



Our ref: FOI 2016/08205
Your ref:

Date 28 September 2016

Dear [REDACTED]

Thank you for your email of 31 August 2016 requesting the following information:

“a list of all Dstl Board meetings that have taken place since the start of 2010, along with the attendees of each meeting.

the minutes of the two most recent meetings”.

We are treating your correspondence as a request for information under the Freedom of Information Act 2000 (FOIA).

A search for the information has now been completed within the Ministry of Defence, and we can confirm that all the information in scope of your request is held.

The information you have requested can be found attached. Some of the information falls entirely within the scope of the absolute exemptions provided for at Section 40 (Personal Data) and qualified exemptions provided for at Sections 26 (Defence), 27 (International Relations) 43 (Commercial Interests) of the FOIA, and has been redacted.

Section 40(2) has been applied to some of the information in order to protect personal information as governed by the Data Protection Act 1998. Section 40 is an absolute exemption and therefore there is no requirement to consider the public interest in making a decision to withhold the information.

Sections 26, 27 and 43 are qualified exemptions and are subject to public interest testing, which means that the information requested can only be withheld if the public interest is doing so outweighs the public interest in disclosure.

Section 26 (1) (a) (b) (2) (a) (b) has been applied to some of the information because it contains details that relate to future MOD capabilities in specific areas, and would prejudice the capability and effectiveness of our armed forces. The balance of public interest was found to be in favour of withholding the information given that, overall, the public interest is best served in not releasing any details. It would prejudice the security of the UK, which would provide tactical advantage to our enemies, and, for these reasons, we have set the level of prejudice against

release of the exempted information at the higher level of “would” rather than “would be likely to”.

Section 27 (1) (a) has been applied because some of the information has the potential to adversely affect relations with our allies. The balance of the public interest test concluded that while release would increase public understanding and confidence in the relationship that the United Kingdom has with other international states in its assistance with future capability, the balance of the public interest lay in withholding this information. We have considered it necessary to apply the higher level of prejudice against release of the exempted information at the higher level of “would” rather than “would be likely to”.

Section 43 (2) has been applied because this is market-sensitive information that would impact on the ability to operate for both the commercial organisation and the public authority (Dstl). We have considered it necessary to apply the higher level of prejudice against release of the exempted information at the higher level of “would” rather than “would be likely to”.

If you are not satisfied with this response or you wish to complain about any aspect of the handling of your request, then you may apply for an independent internal review by contacting the Information Rights Compliance team, 2nd Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail CIO-FOI-IR@mod.uk). Please note that any request for an internal review must be made within 40 working days of the date on which the attempt to reach informal resolution has come to an end.

If you remain dissatisfied following an internal review, you may take your complaint to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not investigate your case until the MOD internal review process has been completed. Further details of the role and powers of the Information Commissioner can be found on the Commissioner's website, <http://www.ico.gov.uk>.

Yours sincerely,

Dstl Secretariat

Dstl Board attendance lists from 2010 to July 2016

2010

21 January 2010

Members	Chairman	Richard Mottram
	Chief Executive	Frances Saunders
	Finance Director	Mark Alexander
	Acting HR Director	Barbara Busby
	Director of Strat & Implementation (DCE)	Peter Starkey
	Operations Director	Jill Cook
	Non-executive Director	Elisabeth Astall
	Non-executive Director	Emma Davies
	Non-executive Director	Jonathan Knowles
	Non-executive Director	Robert May
	(Except items 9,10, 11 and most of 7)	
	Non-executive Director	Chris Swinson
	Corporate Secretary	██████████
In attendance	Strategy and Implementation Team Member	██████████
	(Item 7)	
	Detection Department Manager	██████████
	(Item 11)	
	Biomedical Sciences Department Manager	██████████
	(Item11)	
	Chief Executive Ploughshare	Pete Hotten
	(Item 12)	
	Chairman Ploughshare	Nick Winterton
	(Item 12)	

25 February 2010

Members	Chairman	Richard Mottram
	Chief Executive	Frances Saunders
	Finance Director	Mark Alexander
	Acting HR Director	Barbara Busby
	Director of Strat & Implementation (DCE)	Peter Starkey
	Operations Director	Jill Cook
	Programme Director	Jonathan Lyle
	Non-executive Director	Elisabeth Astall
	Non-executive Director	Emma Davies
	Non-executive Director	Bob May
	Non-executive Director	Chris Swinson
	Corporate Secretary	██████████
In attendance	Director of Infrastructure	Brian Court
	(Items 9,10, 11 and 14 Pyestock)	
	Information Management Department Manager	██████████
	(Item 14 demonstration)	
	Sensors and Countermeasures Department	██████████
	Manager	
	(Item14 demonstration)	

22 April 2010

Members	Chairman Chief Executive Finance Director Acting HR Director Director of Strat & Implementation (DCE) Operations Director Programme Director Non-executive Director Non-executive Director Non-executive Director Non-executive Director Corporate Secretary	Richard Mottram Frances Saunders Mark Alexander Barbara Busby Peter Starkey Jill Cook Jonathan Lyle Elisabeth Astall Emma Davies Bob May Chris Swinson ██████████
In attendance	Director of Infrastructure (Items 9,10, 11 and 14 Pyestock) Information Management Department Manager (Item 14 demonstration) Sensors and Countermeasures Department Manager (Item 14 demonstration)	Brian Court ██████████ ██████████

24 June 2010

Members	Chairman Chief Executive Finance Director Acting HR Director Director of Strat & Implementation (DCE) Operations Director Programme Director Non-executive Director Non-executive Director Non-executive Director Non-executive Director Non-executive Director Corporate Secretary	Richard Mottram Frances Saunders Mark Alexander Barbara Busby Peter Starkey Jill Cook Jonathan Lyle Elisabeth Astall Emma Davies Jonathan Knowles Bob May Chris Swinson ██████████
In attendance	Head of Commercial (Item 3a – Project Inspire only) Head of Finance (Item 9 only) iLab Programme Manager (Item 10 only) Chief Technology Officer (Item 12 only)	██████████ ██████████ ██████████ ██████████

22 July 2010

Members	Chairman Chief Executive Finance Director Acting HR Director Director of Strategy & Implementation (DCE) Acting Infrastructure Director (Operations Director) Programme Director Non-executive Director Non-executive Director Non-executive Director Corporate Secretary (Not items 8 and 9)	Richard Mottram Frances Saunders Mark Alexander Barbara Busby Peter Starkey Jill Cook Jonathan Lyle Elisabeth Astall Emma Davies Bob May [REDACTED]
In attendance	Acting Operations Director Security, Science and Technology Programme Director (Item 8 only) Corporate Secretariat (Items 8 and 9 only)	Jenni Henderson Pete Thompson [REDACTED]

17 September 2010

Members	Chairman Chief Executive Director of Strat & Implementation (DCE) Finance Director Chief Technical Officer HR & Comms Director Interim Director Infrastructure Prog Dir Technology Exploitation Prog Dir S&PM Prog Dir DC&S Acting Operations Director Director Programme Office Director Strategic Relations Prog Dir SS&T Non-executive Director Non-executive Director Non-executive Director Non-executive Director Non-executive Director	Richard Mottram Frances Saunders Peter Starkey Mark Alexander [REDACTED] Barbara Busby Jill Cook Rob Eason Mark Fulop Chris Gibson Jenni Henderson Jonathan Lyle Mike Steeden Pete Thompson Lord May Emma Davies Chris Swinson Jonathan Knowles Elisabeth Astall
In attendance	Head of Gov & Planning Items 3 and 4 Project Executive (Item 4) Item 4 Item 5 Corporate Finance Manager (Item 6) Group Leader Strategy & Performance (Item 6) Strategy & Performance (Item 6) SDSR Co coordinator (Item 6) Secretary (Items 1 - 5) Secretary (Item 6)	[REDACTED] [REDACTED] [REDACTED]

21 October 2010

Members	Chairman Chief Executive Finance Director Director HR and Communications Director Programme Office Director Strategy and Implementation Non-executive Director Non-executive Director Non-executive Director Non-executive Director (Items 1- 8 only) Corporate Secretary	Sir Richard Mottram Frances Saunders Mark Alexander Barbara Busby Jonathan Lyle Peter Starkey Elisabeth Astall Emma Davies Lord Robert May Chris Swinson 
In attendance	Acting Operations Director Chairman Ploughshare (Item 8 only) Chief Executive Officer Ploughshare (Item 8 only)	Jenni Henderson Nick Winterton Nick Hotten

10 December 2010

Members	Chairman Chief Executive Finance Director Director HR and Communications Interim Director Infrastructure Director Programme Office Director Strategy and Implementation Non-executive Director Non-executive Director Non-executive Director Non-executive Director Corporate Secretary	Sir Richard Mottram Frances Saunders Mark Alexander Barbara Busby Jill Cook Jonathan Lyle Peter Starkey Elisabeth Astall Emma Davies Lord Robert May Chris Swinson 
In attendance	Acting Operations Director Corporate Finance Manager	Jenni Henderson 

2011

20 January 2011

Members	Chairman Chief Executive Finance Director Director HR and Communications Interim Director Infrastructure Director Programme Office Director Strategy and Implementation Non-executive Director Non-executive Director Non-executive Director Non-executive Director Corporate Secretary	Sir Richard Mottram Frances Saunders Mark Alexander Barbara Busby Jill Cook Jonathan Lyle Peter Starkey Elisabeth Astall Emma Davies Lord Robert May Chris Swinson ██████████
In attendance	Acting Operations Director Fort Halstead Project Board Chair (Item 9 only) Fort Halstead Project Manager (Item 9 only)	Jenni Henderson ██████████ ██████████

24 February 2011

Members	Chairman Chief Executive Finance Director Director HR and Communications Interim Director Infrastructure Director Programme Office Director Strategy and Implementation Non-executive Director Non-executive Director (Item 6 only by telephone) Non-executive Director (Items 1-8, 11 and 14 only) Non-executive Director Corporate Secretary	Sir Richard Mottram Frances Saunders Mark Alexander Barbara Busby Jill Cook Jonathan Lyle Peter Starkey Elisabeth Astall Emma Davies Lord Robert May Chris Swinson ██████████
In attendance	Acting Operations Director Corporate Finance Manager (Items 9, 10 and 12) Group Leader Strategy and Performance (Items 9, 10 and 12) Team member Strategy and Performance (Items 9, 10 and 12) CEO Ploughshare Innovations Ltd (Item 13 only) Chairman Ploughshare Innovations Ltd (Item 13 only)	Jenni Henderson ██████████ ██████████ ██████████ Pete Hotten Nick Winterton

14 April 2011


Members	Chairman Chief Executive (Items 1-4 and 6 only) Finance Director Director HR and Communications Interim Director Infrastructure Director Programme Office Director Strategy and Implementation Non-executive Director Non-executive Director Non-executive Director Corporate Secretary	Sir Richard Mottram Frances Saunders Mark Alexander Barbara Busby Jill Cook Jonathan Lyle Peter Starkey Elisabeth Astall John Neilson Lord Robert May ██████████
In attendance	Acting Operations Director Fort Halstead Project Board Chair (Item 6 only) Fort Halstead Project Manager (Item 6 only) Group Leader Strategy and Performance (Items 8 and 8a only) Team member Strategy and Performance (Items 8 and 8a only)	Jenni Henderson ██████████ ██████████ ██████████ ██████████

24 June 2011

Members	Chairman Chief Executive Finance Director Director HR and Communications Interim Director Infrastructure Director Programme Office Director Strategy and Implementation Non-executive Director Non-executive Director Non-executive Director Non-executive Director Secretary	Sir Richard Mottram Frances Saunders Mark Alexander Barbara Busby Jill Cook Jonathan Lyle Peter Starkey Chris Swinson Elisabeth Astall John Neilson Lord Robert May ██████████
In attendance	Acting Operations Director	Jenni Henderson

28 July 2011

Members	Chairman Chief Executive Finance Director Director HR and Communications Interim Director Infrastructure Director Programme Office Non-executive Director Non-executive Director Non-executive Director Non-executive Director	Sir Richard Mottram Frances Saunders Mark Alexander Barbara Busby Jill Cook Jonathan Lyle Chris Swinson Elisabeth Astall John Neilson Lord Robert May
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	Secretary	
In attendance	Acting Operations Director Chairman Ploughshare (Item 4) Chief Executive Officer (Item 4)	Jenni Henderson Nick Winterton Dr Peter Hotten

1 September 2011


Board Members	Chairman Chief Executive Finance Director Director HR and Communications Director Programme Office Non-executive Director Non-executive Director Non-executive Director Secretary	Sir Richard Mottram Frances Saunders Mark Alexander Barbara Busby Jonathan Lyle Elisabeth Astall John Neilson Lord May 
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Exec Members	Acting Operations Director Programme Director (SS&T) Programme Director (TE) Head of Strategy (DST) Programme Director (DC&S) Director Strategic Relations Chief Technical Officer	Jenni Henderson Mark Fulop Rob Eason  Chris Gibson Mike Steeden 
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In attendance	Non-executive Dir (wef 1 Oct 2011) Head of Governance and Planning Head of Commercial Services (for I/Dir Infrastructure) Corporate Centre GL Strategy and Performance Corporate Finance Manager (Item 10)	Gerard Connell  
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3 November 2011

Board Members	Chairman Chief Executive Finance Director I/Director Infrastructure Director HR and Communications Director Programme Office Non-executive Director Non-executive Director Non-executive Director Acting Secretary	Sir Richard Mottram Frances Saunders Mark Alexander Jill Cook Barbara Busby Jonathan Lyle Gerard Connell John Neilson Lord May 
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In attendance	Head of Governance and Planning Corporate Secretary Corporate Risk Manager (Item 7 only)	
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2012

23 February 2012

Board Members	Chairman Chief Executive Non-Executive Director Non-Executive Director Non-Executive Director Director Programme Office Director Corporate Strategy Finance Director HR Director	Sir Richard Mottram Frances Saunders Lis Astall Gerard Connell John Neilson Jonathan Lyle Pete Thompson Mark Alexander Barbara Busby
In attendance	Acting Director Operations Corporate Secretary PIL Chairman (Item 12 only) PIL Chief Executive (Item 12 only)	Jenni Henderson [REDACTED] Nick Winterton Pete Hotten

29 March 2012

Board Members	Chairman Chief Executive Non-Executive Director Non-Executive Director Non-Executive Director Director Corporate Strategy Finance Director HR Director	Sir Richard Mottram Jonathan Lyle Lis Astall Gerard Connell John Neilson Pete Thompson Mark Alexander Barbara Busby
In attendance	Acting Director Operations Corporate Secretary Chief Technical Officer (Item 9 only) Director Infrastructure (Items 10-12)	Jenni Henderson [REDACTED] Graham Balmer

31 May 2012



Board Members	Chairman Chief Executive Non-Executive Director Non-Executive Director Director Programme Office Director Corporate Strategy Finance Director HR Director	Sir Richard Mottram Jonathan Lyle Lis Astall Gerard Connell Richard Brooks Pete Thompson Mark Alexander Barbara Busby
In attendance	Acting Director Operations Corporate Secretary Annual Report Project Manager	Jenni Henderson [REDACTED]

27 July 2012

Board Members

Chairman	Sir Richard Mottram
Chief Executive	Jonathan Lyle
Non-Executive Director	Lis Astall
Non-Executive Director	Gerard Connell
Non-Executive Director	David Grant
Non-Executive Director	Carole Tolley
Director Programme Office	Richard Brooks
Director Corporate Strategy	Pete Thompson
Finance Director	Mark Alexander
HR Director	Barbara Busby

