

High Speed Two (HS2) Limited

Board Meeting Minutes

7 December 2017

Boardroom, 2 Snowhill, Birmingham

Members	In Attendance	Apologies
David Higgins Chairman	[REDACTED] Head of Commercial Development P1 South	
Richard Brown Non-executive Director	Nicole Geoghegan General Counsel and Company Secretary	
Steve Allen Chief Financial Officer	[REDACTED] Deputy Company Secretary	
Christine Emmett Non-executive Director	[REDACTED] Strategic Communications Advisor	
Mel Ewell Non-executive Director	Clive Maxwell Department for Transport, Observer	
Neil Masom Non-executive Director	Andrew McNaughton Technical Director	
Roger Mountford Non-executive Director	[REDACTED] Commercial Development Director	
Duncan Sutherland Non-executive Director	Chris Rayner (item 8) Railway Operations Managing Director	
Mark Thurston Chief Executive Officer		
Jo Valentine Non-executive Director		


1. DECLARATIONS OF INTEREST AND VALUES MOMENT

- 1.1 There were no additional interests to those previously declared.
- 1.2 The Board noted the values moment given by Duncan Sutherland on community engagement and experience of expecting and respecting the issues raised by impacted communities.

2. MINUTES OF THE PREVIOUS MEETING AND MATTERS ARISING

- 2.1 The minutes of the meeting 02 November 2017 were agreed as a true record.
- 2.2 The status of the actions were noted and the following updates were provided:
 - 2.2.1 **Action 726: Langley – [REDACTED]**
[REDACTED].

Action: Richard Brown
 - 2.2.2 **Action 738: Platform edge doors** – The Board noted that this matter is to be considered by the System Integration Authority on 18 December 2017. The timing for the matter to return to the Board will be planned for March 2018. Action closed.

- 3.2.3 The Board noted the status of the National Audit Office and internal audit actions and the ongoing development of the formalisation required for instructions and correspondence between HS2 Ltd and DfT;
- 3.2.4 The Board noted that the revised Framework Document will be taken to the January Board;
- 3.2.5 The Board discussed the Growth Partnership which had considered lessons learned and how these contribute to a wider picture than what HS2 Ltd is delivering;
- 3.2.6 The Board discussed the need for a document to define to a greater level of detail the HS2 Ltd scope (e.g. by means of a 'yellow book' as was used at the ODA), noting that this will be delivered in Phases to then inform documentation of operating costs;
- 3.2.7 
Action: Richard Brown
- 3.2.8 The Board discussed the community engagement update and the recent activist activity. It has been agreed that Management will write to the activists in order to clarify boundaries in terms of behaviours and safety;
Action: Mark Thurston
- 3.2.9 The Board requested that the Land and Property update also includes community engagement; and
- 3.2.10 The Board noted the financial update on performance against the overall spending envelope and on an annual funding basis.

4. REPORT FROM THE PROGRAMME COMMITTEE 27 NOVEMBER 2017

- 4.1 The Board noted the summary from the Programme Committee and the following key points:
 - 4.1.1 The Board noted the arrival of the Programme Management Office Director and requested an introduction at a future Board meeting;
 - 4.1.2 The Board noted that reporting will be moving to earned value reporting;
 - 4.1.3 **It was agreed that future minutes/ reports from the Programme Committee will reference the section of the management information to which it refers;**
Action: Mel Ewell
 - 4.1.4 The Board commented that the management information is in an improved position and suggested a content review by the incoming Programme Management Office Director; and

4.1.5 The Committee commented on the value of reviewing utilities and Network Rail packages as projects in themselves.

5. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE 07 NOVEMBER 2017

5.1 The Board noted the summary from the Audit and Risk Assurance Committee meeting of 07 December 2017.

5.2 The Board noted that there will be an additional Committee meeting to consider the status of the National Audit Office and internal audit actions.

6. REPORT FROM THE COMMERCIAL AND INVESTMENT COMMITTEE 22 NOVEMBER 2017

6.1 The Board noted the summary from the Commercial and Investment Committee.

6.2 The Committee had considered the business case [REDACTED] and the Board noted the key areas of focus recommended by the Committee.

7. BUSINESS CASE FOR [REDACTED]

7.1 The Board noted the paper seeking approval for HS2 Ltd to propose a Notice of Change to the DfT to include certain development enabling works [REDACTED]

7.2 The Board discussed in detail the potential whole life cost investment versus estimated gross land receipt, noting that this would be a speculative investment.

7.3 The Board were advised that the request for the Notice of Change is to incorporate [REDACTED]

7.4 [REDACTED]

7.5 The Board approved the performance by HS2 Ltd of the design element only of [REDACTED] and requested visibility of the detail at the March Board, [REDACTED]

7.6 The Board noted the process point of sending the Change Notice and ask that this be amended to reflect the Board discussion.

Action: [REDACTED]

8. ROLLING STOCK DESIGN VISION, INTERIORS AND DESIGN: FINAL SPECIFICATION

8.1 The Board noted the paper and discussed the following:

8.1.1 The translation of the requirements from the customer experience work on the design elements represents a sound basis for the layout specifications

and takes on board all key findings that are considered deliverable and clearly specific;

8.1.2 [REDACTED]
[REDACTED]
[REDACTED]

8.1.3 The basis of which layout will be used for which purposes in the procurement process. This will include the layout will be used to calculate the [REDACTED] in addition to the layout the bidders should use to demonstrate performance, energy usage and other key parameters.

8.2 The Board noted that optionality is being kept as much as possible to provide design flexibility.

8.3 The Board approved the paper for onward transmission to the One Railway Programme Board on 14th December.

9. CONFIRMATION OF ACTIONS FROM BOARD STRATEGY DAY

9.1 The Board noted the update from the Board Strategy Day and the allocation of action owners and suggested a minor change to the Board sponsor of one of the actions, which Management agreed to make.

10. CORPORATE AFFAIRS REPORT

10.1 The Board noted the corporate affairs report for November 2017.

10.2 **The Board requested helpdesk statistics in future reports.**

Action: Tom Kelly

11. BOARD FUTURE WORKLOAD

11.1 The Board noted the forward workload for the Board.

12. CHAIRS REPORT

12.1 **The Board noted the success of the Board and Executive event and agreed to plan these in three times a year.**

Action: Company Secretariat

13. ANY OTHER BUSINESS

13.1 The Board agreed that the meeting on 8 February 2018 Board will be held to consider only items which need decision.

Signed:

Date: