panel consists of:

- an independent chair;
- a dedicated member of STFC Council;
- general membership from STFC's stakeholder communities;
- the STFC Head of Skills and Programme Delivery;
- the STFC Head of Skills and Engagement.

The general membership is drawn from STFC's stakeholder communities as deemed appropriate, and will most commonly be represented by;

- researchers with an interest in public engagement issues who are active in any of the areas of science or technology supported by the Council, or who are users of the Council's facilities;
- expertise in UK science communications issues;
- expertise in science education at school and college level;
- professionals from the science centres and museums sector;
- expertise in mass media and new media;
- expertise in science policy and science communications, including research and science and technology studies;
- expertise in engagement programmes from major UK (or international) laboratories, including public engagement with technology or engineering aspects of their work.

Panel membership will be reviewed by STFC each year. Other STFC staff, including public engagement managers, will be in attendance regularly. Other visitors to the Panel will be invited as appropriate, to provide the Panel with any necessary context or expertise to supplement discussion and advice.

The Panel will be supported by the Programme Directorate

5.6.2 Remit

The key areas of responsibility for the STFC APPE are to:

- advise the Executive Board, and Council, on the mission, vision, and high-level objectives for a programme of public engagement with STFC science and technology, and on policies and strategies to achieve those objectives.
- bring best practice to STFC's public engagement work, for the benefit of the programme.
- To receive reports from the Executive Board on programme elements and their impact, and will advise on the development of metrics and the evaluation of the programme. APPE will take in to account learning obtained from the programmes of partner organisations in the UK and abroad as appropriate.

- To focus on areas of concern for the Panel will be;
 - engagement of public audiences with STFC science, technology, engineering and maths ('STEM') activities;
 - support and policy-setting regarding researchers' engagement work, including advising on engagement policies connected with research grants, projects, studentships and Fellowships;
 - advising on the formulation of the STFC strategic plan for public engagement;
 - engaging schools, teachers and young people with STFC's STEM work;
 - strategies for delivering such work, including funding and strategic partnerships;
 - advising on engagement work and partnerships for STFC laboratories and experiments;
 - advising on best practice for the facilities in which STFC is involved, such as the Diamond Light Source in the UK, and the international agencies and facilities (CERN, ESA, ESO, ESRF, ILL, etc.);
 - advising on public engagement with the work of the science and innovation campuses;
 - advising on the budget, resource, and balance of activities across the public engagement programme;
 - advising on techniques and methods of science communications and public engagement, including traditional and new media;
 - advising on any societal issues raised by STFC programmes and how to handle them, including public consultations, dialogues and debates, surveys, etc.;
 - advising on useful metrics for monitoring and evaluating the impact of the public engagement programme elements, and on evaluation policies.

5.6.3 Public Engagement Grants Panels

There are a range of panels that consider the award of public engagement grants – Spark Awards, Nucleus Awards, Legacy Awards, and Leadership Fellows in Public Engagement. Applications for public engagement funding are received by STFC in response to specific funding opportunities, and are assessed via competitive peer review processes.

Membership of these panels is determined by applications made as part of STFC's annual call for panel memberships. All public engagement panels are convened and monitored by a member of the STFC public engagement team. Each panel produces recommendations for funding in the form of a rank-ordered list of received proposals. These recommendations are considered by the delegated budget holder for STFC's public engagement activities, who funds proposals in priority order against the available budget.

5.7 Innovation Board

The Innovation Board (IB) provides independent advice to Council, in developing an effective innovation strategy as part of STFC's Strategic Delivery Plan. In this context it may engage in external reviews. However, any such engagement must have due regard to the impact on STFC, and Council should be consulted as to

the nature of the external engagement. The sub-committees of Innovation Board (the CLASP and IPS panels) provide advice and peer review for specific innovation-focussed grants schemes.

5.7.1 Membership

The membership will consist of:

- Two members of STFC Council, one of whom will be the Chair;
- One member of the STFC Innovations Ltd. (SIL) Board;
- One senior representative from Innovate;
- Between five and eight independent members with substantial experience and expertise in delivering innovation;
- Executive Director of the Business and Innovation Directorate;
- Head of External Innovations (Programme Directorate).