In attendance

Acting Director Operations	Jenni Henderson
Robert Drummond	PIL Non-Executive Director (Item 4)
Nick Winterton	PIL Chairman (Item 4)
Pete Hotten	PIL Chief Executive (Item 4)
	Corporate Finance Manager (Item 7)
Graham Balmer	Chief Technical Officer (Items 9a and b)
Corporate Secretary	Director Infrastructure (Items 10-13)
	

6 September 2012

Board Members

Chairman	Sir Richard Mottram
Chief Executive	Jonathan Lyle
Non-Executive Director	Lis Astall
Non-Executive Director	Gerard Connell
Non-Executive Director	David Grant
Non-Executive Director	Dame Wendy Hall
Non-Executive Director	Carole Tolley
Director Programme Office	Richard Brooks
Director Corporate Strategy	Pete Thompson
Finance Director	Mark Alexander
HR Director	Barbara Busby

Exec Members

Acting Director Operations	Jenni Henderson	
Director Infrastructure	Graham Balmer	
Chief Technical Officer		
Programme Director (Defence Capabilities and Systems)		Chris Gibson
Programme Director (Strategy and Programme Management)		Mark Fulop

In attendance

Corporate Strategy Directorate	
Head of Communications	
Corporate Secretary	

8 November 2012

Members

Chairman
Chief Executive
Non Executive Director
Non Executive Director
Non Executive Director
Non Executive Director
Non Executive Director
Director Programme Office
Director Corporate Strategy
Finance Director
HR Director

Sir Richard Mottram
Jonathan Lyle
Lis Astall
Gerard Connell (from 1110)
David Grant
Dame Wendy Hall
Carole Tolley
Richard Brooks
Pete Thompson
Mark Alexander
Barbara Busby

In attendance

Nick Winterton
Pete Hotten



PIL Chairman (Item 4)
PIL Chief Executive (Item 4)
Directorate Corporate Strategy (Item 4)
Corporate Finance Manager (Items 9 and 10)
Business Improvement Programme (Item 10)
Corporate Secretary

2013

14 February 2013

Members

Chairman
Chief Executive
Non Executive Director
Non Executive Director
Non Executive Director
Non Executive Director
Non Executive Director
Director Programme Office
Director Corporate Strategy
Finance Director
HR Director

Sir Richard Mottram
Jonathan Lyle
Lis Astall
Gerard Connell
David Grant
Dame Wendy Hall
Carole Tolley
Richard Brooks
Pete Thompson
Mark Alexander
Barbara Busby

In attendance

Nick Winterton
Pete Hotten



PIL Chairman (Item 6)
PIL Chief Executive (Item 6)
Corporate Secretary

22 March 2013

Members

Chairman
Chief Executive
Non Executive Director
Non Executive Director
Non Executive Director
Non Executive Director
Director Programme Office
Director Corporate Strategy
Finance Director
HR Director

Sir Richard Mottram
Jonathan Lyle
Lis Astall
Gerard Connell
David Grant
Carole Tolley
Richard Brooks
Pete Thompson
Mark Alexander
Barbara Busby

In attendance

[REDACTED]

Director Infrastructure (Item 9 onwards)
Corporate Secretary

30 May 2013

Members

Chairman
Chief Executive
Non Executive Director
Non Executive Director
Non Executive Director
Non Executive Director
Deputy Chief Executive
Programme and Delivery Director
Finance Director

Sir Richard Mottram
Jonathan Lyle
Lis Astall
Gerard Connell
David Grant
Dame Wendy Hall
Pete Thompson
Richard Brooks
Mark Alexander

In attendance

Graham Balmer
[REDACTED]

Director Infrastructure
AR&A Project Manager (Item 6 only)
Corporate Secretary

26 July 2013

Members

Chairman
Chief Executive
Non Executive Director
Non Executive Director
Non Executive Director
Non Executive Director
MOD Non Executive Director
Deputy Chief Executive
Programme and Delivery Director
Finance Director

Sir Richard Mottram
Jonathan Lyle
Lis Astall
Gerard Connell
David Grant
Dame Wendy Hall
Carole Tolley
Pete Thompson
Richard Brooks
Mark Alexander

In attendance

[REDACTED]

Chief Procurement Officer (Item 4 only)
Corporate Secretary


25 September 2013

Members

Chairman
Chief Executive
Non Executive Director
Non Executive Director
Non Executive Director
Non Executive Director
MOD Non Executive Director
Deputy Chief Executive
Finance Director

Sir Richard Mottram
Jonathan Lyle
Lis Astall
Gerard Connell
David Grant
Dame Wendy Hall
Carole Tolley
Pete Thompson
Mark Alexander

In attendance

Graham Balmer
Adrian Leese
Duncan Mackison


Director Infrastructure
Serco Partnership Director (Item 3)
Serco Managing Director Defence (Item 3)
Serco Senior Responsible Owner (Item 3)
Corporate Secretary

26 September 2013

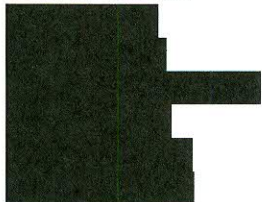
Members

Chairman
Chief Executive
Non Executive Director
Non Executive Director
Non Executive Director
Non Executive Director
MOD Non Executive Director
Deputy Chief Executive
Finance Director
Director Infrastructure
Chief Technical Officer (CTO)
Account Director
Programme Director
Operations Director
Technology Director

Sir Richard Mottram
Jonathan Lyle
Lis Astall
Gerard Connell
David Grant
Dame Wendy Hall
Carole Tolley
Pete Thompson
Mark Alexander
Graham Balmer

Chris Gibson
Nick Joad
Jenni Henderson
Heather Goldstraw (DE&S)

In attendance



Programme & Delivery Directorate (Item 1)
Programme & Delivery Directorate (Item 1)
Strategy & Governance (Item 2)
Strategy & Governance (Item 2)
Head of KnIFE (Item 2)
Corporate Secretary

28 November 2013

Members

Chairman
Chief Executive
Non Executive Director
Non Executive Director
Non Executive Director
Non Executive Director
MOD Non Executive Director
Deputy Chief Executive
Programme and Delivery Director
Finance Director

Sir Richard Mottram
Jonathan Lyle
Lis Astall
Gerard Connell
David Grant
Dame Wendy Hall
Carole Tolley
Pete Thompson
Richard Brooks
Mark Alexander

In attendance

Graham Balmer
Piers White
Robert Drummond
Pete Hotten



Director Infrastructure
PIL Chair (Item 4)
PIL Non Executive Director (Item 4)
PIL Chief Executive (Item 4)
Corporate Finance Manager (Items 5 to 7)
Principal Strategy Adviser (Item 6)
Chief Procurement Officer (Item 8)
HoF Business Commercial Services (Item 8)
Corporate Secretary

2014


13 February 2014

Members

Chairman
Chief Executive
Non Executive Director
Non Executive Director
Non Executive Director
Non Executive Director
MOD Non Executive Director
Deputy Chief Executive
Programme and Delivery Director
Finance Director

Sir Richard Mottram
Jonathan Lyle
Lis Astall
Gerard Connell
David Grant
Dame Wendy Hall
Carole Tolley
Pete Thompson
Richard Brooks
Mark Alexander

In attendance


Graham Balmer
Chris Hewitt



Principal Strategy and Risk Adviser (Item 5 & 6)
Director Infrastructure (Item 7 only)
HR Director (Items 8 to 10)
Employment Environment Manager (Item 10)

Corporate Secretary

26 March 2014

Members

Chairman
Chief Executive
Non Executive Director
Non Executive Director
Non Executive Director
Non Executive Director
MOD Non Executive Director
Deputy Chief Executive
Programme and Delivery Director
Finance Director

Sir Richard Mottram
Jonathan Lyle
Lis Astall
Gerard Connell
David Grant
Dame Wendy Hall
Carole Tolley
Pete Thompson
Richard Brooks
Mark Alexander

In attendance

Piers White
Pete Hotten
Graham Balmer
Chris Gibson
Christine Hewitt
[REDACTED]

