

European Spallation Source ERIC
32nd Meeting of Council
by video and on site, Lund, Sweden, 20-21 February 2023

Approved Open Minutes

Prepared by:
ESS Governance Office

Meeting participants

Beatrix Vierkorn-Rudolph Chair of Council
Kurt Clausen Vice Chair of Council

Delegates

Marek Vyšinka	Ministry of Education, Youth and Sport	Czech Republic
Bo Smith	Danish Ministry of Higher Education and Research	Denmark
Jane Hvolbæk Nielsen	Technical University of Denmark, Dpt. of Physics	Denmark
Toivo Rääm ¹	Ministry of Education and Research	Estonia
Priit Tamm ¹	Research Council of Estonia	Estonia
Marie-Hélène Mathon	French Alternative Energies and Atomic Energy Commission	France
Sylvain Ravy ¹	National Centre for Scientific Research	France
Ingo Pfeil (deputy)	Federal Ministry of Education and Research	Germany
Martin Müller	Helmholtz-Zentrum Hereon	Germany
Ákos Horváth ¹	Centre for Energy Research	Hungary
Balázs Káplai ¹	Development and Innovation Office	Hungary
Aldo Covello ¹	Italian Ministry of Education, University and Research	Italy
Pierluigi Campana	National Institute of Nuclear Physics	Italy
Odd Ivar Eriksen	The Research Council of Norway	Norway
Mateusz Gaczyński	Ministry of Science and Higher Education	Poland
Marek Jeżabek ¹	The Henryk Niewodniczanski Institute of Nuclear Physics	Poland
Adolfo Morais Ezquerro	Basque Department for Education	Spain
Ana Maria Aricha Yanguas (deputy)	Ministry of Science and Innovation	Spain
Lars Börjesson	The Swedish Research Council	Sweden
Elin Swedenborg (deputy)	Ministry of Education and Research	Sweden
Christian Rüegg	Paul Scherrer Institute	Switzerland
Xavier Reymond	State Secretariat for Education, Research, and Innovation	Switzerland
Mark Thomson	Science and Technology Facilities Council	United Kingdom
Shabana Haque	Dpt. for Business, Energy, and Industrial Strategy	United Kingdom

¹ On Zoom

Advisors

Line Bekke Poulsen	Danish Agency for Higher Education and Science	Denmark
Morten Scharff	Ministry of Higher Education and Research	Denmark
Jean-Luc Biarrotte	French Ministry of Higher Education and Research	France
Susana Gota-Goldmann	French Ministry of Higher Education and Research	France
Roberto Cimino ¹	Italian Ministry of Education, University and Research	Italy
Michal Rybiński	Ministry of Education and Science	Poland
Estibaliz Hernaez Laviña ¹	Basque Ministry for Innovation	Spain
Mario Perez	ESS-Bilbao	Spain
Aleksandar Matic ¹	Chalmers University of Technology	Sweden
Johan Holmberg ¹	The Swedish Research Council	Sweden
Mikaela Rapp	The Swedish Research Council	Sweden
Roger Eccleston	Director, ISIS Pulsed Neutron and Muon Source	United Kingdom
James Loveder	Dpt. for Business, Energy, and Industrial Strategy	United Kingdom
Stéphanie Lê Văn	AFC Chair	
Robert McGreevy	IKRC Chair	
Marc Reichenadter ¹	PAC Chair	
Victoria Garcia Sakai ¹	SAC Chair	

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Helmut Schober	Director General
Agneta Nestenborg	Director Project Support and Administration
Andrew Kimber	Project Director
Carlo Bocchetta	Deputy Technical Director
Dimitri Argyriou	Associate Director In-Kind
Giovanna Fragneto	Science Director
Kevin Jones	Technical Director
Florian Weissbach	Head of Finance & Business Control (interim)
Anna Hansson Kalaris	Head of Division Human Resource
Ivan Korunoski	Head of Internal Audit Function
Pia Kinhult	Host State Relations and Senior In-Kind Negotiator
Marina Giampietro	Senior Communication Business Partner
Karin Hélène	Senior Executive Assistant
Michela Dell'Anno Boulton	Governance Office Lead (interim) – Council Secretary
Elisabetta Romano	Governance Office Administrator