5.7.2 Remit

The Innovation Board will provide strategic advice on:

- The content, balance and priorities of STFC's existing innovation programmes;
- Engaging with innovation activities across UKRI and new approaches to delivering innovation within STFC;
- STFC's participation in the research and innovation campuses at Harwell and Daresbury, and leadership of the innovation opportunities at these locations;
- How STFC can capitalise on its expertise and experience in innovation, and how STFC's contribution to innovation can best be promoted to stakeholders and Government;
- Approaches to capturing, measuring and communicating the impact derived from innovation activities supported by STFC, both in the shorter term and longer term, including the criteria for success;

In addition, the Innovation Board is responsible for the Innovations Balance of Programmes exercise.

5.7.3 Meetings and Reporting

The Innovation Board meets twice yearly and reports to Council.

The secretariat for the Innovation Board is provided by the Business and Innovation Directorate. The secretariat for its sub-committees (IPS and CLASP) is provided by the Programmes Directorate.

5.7.4 Innovation 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.

5.7.5 Challenge Led Applied Systems Programme Panel

The Challenge Led Applied Systems Programme (CLASP) Panel is a peer review body, set up to make recommendations on grant applications received against the CLASP calls. Panel members are required to mentor applicants through the full proposal preparation and to assess progress of the project by review of reports. It will undertake this task having regard to the overall strategy and policy of STFC's Council and Science Board, and to the budget positions as advised by the executive.

The core panel is comprised of representatives from academia, government and industry. For each call the panel will contain a minimum of two specialists with expertise relevant to the specific call remit. This may necessitate the co-option of external specialists. The Chair is appointed for a period of two years. The Chair is selected from the existing panel members by the STFC executive.

5.8 Industry and Business Partnership Board

This new body aims to bring together leaders of major partners in industry to build and further strengthen the connections of STFC to businesses. It is industry led, with the aim of providing advice to STFC on how to strengthen links to and partnerships with industry and business.

5.8.1 Membership

The membership is formed from:

- two members of STFC Council (one of whom will be the chair);
- up to ten external members from the 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).

5.8.2 Remit

The industrial and business partnership committee will:

- Provide advice and recommendations on the industry and business strategy for STFC;
- Define and recommend an industrial engagement plan that is effective and efficient for all parties involved;

- Define and recommend an appropriate means of articulating the benefits of engagement for both sides, including direct commercial facility use and the manufacturing supply chain feeding into STFC;
- Define and recommend an engagement plan for three-way STFC - industry - academia collaborations;
- Review and capture global best practice with respect to industrial engagement by national facilities to inform strategy and engagement plans;
- Maximise alignment to and leverage of funding mechanisms such as ISCF and other government funding initiatives and policy.

5.8.3 Meetings and Reporting

The Industry and Business Partnership Board meets three a year. The minutes of the meetings will be reported to STFC Council.

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

5.9 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 Implementation Group.

5.9.1 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:

- One member of STFC Council (Chair);
- Between three and five independent members (external to STFC), recruited and appointed through an open application process;
- Head of the STFC HR ED&I function.

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.

5.9.2 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 to the Head of STFC's ED&I HR function on the development of STFC's ED&I strategy;
- Oversee the progress and impact of STFC's 2017-2020 ED&I Strategy and associated 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 practised (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.

5.9.3 Meetings and reporting

The ED&I AB will meet twice yearly. At each meeting, the ED&I AB will receive updates from and provide advice/input to STFC's ED&I Implementation Group.

The secretariat will be provided by STFC HR office.

5.10 Joint Innovate UK / STFC Council Forum

The Joint Innovate UK / STFC Council Forum aims to strengthen the links between Innovate UK and STFC's innovation activities. It reports to and provides a link between the Councils of STFC and Innovate UK.

5.10.1 Membership

The membership will consist of:

- three members of Innovate UK Council (one of whom will be co-chair of the forum);
- three members of STFC Council (one of who will be co-chair of the forum);
- two senior members of the Innovate UK team;
- two senior members of the STFC Business and Innovation Directorate.