PIL Chairman (Items 4 and 5)
PIL Chief Executive (Items 4 and 5)
Director Infrastructure (Items 7 to 12)
Account Director (Item 10 only)
HR Director (Items 13 and 14)
Corporate Secretary

28 May 2014

Members

Chairman
Chief Executive
Non-Executive Director
Non-Executive Director
Non-Executive Director
Deputy Chief Executive
Programme and Delivery Director
Finance Director

Sir Richard Mottram
Jonathan Lyle
Lis Astall
Gerard Connell
David Grant
Pete Thompson
Richard Brooks (from Item 10)
Mark Alexander

In attendance

[REDACTED]
Graham Balmer

Secretariat (Item 7)
Secretariat (Item 7)
Principal Change Advisor (Item 8)
Director Infrastructure (Items 9 to 15)
Programme Manager (Item 10)
Meeting Secretary

24 July 2014

Members

Chairman
Chief Executive
Non-Executive Director
Non-Executive Director
Non-Executive Director
Non-Executive Director
Programme and Delivery Director

Sir Richard Mottram
Jonathan Lyle
Lis Astall
Gerard Connell
David Grant
Dame Wendy Hall
Richard Brooks

Finance Director

Mark Alexander

In attendance

Graham Balmer
[REDACTED]

Director Infrastructure (Items 6 and 7 only)
Corporate Secretary

10 September 2014

Members

Chairman
Chief Executive
Non Executive Director
Non Executive Director
Non Executive Director
Non Executive Director
MOD Non Executive Director
Deputy Chief Executive
Finance Director
Director Infrastructure
Chief Technical Officer
Programme and Delivery Director
Account Director
Technology Exploitation Director
Operations Director
HR Director
Programme Director

Sir David Pepper
Jonathan Lyle
Lis Astall
Gerard Connell
David Grant
Dame Wendy Hall
Carole Tolley
Pete Thompson
Mark Alexander
Graham Balmer
[REDACTED]
Richard Brooks
Chris Gibson
Heather Goldstraw (DE&S)
Jenni Henderson
Christine Hewitt
Nick Joad

In attendance

[REDACTED]

Head of Strategy
Corporate Secretary

26 November 2014

Members

Chair
Chief Executive
Non-Executive Director
Non-Executive Director
Non-Executive Director
Non-Executive Director
Non-Executive Director (MOD)
Finance Director
Programme and Delivery Director
Deputy Chief Executive

Sir David Pepper
Jonathan Lyle
Lis Astall
Gerard Connell
David Grant
Dame Wendy Hall
Carole Tolley
Mark Alexander
Richard Brooks
Pete Thompson

In attendance

Graham Balmer
[REDACTED]

James Kirkby
[REDACTED]

Piers White
[REDACTED]

Director Infrastructure (Items 6 to 8, 12 and 13)
Business Analyst (Items 6 to 8)
Head of Finance (Items 6 to 8)
PIL Chief Executive (Item 9 only)
Principal Adviser S&T Capabilities (Items 6 to 8)
PIL Chair (Item 9 only)
Corporate Secretary

2015


12 February 2015

Members

Chair
Chief Executive
Non-Executive Director
Non-Executive Director
Non-Executive Director
Non-Executive Director
Non-Executive Director (MOD)
Finance Director
Delivery Director
People and Business Services Director
Technical and Strategy Director

Sir David Pepper
Jonathan Lyle
Lis Astall
Gerard Connell
David Grant
Dame Wendy Hall
Carole Tolley
Mark Alexander
Richard Brooks
Christine Hewitt
Pete Thompson

In attendance

Graham Balmer


Director Infrastructure (Items 6, 13 and 14)
CIO/SIRO (Items 13 and 14)
Interim Corporate Programme Manager (Item 6)
Corporate Secretary



25 March 2015

Members

Chair
Chief Executive
Non-Executive Director
Non-Executive Director
Non-Executive Director
Non-Executive Director (MOD)
Finance Director
People and Business Services Director
Technical and Strategy Director

Sir David Pepper
Jonathan Lyle
Lis Astall
Gerard Connell
Dame Wendy Hall
Carole Tolley
Mark Alexander
Christine Hewitt
Pete Thompson

In attendance

Piers White
James Kirby
Graham Balmer

Jenni Henderson
Alex Lambert


Chairman: PIL (Item 4)
Chief Executive: PIL (Item 4)
Director Infrastructure (Item 5)
FICP Programme Manager (Item 5)
Transformation Director (Item 6)
Transformation Director (Item 6)
Head of Strategy (Item 6)
Trading Fund Review Support Team (Item 7)
Trading Fund Review Support Team (Item 7)
Finance Team (Item 10)
Head Strategy & Governance: Minutes

Secretary

4 June 2015

Members

Chair
Chief Executive
Non-Executive Director
Non-Executive Director
Non-Executive Director
Non-Executive Director
Non-Executive Director (MOD)
Finance Director
Delivery Director
People and Business Services Director
Technical and Strategy Director

Sir David Pepper
Jonathan Lyle
Lis Astall
Gerard Connell
David Grant
Dame Wendy Hall
David English
Mark Alexander
Richard Brooks
Christine Hewitt
Pete Thompson

In attendance


Alex Lambert

Graham Balmer


Corporate Secretariat (Item 2)
Transformation Director (Item 2)
Account Manager (Item 2)
Division Head (Item 3)
Director Infrastructure (Items 10 and 11)
Acting Secretary

23 July 2015

Members

Chair
Chief Executive
Non-Executive Director
Non-Executive Director
Non-Executive Director
Non-Executive Director
Non-Executive Director (MOD)
Delivery Director
People and Business Services Director
Technical and Strategy Director

Sir David Pepper
Jonathan Lyle
Lis Astall
Gerard Connell
David Grant
Dame Wendy Hall
David English
Richard Brooks
Christine Hewitt
Pete Thompson

In attendance


Graham Balmer



Head of Strategy (Item 4)
Strategy & Governance (Item 4)
Transformation Director (Item 8)
Account Manager (Item 2)
Division Head (Item 3)
Director Infrastructure (Items 5, 6, 7 and 9)
Div Head, Counter Terrorism & Security (Item 6)
Military Adviser, Counter Terrorism & Security (Item 6)
Acting Secretary

3 September 2015

Members

Chairman
Chief Executive
Non-Executive Director
Non-Executive Director
Non-Executive Director
Non-Executive Director
MOD Non-Executive Director
Finance Director
Infrastructure Director
Delivery Director
Technical & Strategy Director
Transformation Director
Transformation Director
People & Business Services Director

Sir David Pepper
Jonathan Lyle
Lis Astall
Gerard Connell
David Grant
Dame Wendy Hall
David English
Mark Alexander
Graham Balmer
Richard Brooks
Bryn Hughes
Jenni Henderson
Alex Lambert
Christine Hewitt

In attendance

[REDACTED]

Dr Paul Hollinshead

[REDACTED]

Head of Strategy & Governance
Head of Strategy
DST-Director
DST-Change Head
Acting Secretary

14 October 2015

Members

Chairman
Chief Executive
Non-Executive Director
Non-Executive Director
Non-Executive Director
MOD Non-Executive Director
Finance Director
Delivery Director
Technical & Strategy Director

Sir David Pepper
Jonathan Lyle
Gerard Connell
David Grant
Dame Wendy Hall
David English
Mark Alexander
Richard Brooks
Bryn Hughes

In attendance

Transformation Director
Head of Strategy & Governance
Chief of Staff, Delivery Directorate
Div Head, Defence & Security Analysis
Principal Risk & Assurance Adviser
Acting Secretary

Alex Lambert

[REDACTED]

25 November 2015

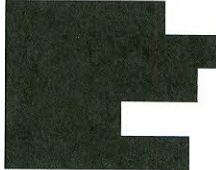
Members

Chairman
Chief Executive
Non-Executive Director
Non-Executive Director
Non-Executive Director
MOD Non-Executive Director
Finance Director
Delivery Director
Technical & Strategy Director