Excused

Ondřej Svoboda	Nuclear Physics Institute	Czech Republic
Andrea Fischer	Federal Ministry of Education and Research	Germany
Balázs Káplai	National Research, Development and Innovation	Hungary
Inmaculada F. Rojas	Ministry of Science and Innovation	Spain

1. Welcome and Opening of the Meeting

The Chair, Beatrix Vierkorn-Rudolph, called the meeting to order on 20 February 2023 at 13:00, welcomed the participants, and informed them of changes in the Council composition:

- Lukáš Levák and Petr Lukáš left the Czech delegation, Ondřej Svoboda and Marek Vyšinka were welcomed as the new Delegates for the Czech Republic.
- Kevin Reymond left the Swiss delegation and Xavier Reymond was welcomed as the new Delegate for Switzerland.
- Ingo Pfeil was deputising for Andrea Fischer.
- Ana Maria Aricha Yanguas was deputising for Inmaculada Rojas.
- Elin Swedenborg was deputising for David Edvardsson.

The Chair noted that the 31st Meeting of Council had been duly convened and was quorate.

The French delegation informed the partners that an official letter had been sent to the Chair and Vice-Chair by the MESR's Directorate General for Research and Innovation, mentioning that the documents had been sent too late to be processed.

2. Adoption of the Agenda

Upon motion duly made,

Council unanimously

- **approved the agenda for its 32nd Meeting.**

3. Approval of the Minutes of the 31st Meeting

The Council Secretary, Michela Dell'Anno Boulton, informed that two proposals for amendments were presented on the Open Minutes by Spain and the United Kingdom, and two on the Restricted Minutes by Spain and Sweden.

Upon motion duly made,

Council unanimously

- **approved the Open and Restricted Minutes from its 31st Meeting with one amendment from Spain and one from UK on the Open Minutes, and one amendment from Spain and one from Sweden on the Restricted Minutes.**

4. Matters Arising

The Council Secretary summarised the Council action items, both those proposed for closure at the meeting and those ongoing.

Upon motion duly made,

Council unanimously

- **closed the following action items proposed for closure²:
Council.27.05.b, Council.31.05.b (DTU proposal), Council.31.05.b (PXP);**
- **further closed the following action items: Council.29.05.b, Council.29.05.d.**

5. Reports

5.a Report from the Chair

In order to leave more time for the following agenda items, the Chair abstained from giving an oral report and made reference to her letter and written report made available to Council beforehand.

Council

- **took note of the written report from the Chair.**

5.b Status Update from the Director General

The Director General, Helmut Schober, opened his presentation observing that, despite the small interval of time since Council.31, great progress in the project could still be noted. In the Accelerator sub-project, the Drift Tube Linac was installed and conditioning had started, while the Cryogenic Distribution System test was successful. In the Target the repair of parts of the inner shielding was proceeding according to plan, while the testing of target systems continued. A thorough and transparent root-cause analysis of the Helium circulator failure was now available, providing very useful lessons learned to the project. Positive signals came from the Integrated Control Systems that the shortage of semiconducting components seemed to be coming to an end. As for the Neutron Scattering Systems, installations progressed for several instruments.

In general, the entire project was holding the line, showing good reactivity to technical challenges and stability in the project milestones since August 2022, with the Beam on Target date untouched. During the past month a clear improvement in performance could also be noted.

Schober continued his presentation reminding Council about the events planned for the second half of June in occasion of the Swedish Presidency of the European Union, which would bring large groups of visitors to ESS.

He then gave a brief update on the progress of the reorganisation. He mentioned current difficulties in attracting and retaining global talents due to long lead times for residency permits granted by the Swedish Migration Agency. A positive dialogue had started with the Minister for Education, Mats Persson, to mitigate the delays.