5.10.2 Remit

The Forum will aim to enhance links between Innovate UK and STFC and provide a more coherent interface between the innovation activities of both organisations by:

- Building strong relationships at a senior level between IUK and STFC;
- Identifying opportunities for closer collaboration in the development and delivery of our strategic priorities on areas of mutual interest (such as emerging technologies, business support and access to finance for early stage ventures);
- Reviewing and monitoring jointly delivered programmes and initiatives (e.g. the Analysis for Innovators programme), identifying new opportunities within UKRI to initiate new activities;
- Advising on engagement of National Laboratories and Campuses with Catapult network

- Advising on engagement of research infrastructure in supporting ISCF.

5.10.3 Meetings and reporting

The Joint Innovate UK / STFC Council Forum meets twice a year. The minutes of the meetings will be reported to the Councils of STFC and Innovate UK.

The secretariat for the Joint Innovate UK / STFC Council Forum is provided by the STFC Business and Innovation Directorate.

6 COMMITTEES REPORTING TO THE EXECUTIVE BOARD

The committees reporting in to Executive Board are shown in Figure 4. The terms of reference of these committees are described below.

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);
- Head of Daresbury Laboratory;
- the Chief Operating Officer;
- Head of Estates;
- STFC Head of Finance;
- STFC Head of Human Resources;
- 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;
- Head 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 Implementation Group

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

6.4.1 Membership

The ED&I Implementation Group is formed from:

- Theme leads for the three areas of ED&I activity (employer, funder, partner): oversee all action-plan development and delivery work falling within their remit and report to the ED&I EAG and EB with progress updates.
- Action owners (and/or their representatives) and representatives from each directorate: provide theme expertise and are organised into time-bound Task and Finish Groups to progress the work packages associated with the development and delivery of actions. Action owners have ultimate responsibility for delivery of the actions that they are accountable for.
- Head of STFC's ED&I function (Implementation Group (IG) Chair): provides subject matter expertise and direction, is the conduit for information flow between the Implementation Group and Equality Advisory Board), provides a link to UKRI ED&I work streams to facilitate synergies and opportunities for partnership working.

6.4.2 Remit

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

- Strength-test pre-existing ED&I actions to ensure these are fit for purpose (there is an evidence base/there is a recognised gap in good ED&I practice).
- Consider how actions can be developed to support ED&I objectives more broadly, to look beyond gender equality, diversity and inclusion and to consider intersectional approaches.
- Engage and consult widely with colleagues outside of the IG, including staff networks, to ensure a diverse range of views/voices/experiences from staff at different stages of their careers are used to inform recommendations relating to action plan development and delivery.
- Establish appropriate metrics for measuring the impact of actions in the short, medium and long term. Where appropriate data and/or data channels do not exist, explore interim and longer-term solutions.
- Explore ways to embed actions into different departments and functions (consulting to identify potential barriers to implementation and developing appropriate plans to address these ahead of time).
- Engage departments with roll-out plans (communicating early and ensuring these are reflective of department needs and awareness-levels).
- Identify opportunities to enable STFC's community to promote ED&I in all of their interactions and operations.

- Develop effective working strategies, relationships and expectations to enable positive and effective delivery of EDI plan.
- Report important findings, progress and risks to implementation to EB and ED&IEAB.

6.5 Scientific e-Infrastructure Governance and Oversight Group (SeIGO)

The STFC Scientific e-infrastructure Governance and Oversight Group advises Executive Board on the development, monitoring and implementation of the STFC e-infrastructure strategy as part of the broader UKRI e-infrastructure strategy.

6.5.1 Membership

SeIGO is formed from:

- Executive Director for National Laboratories: Science & Technology (Chair);
- Science Departments representative;
- Computing Advisory Panel Chair;
- Computing Advisory Panel Deputy Chair;
- STFC Facilities (2 Representatives);
- User Liaison : (external community);
- Director Scientific Computing Department;
- STFC Programmes Directorate lead;
- Head Digital Solutions;
- Director Hartree Centre;
- STFC Chief Data Scientist;
- Secretary.