Sir David Pepper
Jonathan Lyle
Lis Astall
David Grant
Dame Wendy Hall
David English
Mark Alexander
Richard Brooks
Bryn Hughes

In attendance

Infrastructure Director
Transformation Director
Head of Strategy & Governance
Div Head, Cyber & Information Systems
Principal Risk & Assurance Adviser
Head of Finance
Acting Secretary

Graham Balmer
Alex Lambert


2016

11 February 2016




Members

Chairman
Chief Executive
Non-Executive Director
Non-Executive Director
Non-Executive Director
Non-Executive Director
MOD Non-Executive Director
Finance Director
Delivery Director
Technical & Strategy Director
People & Business Services Director

Sir David Pepper
Jonathan Lyle
Lis Astall
Gerard Connell
David Grant
Dame Wendy Hall
David Marsh
David English
Richard Brooks
Bryn Hughes
Joanne Peel

In attendance

Infrastructure Director
CIO/SIRO
Head of Corporate Affairs
Transformation Director
SHEF Change Leader
Transformation Director
Chairman, PIL
Chief Executive, PIL
Div Head, Chem, Bio, & Radiological
Acting Secretary
Acting Secretary

Graham Balmer

Jenni Henderson

Alex Lambert
Piers White
James Kirby


30 March 2016

Members

Chairman
Chief Executive
Non-Executive Director
Non-Executive Director
Non-Executive Director
MOD Non-Executive Director
Finance Director
Technical & Strategy Director
People & Business Services Director

Sir David Pepper
Jonathan Lyle
Lis Astall
Gerard Connell
David Grant
David Marsh
David English
Bryn Hughes
Joanne Peel

In attendance

Infrastructure Director
Head of Corporate Affairs
Transformation Director
Head of Business Planning
Praesta Partners LLB
Secretary

Graham Balmer

[REDACTED]

Alex Lambert

[REDACTED]

2 June 2016

Members

Chairman
Chief Executive
Non-Executive Director
Non-Executive Director
Non-Executive Director
Capability and Delivery Director
MOD Non-Executive Director
Finance Director
Technical & Strategy Director
People & Business Services Director

Sir David Pepper
Jonathan Lyle
Gerard Connell
David Grant
Dame Wendy Hall
David Marsh
Mark Preston
David English
Bryn Hughes
Joanne Peel

In attendance

Infrastructure Director
Head of Corporate Affairs
SHEF Change Leader
Head of Business Planning
Corporate Governance Principal
Corporate Adviser
Secretary

Graham Balmer

[REDACTED]

21 July 2016


Members

Chairman
Chief Executive
Non-Executive Director
Non-Executive Director
MOD Non-Executive Director
Finance Director
Technical & Strategy Director
People & Business Services Director

Sir David Pepper
Jonathan Lyle
Gerard Connell
Sir David Grant
Mark Preston
David English
Bryn Hughes
Joanne Peel

In attendance

Head of Corporate Affairs
Transformation Director (Item 1&3)
Head of Business Planning (Item 1&3)
Praesta Partners LLB (Item1& 2)


Alex Lambert

**Defence Science and Technology Laboratory
Board**

MINUTES OF MEETING

DATE OF MEETING 02 June 2016

LOCATION Room 118, Building 5, Porton Down

AUTHOR [REDACTED] Secretary

FURTHER INFORMATION Name: [REDACTED]
Tel: [REDACTED]
Email: [REDACTED]

ACTION REQUIRED The Board is invited to:

- **note** these minutes
- **note** the relevant actions

Members

Chairman	Sir David Pepper
Chief Executive	Jonathan Lyle
Non-Executive Director	Gerard Connell
Non-Executive Director	David Grant
Non-Executive Director	Dame Wendy Hall
Capability and Delivery Director	David Marsh
MOD Non-Executive Director	Mark Preston
Finance Director	David English
Technical & Strategy Director	Bryn Hughes
People & Business Services Director	Joanne Peel

In attendance

Infrastructure Director	Graham Balmer
Head of Corporate Affairs	[REDACTED]
SHEF Change Leader	[REDACTED]
Head of Business Planning	[REDACTED]
Corporate Governance Principal	[REDACTED]
Corporate Adviser	[REDACTED]
Secretary	[REDACTED]

ITEM 1 - Apologies for absence and Chairman’s announcements

1. There were no apologies for absence.
2. The Chairman welcomed Mark Preston to his first meeting of the Board as the recently appointed MOD NED.

ITEM 2 – Minutes of the last meeting

3. The Minutes of the meeting of the Board held on 30 March 2016 at Portsdown West were confirmed as a true record.

ITEM 3 – Matters Arising

(a) From the minutes of the last meetings

4. None.

(b) From actions

5. **BO6/15-16/02** – supporting paper circulated by Finance Director. Action closed.

6. **BO6/15-16/05** – supporting paper circulated by Finance Director. Action closed

7. **BO6/15-16/06** – The Chairman commented that this action required an estimated completion date. CE responded that the programme triggered by Helios around ways of working would bring together the people-related strands in the Transformation Portfolio. He added that this action was about how people worked in Dstl rather than an HR matter. Consequently, the action was closed.

8. **BO7/15-16/01** – supporting paper circulated by Finance Director. It was noted that elements related to this action would be considered as part of the wider discussion on capability requirements which would be informed by the emerging S&T Strategy. Action closed.

9. **BO7/15-16/04** – Action closed.

10. **BO7/15-16/05** – Action closed

11. **BO7/15-16/06** – Action closed.

12. **BO7/15-16/07** – Action closed.

ITEM 4 – CE update

13. CE presented his paper which provided the Board with an update on key external and internal business issues that had occurred since the March 2016 meeting.

14. He referred to the overall MOD context and highlighted a number of recent MOD senior staff appointments including the new Director DST, Simon Cholerton who intended to work fortnightly from a Dstl site. He said that Dstl's biggest internal challenge was the procurement arrangements for the new Facilities Management supplier in preparation for the termination of the contract with Serco on 30 November 2015. He also reminded the Board that BBC4 would be broadcasting a programme

over the summer to cover the work of Porton Down as it marks a centenary of defence operations on the site.

15. The Board noted the arrangements for the 2016 Dstl Hackathon following the success of last year's event and discussed in more detail the central theme of innovation which was also a key theme of the SDSR. Mark Preston indicated that MOD would welcome input from Dstl on how it could develop more innovative ways of delivering its business and CE responded that Dstl stood ready to assist where it was needed. Jo Peel said that Dstl was using the forthcoming Hackathon event to consider innovative ways of dealing with the issue of pay.

16. The Board discussed ways to encourage innovation. It was noted that in order to reduce risk aversion break points could be built into contracts for innovative work so that work could be stopped if it was unlikely to produce the anticipated results. Gerard Connell noted that Dstl's Centre for Defence Enterprise was facing significant funding reductions, but CE said this might prove to be a temporary reduction. Dame Wendy Hall told the Board that Innovate UK had just launched a campaign aimed at providing funding to support women in innovation.

17. The Chairman said that he had told the new PUS MOD that Dstl had proposals for manpower reductions, but was constrained by the continuing absence of the S&T Strategy.

18. The CE update was noted.

ITEM 5 – Audit Committee update

19. Gerard Connell, advised that the Audit Committee (AC) had met on 1 June 2016 and considered the following issues.

20. End of Year Finance Report: The principal issues considered in the light of the Finance Director's report were [REDACTED] the current and future financial performance of Ploughshare Innovations Limited, budget outturn, and the continuing uncertainty around the future funding mechanism.

21. Internal audit reports: The Committee had considered both the annual and quarterly audit reports. In the future, there would be greater focus on strategic risks. He reported that the Head of Internal Audit's full opinion was substantial assurance overall with limited assurance in the areas of safety, commercial, and technical assurance. The Committee had noted that there had been significant progress in previously weak areas and that in two of the currently caveated areas action had already been taken to address concerns.

