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## MINUTES OF THE 1<sup>ST</sup> UKAEA BOARD MEETING IN 2020

23<sup>rd</sup> January 2020 13:00 – 17:15

Bickerton Room, E6, Culham Science Centre

- Members** David Gann (Chair), Ian Chapman (CEO), Norman Harrison, Sue Scane, Chris Theobald, Shrin Honap, Antonia Jenkinson (CFO)
- Attendees** Lyanne Maclean (COO), Adam Baker (BEIS), Jim Hutchins, Alli Brown (Item 8), Tim Bestwick (item 9), Caroline Livingstone (item 9), Nick Walkden (Sec)
- Apologies** Adrian Smith, Steve Moss
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## MINUTES

### 1 CHAIRS OPENING REMARKS

- 1.1 The Chair welcomed Nick Walkden as the new secretary to the Board, and thanked Jim Hutchins who will be ending his advisory role for his excellent service on the Board, and Norman Harrison who will be ending his Board membership.
- 1.2 The Chair declared two new interests, as an advisory board member for Blenheim Challcot and board member for Aiglon College, Switzerland.
- 1.3 The Chair updated the Board on progress towards recruitment of new Non-Exec Directors, which is ongoing pending Governmental review.

### 2 MINUTES OF THE 12<sup>TH</sup> NOVEMBER 2019 MEETING

- 2.1 The review of the minutes raised the need for a concise and clear UKAEA redaction policy
- 2.2 The Board requested a re-issue of the minutes of the 12<sup>th</sup> November 2019 meeting

### 3 CEOS REPORT

- 3.1 The CEO updated the Board on progress with: The STEP business case; NFTP build approval processes; the current status of JET operations
- 3.2 The Board recommended that that recent successes from the JET C38 campaign should be communicated widely
- 3.3 The Board held a wide ranging discussion on the status of the JET Operations Contract (JOC). The Board requested fortnightly updates on the status of JOC
- 3.4 Following successful operation of the shattered pellet injector on JET, progress has been made towards installing a second. Chris Fall, Director of the Office for Science in the US

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DOE, visited UKAEA recently and was highly positive about carrying the SPI collaboration forwards

## **4 UPDATE ON EURATOM**

- 4.1 The Board discussed risk of a clash in timelines between the establishment of a UK association agreement with Euratom and the agreement of a new operational model for JET.

## **5 COOS UPDATE**

- 5.1 The COO provided a safety moment: Culham site is dark in the winter, and UNORs noting unsafe driver and/or predestination behaviour are increasing in frequency. In this context meeting participants were encouraged to take a moment to consider the appropriate speed of travel when leaving site. Safety moments have been adopted at many meetings on site, including the Executive Committee, and Diversity moments are increasing in number. A website has been set up to provide examples of safety and diversity moments for staff to use in meetings.
- 5.2 The Board discussed site responses to the recent outbreak of Coronavirus in China, and recommended that advice be sought on the appropriateness of a halt to business travel to China.
- 5.3 The COO noted that successes of the project to merge ASW suppliers, with no discernible impact to operations and continued commitment to site from all parties.
- 5.4 An update on MAST-Upgrade was provided. The Board commented that the original plans were overly optimistic towards the availability of resource and recommended that this be considered in future planning.

## **6 CFOS DASHBOARD**

- 6.1 The Board reviewed the CFO dashboards reporting on projects, procurement, property, information security, pensions, commercial activities, legal activities, internal audit and insurance. Discussion of Finance and property were reserved for agenda items 8 and 9 respectively

## **7 UPDATE ON FUSION FOUNDATIONS BUSINESS CASE**

- 7.1 The CFO reviewed the timeline for submission of the Fusion Foundations to business case to BEIS
- OGC review beginning Tuesday 28<sup>th</sup> Jan
  - Draft business case submitted to BEIS Keyholders Wednesday 12<sup>th</sup> February
  - Final submission to BEIS keyholders Thursday 27<sup>th</sup> February
  - PIC review Thursday 12<sup>th</sup> March

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7.2 The Board discussed the business case, noting that the document and programme in general were well structured. The Board offered recommendations for developing the business case prior to PIC submission:

- The resource requirement of the programme should be captured. This was confirmed as being around 25 – 30% above current activities for staff interacting with the programme in affected areas
- A capture of the value added to Culham campus in its development as a science hub
- A clearer path from programme objectives to benefits realisation should be sought
- A long term evaluation strategy would help to capture long term benefits
- The branding of OAS in the business case needs review

7.3 The possibility of employing an in-house economist to assist in business case development was discussed. Presently studies are commissioned via BEIS, and in-house expertise would provide more consistency in economic analysis and the Board recommended that the building of this in-house capacity would likely be beneficial moving forwards.

### **8 PERIOD 8 FINANCIAL REPORT**

8.1 The Finance Director overviewed the P8 financial report, noting the progress on financial arrangements under suspension of JOC

8.2 The Board discussed the risk of underspend on STEP, which is linked to current difficulties in building approval, and is being actively managed by the programme team.

8.3 A risk of delay in completion of NFTP building has been actualised. The timeline for NFTP building and building of the new car park are now being challenged by local planning preconditions, the effects of which are being monitored and managed.

8.4 A structure plan for the Central Engineering department is currently being developed, which will inform the funding strategy for the department with a view to strengthening controls and governance.

8.5 A completion plan is being developed for MRF.

### **9 BOARD PROPERTY UPDATE**

9.1 The Board discussed the environmental and safety standards of buildings on Culham site. A renewed condition survey will begin soon and a report has been commissioned

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on environmental standards. Annual travel reports show a reduction in car users, and the Board requested a survey of hybrid and electric car use on site.

- 9.2 The need for temporary accommodation, driven by increased headcount, either through off-site leasing or new portacabins on-site was discussed. The issues of safety on-site and compromising of future planning arrangements were raised.
- 9.3 A report from JLL, commissioned at the request of the board, on the local property market will be presented at the next meeting
- 9.4 The Director of Innovation and Business Development updated the Board on recent interactions with private sector fusion organisations, and the current status of the Harwell Campus Joint Venture, of which UKAEA is a partner.
- 9.5 The CFO distributed an addendum to the Board paper under discussion, detailing the present status of the Harwell Joint Venture.

### **10 SEARCH FOR A UKAEA AMBASSADOR**

- 10.1 The Chair proposed a way forwards to identify potential ambassadors for UKAEA. This would consist of a small sub-group of members to select individuals to engage with, and report back to the Board. The group will also be responsible for defining a formal title for the new role. The Chair agreed to hold a followup meeting between this sub-group to discuss the way forwards
- 10.2 The Board discussed remuneration of the position, highlighting the options for event-based or retainer remuneration. It was noted that as a holder of public funds, remuneration may not be appropriate, and would require Governmental approval if taken forwards.

### **11 ANY OTHER BUSINESS**

- 11.1 The STEP PIC feedback highlighted a need to consider physical, cyber and intellectual security as the UKAEA grows.
- 11.2 The Board agreed to hold an extra half-day strategy meeting on March 23<sup>rd</sup> followed by a dinner