6.5.2 Remit

The STFC Scientific e-infrastructure Governance and Oversight Group will:

- Take responsibility for advising EB on the development, monitoring and implementation of the STFC e-infrastructure strategy, taking in to account the importance of influencing, and aligning with, the UKRI e-infrastructure strategy.
- Act as a forum to share information on e-infrastructure activities, plans and future requirements across the STFC science user communities.
- Work with the STFC Computing Advisory Panel and the research and innovation communities to identify future requirements for STFC e-infrastructures.
- Develop a prioritised STFC e-infrastructure roadmap and investment plan, ensuring that STFC e-infrastructure activities add value for the UK research and innovation communities, and do not duplicate services from other providers.
- Coordinate e-infrastructure investments and activities to deliver the STFC e-infrastructure strategy.

- Ensure that appropriate oversight and monitoring procedures are in place to ensure that e-infrastructure funded and/or delivered by STFC, delivers against the priorities and needs of the users.
- Drive efficiencies in e-infrastructure operations across projects and research areas funded and supported by STFC, sharing and implementing best practice across STFC and its communities.
- Advise EB on opportunities and priorities for new investment.
- Coordinate STFC interaction with the RCUK/NEI group, and other key stakeholders as appropriate.
- Horizon scan developments in e-infrastructure capabilities and technologies, advising EB on the implications for STFC services and support.

6.5.3 Meeting & reporting

SeiGO will report to EB at least twice a year. Periodic reports on the progress of implementing the e-infrastructure strategy will be provided to Science Board, for example through coordinated reporting with CAP. Secretarial support will be provided through the Office of the STFC Executive Director for National Laboratories: Science and Technology.

6.6 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 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.

6.6.1 Membership

The Risk Assurance Committee 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:

- Chief Operating Officer (Chair)
- Finance;
- Human Resources;
- Programmes Directorate;
- Scientific Computing;
- Technology;
- RAL Space;
- Digital Infrastructure;
- Safety, Health and Environment;
- Estates;

- Strategy Planning & Communications;
- Central Laser Facility;
- Business & Innovation;
- ASTeC;
- ISIS;
- PPD;
- Business Continuity;
- Emergency Controllers;
- Major Incident.

6.6.2 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 independence 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.

6.6.3 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.

6.7 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.

6.7.1 Membership

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

6.7.2 Remit

The Committee Terms of Reference are:

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

6.8 STFC Wellbeing and Engagement Group

The Wellbeing and Engagement Group will work to continuously improve employee wellbeing and engagement in STFC, aiming to promote and maintain a positive working environment that attracts, retains and engages our staff. The Group will initiate, co-ordinate and oversee activity undertaken in this regard and measure progress and impact.

6.8.1 Membership

The Group will be chaired by the Head of HR, with secretariat provided by HR. The membership will include:

- The Group will comprise at least one representative from each Directorate/Department, with at least one representative from each Site, plus HR's Wellbeing Manager and Co-ordinator and the SHE Health and Wellbeing Manager and a representative of the Harassment Advisor Team. Additional members can be co-opted if and when necessary.
- An STFC Director will act as Wellbeing and Engagement Champion and attend the Group as required.
- The Head of Equality, Diversity and Inclusion and the Head of Safety, Health and Environment will attend as required.
- The services of external consultants may be brought in on specific projects (e.g. accreditation for recognised standards) and would join the Group for that purpose as necessary.

6.8.2 Remit

The remit of the STFC Wellbeing and Engagement Group is to:

- make proposals and gain commitment via EB and OB for actions and initiatives that STFC could take to continuously improve employee wellbeing and engagement. This remit would include actions resulting from staff or safety/stress surveys and action required relating to management of stress, mental health, resilience, personal development;
- make proposals and gain commitment via EB and OB for actions and initiatives that STFC needs to take to achieve or retain accreditation standards in this domain;
- be responsible for communicating the action plan to their departments, driving forward agreed actions within their departments, and feeding back their department's progress to the Group;
- communicate the Group's work via website, staff newsletter, HR reports and staff talks and cascade systems;
- measure the progress of activity and agree solutions to any resulting issues;
- measure and evidence the impact of activity, including via staff and stress surveys, turnover and absence statistics, incidence of casework, activity of the bullying and harassment advisors, exit interviews and attraction surveys.