22. Annual Report and Accounts 2015/16: NED GC referred to the paper circulated by the Secretary which captured the amendments made by the AC to the Annual Report and Accounts (ARAC). He indicated that following this review the AC had endorsed the ARAC for approval by the Board and signature by the Chairman and CE on 16 June subject to [REDACTED] the receipt of the remuneration report pension data from MyCSP and rounding error amendments to the sustainability data as advised by the auditor.

ITEM 6 – Finance Director’s 2015/16 Year End Report

23. David English presented the End of Year Finance Report which provided a brief for the Board on the principal issues affecting the 2015/16 statutory accounts and on other issues of financial importance not reported elsewhere. He highlighted some key points:

24. Reported Profit for the Year: The Board noted that the Audit Committee had requested that the FD provide a more detailed explanation to the Board of how operating profit for the year compared to budget.

Full Year Statutory Operating Profit variance to Budget		
Trading Fund only		
	£m	Comment
Budget	22.7	
Adverse underlying trading performance (net):		
Gross margin	-0.9	Lower sales volume
Cost recoveries on customer projects	-2.0	Mainly reduced income from specialist facilities
Staff costs in Divisions	-2.3	Higher average FTE throughout the year
Indirect cost savings	1.7	Cost controls and donation of customer-funded assets
Sub-total: underlying trading performance	-3.5	
Favourable non-recurring factors:		
Depreciation	0.9	Non-cash impact - slower infrastructure capex delivery
Rent and rate rebates & dispute resolution	3.7	Release of previous accruals and provisions
Transformation costs	2.0	Budget contingency not utilised
Utility/Energy Costs	0.9	Price reductions and mild winter
Sub-total: non-recurring factors	7.5	
Management Accounts operating profit	26.7	Overall favourable variance of £4.0m vs Budget
"Exceptional" items per management accounts		
Major infrastructure non-capital programme costs	-4.5	Staff relocation & programme management
Voluntary early exit payments	-4.4	
Grant funding towards Helios programme	7.5	From MOD customer
Other non-trading items	1.1	Mainly release of bad debt provision re Ploughshare
Management Accounts profit before interest	26.5	
End of year accounting and audit adjustments		
Accounting adjustments	-0.5	MHCA and other year-end adjustments
	4.8	
Operating profit per statutory accounts	30.8	

25. Mark Preston asked for clarification of the grant income from DI. David English explained that some customers occasionally contributed to the cost of capital facilities on the basis that theirs was the sole requirement.

26. The Board asked that future reports should spell out the factors involved in the profit reconciliation.

[Action: Finance Director to consider the future format of his Year End Report.]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

ITEM 7 – Annual Report and Accounts 2015/16

29. [REDACTED] joined the meeting. CE referred to amendments which had been made to the previously circulated document following the Audit Committee meeting on 1 June and a paper detailing the changes was distributed.

30. FD referred to the description of strategic and high-impact risks on page 13 and corporate level risks on page 41 and suggested that the two operational risks plotted in the illustration on page 13 could be removed together with the word 'strategic' at the top and bottom of that page. The Board agreed.

31. All members indicated they were content with the proposed amendments and the Board approved the Annual Report and Accounts for signing by the Chairman and CE on 16 June 2016 subject to [REDACTED] the receipt of the remuneration report pension data from MyCSP and rounding error amendments to the sustainability data as advised by the auditor.

32. [REDACTED] left the meeting.

ITEM 8 Dstl Board Review

33. The Chairman invited the Board's initial views on the Dstl Board Review paper carried out by Steve Wigzell, Praesta Partners LLP, ahead of a more detailed half day session at the next Board awayday on 21 July.

34. Board members asked to see figures showing not only the average scores in their responses but also the spread. The Chairman agreed to ask if this was available. He asked whether colleagues would like Steve Wigzell to facilitate the Board Review session at the next meeting. This was agreed and the Chairman undertook to contact Steve Wigzell to see whether he would be available and willing to do so.

[Action: Chairman to contact Steve Wigzell, Praesta Partners LLB to see whether he was able to facilitate the Board Review session at the next meeting of the Board on 21 July.]

[Post-meeting note: The Chairman contacted Steve Wigzell who confirmed that he would be able to attend the Board awayday on 21 July to facilitate the Board review session.]

35. The Chairman asked Mark Preston for an update on the current status of the TFR governance work stream. Mark said that his current priority was the integration of the Dstl's financial arrangements. He would, however, stress to his team the importance of progressing the governance work although he did not anticipate that this work would be fully formed by July. The Board noted the position and the Chairman commented that, if the final decision had not been made by July, the Board would have to base their discussion on the best working assumption available at that stage. He added the new MOD PUS, Stephen Lovegrove, seemed to be inclined to look to the Dstl Board for a stronger role in managing performance.

36. In the meantime, and in advance of the next meeting, the Chairman asked colleagues to give some consideration to:

- What should the Board do less of, noting that all the suggested changes were for increases in effort?
- How should the Board develop its role in performance scrutiny?

37. CE felt that the Board Review was a good and insightful piece of work which provided opportunities for discussion around the future role of the Board in managing Dstl's performance and the need to develop an outward facing position in order to understand what Dstl's senior stakeholders wanted from the Board which would help to avoid adopting an overtly inward facing stance.

ITEM 9 Governance updates

(a) Trading Fund Review

38. Mark Preston provided a short update on the progress of the Trading Fund Review and repeated his earlier comment that priority was currently being given to the integration of Dstl finances with MOD. This was not a straight forward process and required the preservation of hard charging arrangements. He accepted, however, that governance arrangements also needed to be done as a priority piece of work in order to help inform the Board awayday in July. He added that he did not

anticipate that it would see significant change; as one of the higher performing Boards it should be an exporter of good practice. The Chairman and CE stressed the need to get the new Framework Document, charging model and HR freedoms resolved as soon as possible.

(b) Science Capability Review

39. Bryn Hughes, Technical Director outlined the latest position on the SCR. He indicated that the S&T Strategy would be considered by the Research, Technology and Innovation Board (RTIB) at the end of September/start of October and Dstl would be helping DST colleagues with S&T input. He would be briefing the Board further in July on the status of the S&T Strategy at that point. CE suggested that the new DST Director S&T, Simon Cholerton, should be invited to attend either the July or September meeting of the Board.

[Action: CE and Chairman to discuss which Board to invite DST Director to attend.]

40. The Chairman expressed concern that Dstl was effectively unable to take any firm action to reshape its capabilities in the continuing absence of the S&T Strategy but Bryn Hughes indicated that he had some understanding of where there was likely to be movement by working with DST colleagues. David Marsh added that much of the future looking work had been done but that it had to progress through the governance system including the RTIB. It would be hard to release the S&T Strategy without the portfolio design behind it. The Chairman hoped that Mark Preston and DST Director would be able to help expedite these matters in order that planning could occur with certainty rather than assumption.

41. Bryn reaffirmed Dstl's commitment to working with colleagues in DST to achieve the S&T enterprise. CE said that DST colleagues were now working at Porton and Portsdown West. He wanted to see some progress made with process including the treatment of triage which had still to be decided but overall he considered that IOC for SCR had been achieved.

42. The Board noted the current position.

ITEM 10 Dstl Future Vision and Strategy

43. [REDACTED] Head of Business Strategy, and [REDACTED] Corporate Governance Principal, joined the meeting. The Chairman reminded colleagues that the second half of the July awayday would be dedicated to considering the future vision and strategy for Dstl, and that this discussion was the second stage in preparing for that event

44. [REDACTED] introduced his paper which set out five options for Dstl's aspirations, and asked the Board for their initial views.

45. The Board discussed each of the options presented. They agreed that the option in para 5, Niche Supplier, was too narrow; and that options in paras 8 and 9 were unrealistic at this stage. The option in para 6 was essentially the status quo emerging from the SCR; the question was how much movement into para 7, federation or collaboration with CAST and HMGCC, could be achieved. They agreed that preparations for the awayday should focus on this issue and paras 6 and 7.