He concluded informing Council that ESS, like other organisations, had been positively impacted by the weakness of the Swedish krona. While such an effect should have been monitored earlier, ESS was now quantifying it over the past years, assisted by the company PWC, which had already delivered a very informative report. Relevant numbers would be

² See Annex 1 of the document Council.32.04 uploaded on Indico

provided to the upcoming AFC meeting. Further, an action plan would be established based on the upcoming review of the financial management system.

Several delegations, amongst which UK, Sweden and Denmark, expressed appreciation for the achievements of the project, the proper response to the technical issues and the successful efforts to adhere to the schedule.

Council

- **took note of the status update from the Director General.**

5.c Report on Status of Inner Shielding

The Technical Director, Kevin Jones, gave a brief presentation reporting on the mitigating actions put in place to respond to a potential deficiency of the welds in the cooling channels of the inner shielding, which sits in the vacuum vessel of the target monolith, and that could result in water leakage. The components had been delivered by a reliable Spanish supplier and initial inspections had not given reason for concern. Following further assessments made by an independent accredited weld inspector from DEKRA and a material specialist from KTH, it was confirmed that the welds were acceptable with minimal/negligible risk of leakage. Moreover, should it be necessary, remote leak sealing techniques are available and have been applied successfully in other facilities.

Council

- **took note of the Report on the Status of the Inner Shielding.**
- **was pleased with the good progress of the project.**

5.d Project Execution Plan

The Director General introduced to Council the first version of the Project Execution Plan (PXP), a document outlining the high-level strategy for efficient ESS project execution including the project organisational structure. The PXP would continue to evolve and be thoroughly scrutinised by PAC in the upcoming May meeting.

The Danish delegation (Smith) confirmed the importance of such a document for the future efficient management of the project. He noted as well that running matrix organisations could be very difficult and suggested continuous monitoring and evaluation of the implementation of the plan, revising it if necessary.

Schober reminded Council that, historically, mapping a project of the complexity of ESS with a line organisation had been unsuccessful. The introduction of a monthly two-day meeting to review the project and of project managers working in tandem with the sub-project leaders were some of the ingredients to support the project execution.

Council

- **took note of the Project Execution Plan.**

5.e Risk Report

The Project Director, Andrew Kimber, gave a brief presentation as a complement to the Report made available to Council beforehand.

ESS was currently re-building the risk register with focus on consistency and data quality. An external company would give advice on possible improvements to the current risk management tool, in particular to easily obtain downloads of the register, and on the risk management process. The recruitment of a Risk Manager is also underway.

The consolidated risk register was tagged according to four categories: project, technical, enterprise and in-kind risks. Highlights were given of the four types of risks and also of the opportunities, which are a key element in risk analysis.

Kimber also spoke about contingency usage, noting that not all change requests end up with a contingency draw-down.

In the following discussion, both UK and Sweden agreed on the principle of prioritising quality before quantity and reinforced that Council should keep a focus on the main risks, without forgetting the aspect of opportunities.

Switzerland (Rüegg) encouraged ESS not to invest more than needed in risk management, to the detriment of other key aspects like operational excellency.

Upon a question from DK (Hvolbaek Nielsen) on the approach to risk related to in-kind and in particular for the instruments, Kimber confirmed that the NSS sub-project had done noticeable progress in consolidating the instrument risks in the complex landscape of the in-kind consortia.

Council

- **took note of the Risk Report.**

6. Action Plan for Procure2Pay

The Director of Project Support & Administration, Agneta Nestenborg, summarised in a brief presentation the actions planned to respond to the findings from the internal audit on the Procure-to-Pay (P2P), that is the process that covers all the steps from a purchase request to the payment of the related invoice.

The findings highlighted a lack of process ownership and awareness of the process itself within the organisation. Nestenborg presented a list of immediate actions, most of which had already been initiated, and two more long term ones.

Council reinforced the importance of quickly responding to the findings and guarantee the proper implementation of every step of the process.

Council

- **took note of the action plan for Procure2Pay.**

Items 7, 8, 9: Restricted Sessions

Items 10, 11: Closed Sessions

12. Procedures

12.a TAC Membership

The proposal for new TAC Membership, including a new TAC Chair, was introduced by the Technical Director, Kevin Jones.