6.8.3 Meetings and Reporting

The Group will report to Executive Board, with brief progress reports submitted after each meeting. Longer papers will be produced as required. Reports will include recommendations where appropriate.

Meetings will take place quarterly, will be scheduled for two hours, and will be video-linked to all sites. Members will share any relevant actions that fall to the Group and will act as both local champions and conveyors of information to and from the Group.

6.9 Information Technology Committee

The IT Committee is collectively responsible for two areas: strategic overview for IT within STFC, and IT governance & compliance oversight. The committee reports to EB, the SIRO & Accounting Officer. It acts as a corporate body; the members are not representing specific user groups or departments.

6.9.1 Membership

The committee will be chaired by a STFC member of the committee on an annual rotating basis (renewable). The membership comprising of no more than ten senior members of staff and they should seek as wide a view as possible, ensuring any geographic or site specific issues are taken into consideration/consulted. External members may also be appointed to broaden the Committee expertise, support impartial assurance and represent Campus stakeholders. External members should be agreed with EB.

6.9.2 Remit

The IT Committee conducts two broad assurance responsibilities:

- Strategic overview: Ensuring a fit for purpose IT strategy for internal programmes to deliver STFC's mission effectively, efficiently and economically.
- Governance and compliance oversight: Ensuring appropriate compliance in relation to IT.

In addition, the responsibilities of the IT Committee are:

- Horizon scanning and identification of opportunities and risks.
- Provision of governance oversight of common internal IT related services.
- Review and advise on short, medium and long term STFC IT service priorities.
- Review and advise on the annual STFC Digital Infrastructure (and relevant others) Programme Prioritisation.
- Maintenance of organisational IM, IS and IT strategies from across STFC to ensure that they continue to meet with the wider strategic aims of STFC.
- Maintenance of the IT Delivery Policy and Standards, in particular Information Security and Information Management & Asset Ownership.
- Provision of the annual STFC IT Governance & Compliance Oversight through the review of reporting submitted by IAO's, SIRO, Digital Solutions and ITOB.
- To provide governance oversight of the STFC Digital Infrastructure and common IT internal services Programme.
- Review the risks and issues escalated through to the IT Committee and agree a course of action to either mitigate or accept.

- To oversee any agreed audits relating to IM, IS and IT governance within STFC.

The IT Committee is accountable to EB. Recommendations to EB are to be consulted through OB. The IT Committee will ensure that matters are consulted appropriately through the organisation.

6.9.3 Meetings and reporting

Meetings are scheduled on a quarterly basis. To cover the scope of the Committees responsibilities the meetings have the following themes:

- Spring: Governance and compliance;
- Summer: Risk, Strategies and standards;
- Autumn: Service priorities and bids;
- Winter: Programme prioritisation.

6.10 Human Resources Committee

The HR Committee is a sub-committee of the STFC Executive 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.

6.10.1 Membership

The membership of the HR Committee is:

- STFC Head of Human Resources (Chair);
- Chief Operating Officer;
- Executive Directors for National Laboratories (Science & Technology and Large-Scale Facilities);
- STFC Head 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.

6.10.2 Remit

The Terms of Reference for the STFC HR Committee is to:

- maintain a general overview of how HR supports and furthers STFC's business objectives and of STFC's workforce and matters affecting it – oversight will include, but not be limited to, resourcing, reward, equality and diversity and learning and development;

- consider proposed changes in relevant STFC HR policies and proposed new policies, ensuring that they comply with employment legislation and reflect good practice;
- take decisions on behalf of Executive Board which fall within the HR Committee's delegated authority;
- ensure progress against key performance measures and achievement of 2 way expectations with UKRI.