46. ██████████ confirmed that he would prepare for the awayday on that basis and he reminded the Board that the outcome of that session would then lead into the September joint Board with the Executive when discussion could take place around what this would mean for Dstl's vision and the work of the Transformation Portfolio.

47. ██████████ and ██████████ left the meeting.

Item 11 Safety Improvement Plan update

48. The Board considered a paper from the CE which provided an update on the actions identified in the Board paper of 25 November 2015 and provided a summary of the progress on the actions and highlights from the Safety Improvement Programme (SIP).

49. CE praised the progress of this work which was largely due to the leadership of ██████████ SHEF Change Leader, who had achieved a step change in Dstl's safety culture. He informed the Board that the new Head of Safety, ██████████ was unable to attend this meeting but would present his views to a future Board meeting.

50. He then outlined the paper which described the impact of the SIP in safety leadership including Limited Notice Inspections, learning from incidents including enhanced investigation capacity, and safety culture. His view was that, while Dstl had turned a corner, it still had a long way to go to put all of the building blocks in place. Part of this work would be to develop some effective metrics in the form of leading indicators in order to be able to demonstrate progress and achievements.

51. The Chairman noted that safety was forming a large part of the NewCo process and he asked whether the CE anticipated any additional risks during the transitional period. CE responded that Dstl would be putting in place mitigating actions during this phase the most significant of which was the continued involvement of Faithful + Gould to provide continuity during the handover period. David Marsh added that he would be expecting Division Heads to maintain a careful overview to ensure that the process was properly managed. ██████████ informed the Board that there were more controls in place with the standing up of the Intelligent Client Capability and greater interfaces between Dstl and NewCo staff on the ground. The role of Building Supervisor would be key to ensuring success and the aim would be to have all of these staff in place by December with the result that the whole of Dstl's estate would be covered.

52. The Board asked whether staff would be self-certified or accredited and ██████████ indicated that this would vary across the business according to the level of need in a particular area.

53. With regard to Limited Notice Inspections, the Board suggested that in future consideration might be given to extending the inspection programme to sub-units within buildings whilst noting that Dstl currently had an estate of over 600 buildings which would reduce to 350 when Fort Halstead was vacated.

54. The Chairman thanked the CE and [REDACTED] for their helpful and reassuring report and the Board noted the position.

ITEM 12 Serco Re-provision

(a) Exit arrangements

55. The Board considered a paper by the Infrastructure Director (ID) which set out the Serco exit arrangements. [REDACTED]

[REDACTED] Particular emphasis was being placed on the data packs on all of Dstl's buildings and ensuring that the built environment was statutorily compliant.

56. The Board discussed the paper and accepted the update.

(b) New Facilities Management Supplier Procurement

[REDACTED] The Board considered a paper by Graham Balmer, Infrastructure Director which set out the arrangements for the procurement of a new supplier through Crown Commercial Services (CCS). He outlined the paper and referred to the use of the CCS framework for the acquisition of the new FM supplier. He referred to progress to date and mentioned that six bids had been received by the deadline of 9 May 2016. [REDACTED]

58. He then referred to the next steps which involved CCS completing the tender assessment and selecting a preferred bidder and outlined the approvals process which would need to happen in parallel as follows:

- Approval by the Dstl Board
- Approval for MOD by MinDP prior to contract award
- Approval by Minister for the Cabinet Office to be staffed through CCS
- Approval by HM Treasury to be staffed by CCS (if over £100m total contract value)

59. Graham stated his intention to circulate a copy of the Ministerial Submission to the Board in the next few weeks. This would set out the background, competition headlines and results, the recommended option, the approvals process, price and remaining risks.

60. The Board agreed that this was a helpful way forward. Mark Preston offered to be the conduit with DIO if required.

[Action: Tech D to arrange for an item on innovation to come to a future Board meeting including a presentation from the Centre for Defence Enterprise.]

76. The Board noted the status of various planned high value procurements (HVPs) and David English indicated that a number of those with an amber RAG status were now green. David Marsh added that part of the reason for the delays were down to enterprise issues between the Divisions and Commercial and defining requirements. CE added that the Stewardship Executive Sub Committee had visibility of these HVPs which was an improvement and it was able to provide early scrutiny and challenge to the Procurement Strategy.

77. David Grant expressed concern about the net promoter scores and customer satisfaction figures set out on pages 10 and 11 and he asked what the key messages were for the Board. CE responded that the number of customer satisfaction forms sent and returned had dropped significantly as a result of post ROAD process changes. David Marsh added that he would like to see a greater number of regular face to face meetings with customers taking place to obtain feedback which could be fed back into the metrics

78. CE raised the issue of the need for integrated management information with DST to inform the S&T enterprise which would require some knowledge of the metrics that DST intended to use.

79. Section 4: Technical and Strategy – required revamping.

80. Section 7: People – PBSB was asked to clarify the section on the pie chart relating to staff leavers citing ‘career opportunities’ as a reason for leaving.

81. Section 9: Transformation – required further clarification to explain the reason for the red and amber RAG statuses.

82. ██████████ left the meeting.

ITEM 15 Board Calendar

83. The Board noted the calendar of forthcoming Board items.

ITEM 16 Any other business

(a) EU Referendum Guidance

84. CE reminded Board members of the restrictions placed upon them during the period of purdah leading up to the EU Referendum on 23 June. Further details were contained in the detailed guidance entitled ‘The EU Referendum Guidance for UK Government Departments on activities during the period 27 May to 23 June’ circulated by the Board Secretary on 27 May.

(b) Future Board meeting at Fort Halstead

85. The Chairman informed colleagues that the Board would now be holding its July meeting at the Defence Academy at Shrivenham rather than at Fort Halstead as originally planned. He wanted the Board to hold one of its remaining meetings in 2016 at the Fort and he asked the Board Secretary to contact members to ascertain their preference.

[Action: Board Secretary to contact Board members to agree which of the remaining meetings in 2016 should be held at Fort Halstead.]

The meeting closed at 1535

**Defence Science and Technology Laboratory
Board**

NOTES ON AWAY DAY

DATE OF MEETING 21 July 2016

LOCATION Carver Room, Defence Academy, Shrivenham

AUTHOR [REDACTED], Acting Secretary

FURTHER INFORMATION Name: [REDACTED]
Tel: [REDACTED]
Email: [REDACTED]

ACTION REQUIRED The Board is invited to:

- **note** these minutes
- **note** the relevant actions

Members

Chairman	Sir David Pepper
Chief Executive	Jonathan Lyle
Non-Executive Director	Gerard Connell
Non-Executive Director	Sir David Grant
MOD Non-Executive Director	Mark Preston
Finance Director	David English
Technical & Strategy Director	Bryn Hughes
People & Business Services Director	Joanne Peel

In attendance

Head of Corporate Affairs	[REDACTED]
Transformation Director (Item 1&3)	Alex Lambert
Head of Business Planning (Item 1&3)	[REDACTED]
Praesta Partners LLB (Item1&2)	Steve Wigzell

Apologies

Non-Executive Director	Dame Wendy Hall
Capability & Delivery Director	David Marsh

ITEM 1 – Future Governance Arrangements for Dstl

1. MOD Non-Executive Director Mark Preston gave an update on the Trading Fund Review implementation activities and provided the Board with a handout reflecting his current proposal for the future governance of MOD's Arms' Length Bodies (ALB). He noted the new Permanent Under Secretary's (PUS) desire to rationalise and simplify the governance arrangements across the department. He

reflected that Dstl exhibited some best practice in its Board arrangements which he was keen to adopt in other areas.

2. MOD NED then talked through his slide pack. He highlighted the importance of separation of the two lines of accountability i.e. business and customer and noted that the distinction was accepted by PUS. He discussed his proposals relating to the role of the Minister and DG HOCS in holding the Chairman and Chief Executive to account and explained the rationale for using PUS/DGHOCS to deliver this role. He observed the need for a clear but focused role for the Minister in Dstl's governance.

