

Meeting minutes

Extraordinary HS2 Ltd Board

Meeting date Friday, 20 March 2020

Meeting location Teleconference

Meeting time 10:15-11:30

Members	Attendees	Apologies
Allan Cook (Chairman) Non-Executive Director	[REDACTED] Chief of Staff	Nicole Geoghegan General Counsel
Michael Bradley Chief Financial Officer	Non Owen (minutes) Company Secretary	Mel Ewell Non-Executive Director
Judith Hackitt Non-Executive Director		
Stephen Hughes Non-Executive Director		
Roger Mountford Non-Executive Director		
Ed Smith Non-Executive Director		
Mark Thurston Chief Executive Officer		

1 Welcome, Declarations of Interest and Values Moment

- 1.1 There were no additional declarations of interest to record on the Register.
- 1.2 The Board received a values moment from the Chairman on the principle of every touch leaving a trace having heard this at the All Staff Refreshers held in March. The Chairman spoke of the importance of this during this time of social distancing and being able to demonstrate the values of the organisation during remote ways of working.

2 Business Prioritisation (HS2B_19-150)

- 2.1 The Board received an update from the Chief Executive Officer (CEO) regarding the working arrangements which have been put into place following Government advice for non-key workers to work from home.
- 2.2 The CEO shared a personal reflection on the COVID-19 situation following his recent annual leave and gave an insight into the activities of leadership to react.

- 2.3 The Board noted that in the week commencing 23 March 2020 there will be calls with the Senior Leadership Team and an all staff call. Non-Executive Directors were invited to join the calls.
- 2.4 The Chief Executive Officer (CEO) had been asked to join a call with the Secretary of State for Transport with other Arm's Length Body CEOs on 19 March 2020. A summary of the call was shared with the Board Members.
- 2.5 The Board noted that there have and continue to be more than 2,400 remote working connections made to the system whilst HS2 Ltd staff work from home.
- 2.6 A system of daily calls has been established by Gold Command to adapt ways of working and discuss any key issues which have been identified.
- 2.7 The Board discussed reactions from the supply chain, commenting that this could be a potential area of concern, and monitoring of the supply chain is key.
- 2.8 The restrictions placed on the U.K. by the Government in response to the outbreak of COVID-19 has temporarily changed the way in which HS2 Ltd functions.
- 2.9 In response to the changes, the HS2 Executive met on 19 March 2020 to undertake a prioritisation exercise of the programme. A prioritisation / project management analysis tool had been used to support the work that enables work to be split into:
 - 2.9.1 Must Do;
 - 2.9.2 Should Do;
 - 2.9.3 Could Do; and
 - 2.9.4 Won't Do
- 2.10 The analysis has been supported by the Senior Leadership Team, looking at the next two to four weeks in the first instance.
- 2.11 The Board received and noted the first draft of the document which provided key themes, enterprise wide outcomes and an annex of each directorate input.
- 2.12 The document will remain a live piece of work.
- 2.13 It is proposed that following agreement from the HS2 Ltd Board the document will be updated and shared with the Department for Transport (DfT) and Ministers.
- 2.14 There will be a further review of the outcomes from the exercise to consider how the Chairman and Non-Executive Directors might help with the work and messaging.
- 2.15 The Board noted that the Should Do category and activities is defined as adding significant value and so are still intended to be done. The exercise aims to identify the critical path and prioritisation on required activities. As a live document the work in each category will evolve.

- 2.16 The Executive Committee had discussed the [REDACTED] and the CEO will engage with Board Members further to inform this.
- 2.17 The Board commented that there may need to be discussions regarding [REDACTED]
- 2.18 The Board noted and supported the Executive recommendation to defer the full all staff survey, instead issuing a drum beat of surveys to check on all staff wellbeing during this period.
- 2.19 The Board discussed the HS2 Improvement Programme and enterprise capability. It was noted that it is key to keep Level 3 capabilities stable.
- 2.20 The Board noted the programme to conclude [REDACTED]. It was agreed that the project will be run to conclusion but that during the COVID-19 period [REDACTED].
- 2.21 The Board supported this approach however requested that this be clearly communicated with the DfT.
- 2.22 The Board noted that the Executive Committee will continue to review the analysis and work on the 'how' and numeracy of how it will be delivered.
- 2.23 The Board noted that the supply chain has been engaged to provide their position, which is to continue momentum to the timetable and supporting mobilisation.
- 2.24 The Board requested further visibility on setting up the Integrated Project Teams (IPTs) and how they will work to key issues and new ways of working during this interim period.
- 2.25 Monitoring of the schedule and cost position during this period will be key.
- 2.26 The Board discussed the bandwidth of the DfT and Government during this period and enquired whether a temporary agreement might be established in order to avoid lengthy decision making.
- 2.27 The Board emphasised the need to review a recovery plan, at the appropriate time, and suggested that a similar type of analysis might be used for returning ways of working.
- 2.28 The Board noted that Management are engaging with the DfT for how payments with the supply chain might be accelerated.
- 2.29 The Board thanked the Chief of Staff for her effort and input to provide the work to the Board.
- 2.30 The Board agreed that some time would be allocated at the meeting on 25 March 2020 to further discuss the analysis. The Board were invited to provide any further comments on the work to the Company Secretary in advance of the meeting.

3 Chairman Update (HS2B_19-151)

- 3.1 The Board received and noted a report from the Chairman.
- 3.2 The following key points were raised and noted:
 - 3.2.1 The Chairman and the HS2 Ltd Minister have discussed business priorities. It was noted that this discussion had taken place during the emerging COVID-19 advice. Notice to Proceed is still being pursued.
 - 3.2.2 The Board noted the importance of the early engagement activities with the HS2 Ltd Minister to introduce him to sites and the business so that he has the benefit of understanding the scale and complexity of the programme.
 - 3.2.3 The Board discussed the potential for task and finish groups to be set up, co-opting members of the Board to help support activities during this period.
- 3.3 The Board noted the update.

4 Board Agenda and logistics for Board Meeting 25 March 2020

- 4.1 The Board noted the agenda for the meeting of 25 March 2020.
- 4.2 Technology solutions will be reviewed and evolved in order to support remote meetings so that Board Members can communicate with each other and raise questions and comments.

5 Non-Executive Director Pulse Check and Any Other Business

- 5.1 The Board noted the gold and silver command responses which have been set up which Board Members can submit any queries or comments into.
- 5.2 There were no additional items of business raised.