

# Meeting minutes

## HS2 Ltd Board Call

**Meeting date** Thursday, 09 April 2020

**Meeting location** Teleconference

**Meeting time** 12:00-12:30

Members	Attendees	Apologies
Allan Cook (Chairman) Non-Executive Director	David Bennett Delivery Director	
Michael Bradley Chief Financial Officer	[REDACTED] Chief of Staff	
Mel Ewell Non-Executive Director	Nicole Geoghegan General Counsel	
Judith Hackitt Non-Executive Director	[REDACTED] DfT Observer	
Stephen Hughes Non-Executive Director	Non Owen (minutes) Company Secretary	
Roger Mountford Non-Executive Director	Aileen Thompson Strategic Director of Stakeholder Engagement	
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 Chief Executive Officer following attendance to a virtual weekly meeting with the apprentices in the business. The call provides an opportunity for graduates to check in with one another and exchange ways of working during the work from home period.
- 1.3 The Board were pleased to hear the level of interest received for the next programme of apprentice and graduate schemes, noting over 1,300 applications received for the apprenticeship programme.

## **2 Update on Programme activity, confirmation of the Main Works Civils Contracts and site activities**

- 2.1 The Board received an update from the Delivery Director.
- 2.2 The following key points were raised and noted:
  - 2.2.1 Weekly tracker meetings are taking place with HS2 Ltd and the supply chain in order to review site activities;
  - 2.2.2 The Board noted that whilst Notice to Proceed is awaited, Project Management Instructions have been issued to the Main Works Civils Contracts (MWCCs) in order to extend Stage 1;
  - 2.2.3 The Delivery Director had attended a meeting with the supply chain leaders earlier in the day including Ground Investigation contractors working on Phase 2 sites;
  - 2.2.4 The Delivery Director advised that the meeting had been positive with a good series of conversations, exchange of views and good collaboration in the supply chain to keep HS2 teams safe;
  - 2.2.5 Feedback from the supply chain has been given that the HS2 Client response has been best in class with a positive balance of time and support to conduct proper reviews and assessments of what works can and cannot be delivered during this time, with a focus on the balance between lives and livelihood;
  - 2.2.6 The Board noted that at the time of reporting, two thirds of sites (138 of 222) remain open, with all LM Joint Venture (JV) (Enabling Works Contracts - North) and BBV JV (MWCC) sites in operation;
  - 2.2.7 Sites continue to experience disruption from protester activity;
  - 2.2.8 The Board noted the decision from the High Court denying the request for a Judicial Review and for an injunction that would have forced HS2 Ltd to stop work on ancient woodlands; and
  - 2.2.9 The Delivery Director provided the Board with a summary of the MWCC site activities noting discussions are taking place on a strategic and tactical level maintaining a balance for safety and wellbeing of contractors whilst keeping the industry moving.
- 2.3 The CEO is holding regular meetings with the CEOs of the Tier 1's which also covers Tiers 2 and 3 including ensuring adequate provision of supplies is available.
- 2.4 The Board noted the emerging position from Government regarding the Coronavirus Job Retention Scheme.
- 2.5 The Board noted correspondence from Government to the manufacturing industry encouraging continuation to work where it is safe to do so.
- 2.6 It was noted that the Department for Transport has written to HS2 Ltd and other Arm's Length Bodies (ALBs) in line with public health guidance for continuation of construction activities where safe to do so.

- 2.7 The Board noted that an extra review will be conducted prior to any major handovers required during the lockdown period.
- 2.8 The Board noted the updates.

### **3 Summary of communications activities**

- 3.1 The Board received an update from the Strategic Director of Stakeholder Engagement.
- 3.2 It was noted that the volume of external media coverage has reduced, with the majority of coverage at local level focussing on continuation of works.
- 3.3 There has been a marked increase in the number of calls and letters of complaints received by HS2 Ltd referring to continuation of construction and the safety of doing so.
- 3.4 Newsletters are being sent to sites to reiterate the importance of safe working distances.
- 3.5 Material for case studies of good working practices and practical steps are being developed for sharing with the DfT and wider industry.
- 3.6 The Board noted the update.

### **4 Update from the Department for Transport**

- 4.1 The Board received a verbal update from the Board Observer.
- 4.2 The following key points were raised and noted:
  - 4.2.1 The Board noted the importance of upholding the position for the Judicial Review and injunction;
  - 4.2.2 The Board noted preparations whilst waiting for Notice to Proceed;
  - 4.2.3 Arrangements are being made for what Ministerial oversight will be implemented for Phase 1 and Phase 2a;
  - 4.2.4 During this period Ministers have requested continued transparency. It is key to deal with requests from Members of Parliament as swiftly as possible during this period;
  - 4.2.5 A Transport Select Committee is scheduled for 21 April 2020 with the HS2 Ltd CEO, HS2 Ltd Minister and the Director General, High Speed and Major Rail Projects all invited to attend via video conference;
  - 4.2.6 The Department continues to develop ways of working across the industry including how recovery can be supported by Government when the lockdown ends;
  - 4.2.7 The Board noted the importance to remain agile on critical path activities in the event there are surges in the virus; and
  - 4.2.8 The Board noted planning for the April Board meeting.
- 4.3 The Board noted the updates.

4.4 [REDACTED] left the meeting as previously agreed with the Chairman to attend another meeting.

## 5 Update on Notice to Proceed

5.1 The Board noted that the organisation awaits Notice to Proceed with the required preparations from HS2 Ltd completed and communicated with the DfT.

5.2 Monitoring of the supply chain continues. Liquidity of the supply chain will be important to manage.

5.3 The Board noted that communications will be issued to the Senior Leadership Team prior to the long weekend to aide discussions with HS2 Ltd staff the following week.

5.4 The Board noted the update.

## 6 Any Other Business

6.1 The Board noted that in preparedness for Notice to Proceed, various revisions have been made to the Development Agreement. The changes have been agreed with the DfT, enabling HS2 Ltd to formally adopt Phase 1 Baseline 7.1 and the target cost for the Phase 1 programme, as well as securing revised delegations.

6.2 **It was agreed that the revised Development Agreement will be added to Admincontrol including a summary document appraising the differences to the document.**

**Action: Non Owen**

6.3 The Board expressed thanks to the General Counsel and teams involved in the revision of the Development Agreement.

6.4 The Board congratulated Management on agreement of the MWCC contracts and ongoing work during the difficult circumstances, acknowledging the vast amount of work from Management to continue momentum.

6.5 The Chairman thanked the Board for joining the meeting and expressed best wishes for the Easter break.