Upon motion duly made,

Council

- **appointed Dr. Mei Bai as the new TAC Chair for a first 3-year term starting as of 1 January 2023; appointed Glen Johns as the new TAC Accelerator co-Chair for a first 3-year term starting as of 1 January 2023; reappointed Joachim Grillenberger for a second term starting as of 1 January 2023; appointed Alessandro Gallo and Nicolas Pichoff as new members of the TAC Accelerator sub-committee for a first 3-year term starting as of 1 January 2023.**

12.b SAC Membership

The Science Director, Giovanna Fragneto, presented to Council the final proposal for new SAC members.

Upon motion duly made,

Council

- **appointed Jacqueline Cole, Maria Teresa Fernandez-Diaz, Fabrice Cousin, Stephen Hall, Michael Gajhede, Martin Sahlberg and Maria Paula Marquez as new members of the SAC for a 3-year term starting as of 1 January 2023.**

12.d PAC Membership

The PAC Chair, Mark Reichanadter, reminded Council of the upcoming end of the mandate for PAC and went through the proposal for future PAC membership that the delegates had received beforehand.

A Call for Nominations would be launched by the Governance Office in order to allow Council to appoint the new PAC members at the meeting in June.

Upon motion duly made,

Council

- **took note of the proposal for PAC membership.**

13. Presentation from Lund University

The Vice Chancellor of Lund University, Erik Renström, and the Chair of the Board of Lund University, Jonas Hafström, were welcomed to the Council meeting by the Chair and the Director General.

Renström gave a presentation showing high-level numbers regarding the University and the local research environment and areas. He also emphasized the importance of a very close collaboration between Lund University and both ESS and MAX IV to create and maintain Lund as a vital hub for future generations of scientists from Europe and all over the world.

Council

- **took note of the presentation from Lund University.**

14.a CEC Report

The latest CEC meeting was held on the 19th of January 2023. Since a written report had been made available to Council in advance, the Chair abstained from giving an oral report.

Council

- **took note of the written Report form CEC.**

14.b Report on IMPACT Training

The presentation under this agenda item was postponed to a future meeting of Council due to time constraint.

Council

- **took note that the presentation on the IMPACT training would be given on a later occasion.**

14.c The Swedish Labour Market Model

Anna Hansson Kalaris, Head of Division Human Resources, gave a short overview of the history of the Swedish labour market model, explaining the general principles of the collective agreements and the steps of the co-determination process with the interplay of employer, unions and employees. She concluded describing the recent process of re-organisation at ESS and how it had been conducted in collaboration with the local union representation.

Council

- **took note of the presentation on the Swedish Labour Market Model.**

15. Confirmation of Resolution

The Council Secretary went through the C.32 resolutions.

The resolutions were approved as shown above.

16. Any other Business

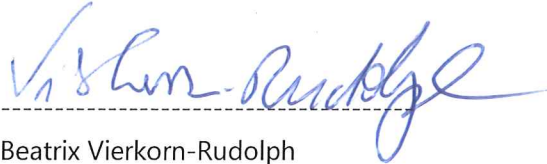
The topic of the dates of Council.33, that had been moved from 7-8 to 21-22 June to create a synergy with the eventes planned in Lund for the Swedish Presidency of the European Union, was discussed again. The new dates clashed with the CERN Council meeting, making it impossible for the UK delegation to participate. A quick tour-de-table showed that also the old dates now were not viable for several delegations.

It was therefore decided to maintain the new dates and to call for an extra-ordinary meeting of Council to take place in May remotely. The date for the extra-ordinary Council was set to 30 May 2023.

There being no further business to discuss, the Chair brought the meeting to an end at 11:00.

Closure of the Formal Meeting

Verified and approved by Council at its 33rd Meeting on 30 May 2023



Beatrix Vierkorn-Rudolph
Council Chair



Michela Dell'Anno Boulton
Council Secretary