6.10.3 Meetings and reporting

The Committee shall meet on a minimum of three occasions per year and will report to STFC Executive Board. Arrangement of meetings and the preparation of papers will be the responsibility of the Chair. The general approach will be to ask the Committee at each meeting to: a) focus in detail on one or two current topics in detail, with HR providing members in advance with relevant information and seeking their considered views on specific issues or proposals; and b) seek the Committee's views on the implementation of new or changed policies and/or on topics which HR wish to seek the Committee's advice before they go to Operations Board for endorsement and/or EB for approval. Urgent matters requiring Committee decisions may be dealt with by correspondence. The Committee will keep a record of its meetings, including decisions/actions and the Chair will keep the Operations Board and the Executive Board informed of HR Committee business and decisions.

6.11 Ethics Committee

The Ethics Committee acts in an advisory capacity on such issues that arise under the Ethics Policy and is responsible for overseeing such matters. The policy also highlights to those individuals and organisations which STFC interacts with, that ethical considerations form part of STFC's decision-making processes and is intended to engender confidence in what STFC does and how it does it. The Ethics Committee is responsible to STFC's Executive Board.

6.11.1 Membership

The Ethics Committee shall have at least seven members. It is chaired by a member of the EB, as appointed from time to time as a Standing Committee. Four members should all be from different departments within STFC. There is one lay member, one academic member, and one member shall be from UKRI, external to STFC. Where the Committee has to consider particularly significant issues, other expertise may be co-opted on to the committee or a smaller committee established to consider a specific issue.

6.11.2 Remit

The Ethics Committee activities include:

- ensuring that the ethical standards of STFC are met, in both research and commercial activities;
- considering cases where there might be potential involvement in unethical practice and to offer guidance and advice on those cases;
- providing guidance in cases where ethical concerns are raised by staff members;

- remaining aware of national and international requirements for ethical review and to disseminate these appropriately across STFC;
- reporting annually to STFC's EB on the business undertaken by the Committee;
- investigating any external complaint regarding unethical practice and report upon the same (as may be considered necessary);
- reviewing the procedures and standards set out in this policy at least once every three years (or more often as may be considered necessary).

The Committee may agree an expedited review where, for example, the ethical issues carry only a minimal risk or the ethical issues raised are similar to issues where the activity has previously been approved.

6.11.3 Meetings and reporting

As a Standing Committee, meetings are as often as is reasonably necessary, but in any event, not less frequently than once a year. The Committee shall provide an annual summary of its activities and report such summary for Council. Secretarial support will be provided by the STFC Head of Governance.

6.12 Official Development Assistance Committee

The governance committee for the Official Development Assistance Committee has a purpose which; Provides a strategic oversight of ODA activities within STFC; reviews, monitors and improves STFC's contribution to ODA and identifies, monitors and evaluates risks pertaining to the activities of the ODA.

6.12.1 Membership

The ODA Committee is formed from:

- A member of Executive Board (Chair);
- Newton Lead;
- GCRF Lead;
- Finance Lead;
- Grants Lead;
- Legal and Commercial Lead;
- International Lead;
- STFC Head of Governance/Assurance;
- Programme Lead;
- SPC Lead;
- National Laboratories Lead (Science and Technology);
- Secretary.

6.12.2 Roles and Responsibilities:

The key roles and responsibilities are to:

- develop a policy and strategy for ODA programmes and funding within STFC;
- set priorities for investment for example signing off new programmes;

- establish and maintain a governance framework within STFC for managing ODA activities;
- provide assurance on ODA risks;
- ensure general compliance for ODA activities;
- provide oversight and direction for delivery of ODA activities within STFC;
- provide financial oversight of ODA activities, in particular Newton Fund and GCRF;
- establish and overseeing reporting including:
 - To receive regular reporting on Newton and GCRF activities in the form of dashboards;
 - To ensure that processes are in place for ODA reporting to BEIS.
- review status of applications and progression;
- exploit and optimise the Newton Fund and GCRF;
- be responsible for bids for additional funding including sign-off process for GCRF common pot and to establish and oversee impact monitoring and reporting;
- ensure adequate processes are in place for benefits realisation.

6.12.3 Meetings and reporting

The Committee meets quarterly and reports to the EB and receives feedback and interact with: EB (though chair), RCUK bodies, Project Owners including relevant Finance Management Accountants, BEIS and UKRI ODA management teams, briefing STFC representatives on these groups.

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.