3. The Chairman and CE raised concerns regarding the arrangements for managing customer requirements and prioritisation, noting that the MOD requirements went far beyond the DST budget and the significance of Dstl's contribution to some other Government departments' (OGD) science and technology effort. They also raised the current challenges regarding the effectiveness of the Research Technology and Innovation Board in addressing the whole security and defence picture. CE raised his concerns regarding understanding of the operational role played by Dstl and the broader security/ counter terrorism responsibilities which are overlooked in the current arrangements. MOD NED noted the strategic challenge and the need for effective cross government representation and pointed to the commitments in the Strategic Defence & Security Review (SDSR) as a mechanism for mitigating this risk. He noted the current disconnect. He intended to build on the current proposal to articulate the issues and implications. He agreed with the Chair that he needed to meet urgently with the CE and Simon Cholerton so that they could resolve the issues around the proposed mechanism.

4. The Chairman queried the future role of the Board in customer relationships and MOD NED described the current DE&S arrangements as a possible model. NED Sir David Grant suggested that the public sector approach of the Senior Independent Director being responsible for shareholder relationships might provide a model, though it would be necessary to spread the load beyond a single NED. The Board noted the need to develop the current performance information provided to them to include programme aspects in order to discharge this aspect of their "Holding to Account" role. The Finance Director observed that Dstl also had capability stewardship responsibilities and queried how it would be held to account for conducting that role holistically in the short and longer term. It was recognised that there would need to be an appropriate mechanism to support this. All acknowledged the need to improve stakeholder relationships in the future.

5. NED Gerard Connell raised the role of the Board in investment and capital commitments and its responsibilities for recommendation and/or approval of capital expenditure. MOD NED noted the need to ensure this was clearly articulated following the outcomes of the finance work stream in the Trading Fund implementation programme.

6. The People and Business Services Director (PBSD) observed the need to remember the people and cultural aspects of performance in any holding to account arrangements and MOD NED agreed this would be reflected in the final proposals.

ITEM 2 – Board Evaluation

7. The Chairman thanked Steve Wigzell for the insights provided in the Board Evaluation report and explained the session was intended to give the board an opportunity to reflect on the key areas for focus in the coming year and to develop an action plan which could then be implemented.

8. Steve then led a workshop session from which two key themes emerged for action.

- Engagement of the Board with Key Stakeholders
- Management of Business Performance

Various suggestions for short and long term actions were developed which are provided in Annex A.

9. Discussion followed on the implications of the Board's role in stakeholder engagement and the relationships with DST. The need to codify the responsibilities of the Board in regard to strategic relationship management was recognised. The need for commitment of Board Members to support this activity was also noted.

10. Key six month actions were to develop a Key Stakeholder list, allocate lead responsibilities and clarify understanding of the respective DST and Dstl responsibilities.

11. Key 12-18 month actions were to complete a Board visit programme and provide structured feedback to the board on stakeholder perceptions to inform future planning.

12. Discussion was held on the Board's role in managing business performance and the associated data and information to support this role. The need to have programme information based on risk and impact of programmes was noted. The Executive's role in ensuring the right issues are brought to the Board's attention was acknowledged. A refocusing of the current Chief Executive's Update was identified as a means for doing this. NED Sir David Grant observed that excessive detail in the pack was not helpful and that there was a need to keep things at a high level so that issues could be easily identified. MOD NED and NED Gerard Connell noted that there was also a compliance role for the Board which must not be overlooked. MOD NED offered to provide other ALB board packs to enable best practice to be extracted.

13. PBSB asked for clarification of the board's role in holding the Executive to account. The subsequent discussion reflected the need for the Executive to recognise that they shared collective responsibility as Board members and were also individually accountable to the Board for their area of management. This duality could be uncomfortable but was inherent in the role of an Executive Board Member. The NEDs' perspective as a "critical friend" was also highlighted. There was recognition of the need to set appropriate expectations and agreement of the need to hold an annual Board development session.

14. Key six month actions to improve performance management were to revise the Board packs through a refocussed CE update and clearer signalling of issues, and to develop an updated performance report which focused on:

- delivery of programmes
- delivery of critical enabling activities including capital programmes
- contribution to MOD corporate initiatives

15. Key 12-18 month actions were to include the capability axis in performance reporting, confirm the suitability of the revised reporting approach for the enhanced “Holding to Account” role and its interface with the MOD process, and to reinforce the role of Executive sponsors for the quality of Board papers on key issues.

16. The need for the Board agenda to be amended to reflect the revised role was recognised. A series of awareness raising events to inform the Board of capability requirements and options was proposed. These would take place outside the board meetings.

ITEM 3 – Dstl Vision and Strategic Objectives

17. Head of Business Planning, [REDACTED] and Transformation Director, Alex Lambert led a workshop session to develop the strategic direction for Dstl as it establishes as an Executive Agency. A short presentation setting the strategic context was delivered which included an early view of DST’s Science and Technology strategic direction. Transformation Director then outlined three possible future options for strategic direction for the organisation.

18. The Board discussed the risks and benefits of the three proposed models for the future noting the external context of Government policy, the department’s imperative on headcount and the need to identify the point at which the viability of Dstl going forward is compromised. The content of the discussions has been captured by the business planning team and will be included in the working up of the strategic plan.

19. Following the discussion the Board agreed that the “Dstl-the Partner” model should be worked up for the Joint Board and Executive strategy day on 7th September. Nick Joad, DST Head of Portfolio, would be asked to join the event to brief on their thinking regarding the future portfolio in order to enable identification of possible areas for wider partnership.

20. The Board confirmed that the event in September would focus on clarifying the revised vision and ambition, identifying a new set of corporate, strategic objectives and establishing the relative prioritisation of consequent actions. The Head of Business Planning would work up the plan for the event and the delivery of the subsequent corporate plan.

ITEM 14 Any other business**(a) Update on Ministerial Submissions**

21. The CE advised the Board of the current situation regarding approvals for the outcome of competition for the New Facilities Management provider, the Helios construction and the Pay Award.

The Chairman thanked everyone for their positive and open contributions to a rewarding day.

The meeting closed at 1630.

ANNEX A**Actions to be delivered by December (six months hence)**

1. Identify and produce list of agreed Key Stakeholders
2. Clarify the role of Board members in customer interactions with DST and BSG
3. Clarify the capital processes and delegations and role of the Board in the Executive Agency
4. Incorporate role of Board Members in stakeholder management into Framework Document
5. Agree which Board Member will map to which key stakeholder
6. Each NED to have established at least one personal contact
7. Formal written Annual Stakeholder survey/feedback form to be agreed
8. Have developed basic understanding of what Key Customers think of Dstl and review at the Board
9. Investigate the feasibility of aligning Business Reporting to Key Stakeholders
10. Have identified the top 6 programmes across Dstl for Board monitoring
11. Revise board performance pack and have seen first two quarterly reports with information on programme performance and CE comments
12. Develop clear structure for Board level Business performance review and clarify who will attend performance review elements of Board meetings
13. Reshape CE update and Business Performance Report to inform board of business issues and implications
14. Produce evidenced view on Dstl's performance in the round to support Chair/CE in DG HOCS

Actions to be delivered in 12-18 months

1. Lead NED visit programme to be in place and visit reports to be circulated to the Board, NED "Voice of the Customer" programme to be launched
2. All key stakeholders to have had NED POC visit
3. Explicit senior customer feedback on Dstl deliverable to be reviewed in Summer 17
4. DST/Dstl develop a joint agreement of the requirement for future capabilities and an understanding of responsibilities across the enterprise
5. Board level Stakeholder engagement and action plan in place and "red" areas reviewed

6. Review of top 6 programme to have been completed
7. Key messages relating to programme delivery and capability to be developed and provided to Board to enable confident, proactive witness to MOD
8. Board to have effective dashboard of long term capability health as well as programme delivery, remembering the importance of people and culture to effective delivery.
9. New Board pack tested, evaluated refined and accepted as basis for DG HOCS holding to account process
10. New agenda in place to provide greater clarity and focused deep dives to challenge Executive
11. Job Spec of future NEDs to include requirement for developing effective relationships with stakeholders