

Meeting minutes

HS2 Ltd Board

Meeting date Wednesday, 27 May 2020

Meeting location MS Teams Meeting

Meeting time 09:00-15:05

| Members | Attendees | Apologies |
|---|--|-----------|
| Allan Cook (Chairman) Non-Executive Director | David Bennett (item 05) Delivery Director | |
| Michael Bradley Chief Financial Officer | [REDACTED] Chief of Staff | |
| Mel Ewell Non-Executive Director | [REDACTED] Phase One Project Controls Director | |
| Judith Hackitt Non-Executive Director | [REDACTED] Senior Business Manager | |
| Stephen Hughes Non-Executive Director | Nicole Geoghegan General Counsel | |
| Roger Mountford Non-Executive Director | Neil Hayward (item 04) HR Director | |
| Ed Smith Non-Executive Director | [REDACTED] DfT Observer | |
| Mark Thurston Chief Executive Officer | Non Owen (minutes) Company Secretary | |
| | [REDACTED] Phase Two Commercial Director | |
| | Tim Smart (item 11) Phase Two Managing Director | |
| | Aileen Thompson (item 04) Strategic Director of Stakeholder Engagement | |
| | [REDACTED] Commercial Development Director | |

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 Roger Mountford regarding leadership.

2 Minutes of the previous meeting and matters arising (HS2B_20-016 and HS2B_20-017)

- 2.1 The Board agreed the minutes of the meeting on 29 April 2020 as a true record.
- 2.2 The Board noted the status of the actions.

3 Chair Report (HS2B_20-018)

- 3.1 The Board noted the report from the Chairman of the Board covering his engagement activities over the month.
- 3.2 A verbal update was provided from the Department for Transport (DfT) Senior Responsible Owner (SRO). The following key points were noted:
 - 3.2.1 Focus from the DfT remains on COVID-19 and restart activities noting that infrastructure continues to be viewed as important by Government;
 - 3.2.2 The DfT are keen to continue to receive information on the level of site activity including productivity levels of those sites;
 - 3.2.3 The DfT continues to review opportunities for different ways of working including digital working and how this could drive down costs;
 - 3.2.4 Meetings of the Ministerial Task Force will continue. The next meeting is scheduled for 25 June 2020;
 - 3.2.5 The Board were briefed on the level of engagement with the HS2 Minister, specifically regarding outstanding Land and Property cases. The Board discussed that the outstanding cases bring with them a level of complexity, which make the briefings for the Minister and resolution of the same labour intensive; and
 - 3.2.6 The Board acknowledged the level of activity within the department to navigate across the system and brief new Ministers.
- 3.3 The Board noted the updates.

4 CEO Report (HS2B_20-019, HS2B_20-030 and HS2B_20-029)

- 4.1 The HR Director, Strategic Director of Stakeholder Engagement and Chief of Staff joined the meeting.
- 4.2 The Board noted the Management Information and report from the CEO.
- 4.3 The following key points were raised and noted:
 - 4.3.1 The Executive continue to review COVID-19 response activities as a standing item including planning for return to offices;
 - 4.3.2 The Board noted that the Transport Select Committee (TSC) Chair has written letters to HS2 Ltd and the HS2 Minister with a number of questions which will be**

formally responded to. It was agreed that the responses will be shared with the HS2 Ltd Board;

Action: Mark Thurston

4.3.3 The Board noted the more proactive media and stakeholder engagement in the month following the lift of temporary restrictions. Highlights include:

4.3.3.1. Tunnel Boring Machine naming;

4.3.3.2. Planning approval for Old Oak Common Station Design;

4.3.3.3. Track and Rail Systems Procurement Launch; and

4.3.3.4. Community and Environment Fund (CEF) and the Business and Local Economy Fund (BLEF) awards.

4.3.4 The Board further discussed the level of Ministerial scrutiny involved in the outstanding Land and Property cases and noted proposals for a review of HS2 Ltd and DfT Land and Property approach in terms of the policy framework and engagement with affected individuals;

4.3.5 The DfT SRO queried the level of Board/ Non-Executive engagement with cases. Management reminded the Board that a quarterly Land and Property update is provided but that the challenge for any further scrutiny and/or escalation would be considered;

Action: David Bennett

4.3.6 The next quarterly report is due to the Board in July 2020;

4.4 The Board received a paper providing an update on the COVID-19 Programme, including:

4.4.1.1. Business Operations and Capability;

4.4.1.2. Construction and Productivity;

4.4.1.3. Supply Chain;

4.4.1.4. Communities and Engagement; and

4.4.1.5. Programme Framework and Integration

4.5 The following key points were raised and noted:

4.5.1 The Board noted the activity and planning for back to office business operations;

4.5.2 The Board encouraged continuous engagement with the supply chain in the environment including opportunities for innovative manufacturing;

4.5.3 The Board supported the importance of the programme however encouraged that the messages drive not only on recovery but seeking opportunities for the medium and longer term also; and

4.5.4 The Board noted the active discussions with the Chief Information Officer to review digital capability. The Board advised Management that it might be opportune to remind the organisation of security and hacking protocols in this remote environment.

Action: Michael Bradley

- 4.6 The Board received and noted a paper updating on the completion of the outstanding Conditions Precedent from the HS2 Improvement Programme and presenting an updated Level 4 (L4) timeline, following the impact of COVID-19 on the achievability of the original L4 timeline. This will be further discussed at the Capability Steering Group (CSG) to be held on Monday, 15 June 2020.
- 4.7 The Board were reminded that, in February 2020, it endorsed the completion of the HS2 Improvement Programme following [REDACTED] that the Conditions Precedent from the June 2019 Enterprise Capability Assessment had been significantly completed.
- 4.8 At the time of reporting to the Board in February, [REDACTED] Management confirmed that these have now been completed and this completion assured by the Enterprise Capability team and the CSG on 18 May 2020.
- 4.9 Following the impacts of COVID-19, and direction from the business prioritisation exercise conducted by the HS2 Executive, the Enterprise Capability team have reviewed the impact on both the existing L3 capability in the organisation and the plans for achieving L4 capability in the target areas.
- 4.10 The Board noted that detailed reviews of the L4 plans have been undertaken throughout May and the outcome of the reviews has shown that the disruption and challenges presented by COVID-19, is impacting L4 improvement pace and progress.
- 4.11 Management therefore recommended that the current L4 targets and their timing should be revised with the exception of Project Controls and Project Management. These exceptions are based on the assessment of the CSG given the importance of these capability areas, and as such these L4 target timings will be maintained.
- 4.12 The Board commented on the aggressive timescale associated to L4 capability for these two workstreams and as such this will be challenging to achieve. Management have considered and acknowledge this however feel that these areas should be pursued and have brought in additional resource to support this.
- 4.13 The Board confirmed support to the approach however requested that Management consider how there can be consistency with COVID-19 recovery plans and what opportunities can be taken to accelerate tasks.
- 4.14 The Board noted that there are milestones associated to each of the capability areas to demonstrate progress.
- 4.15 **The Board requested visibility in future updates as to what L4 looks like in terms of outputs and what will be different.**

Action: Neil Hayward

- 4.16 The Board noted the completion of all outstanding Conditions Precedent for the HS2 Improvement Programme and approved the timeline for assessing L4 'Enhanced' maturity in 12 of 24 Capability Areas.
- 4.17 The Board received a verbal update from the CFO regarding financial performance over the month, noting April 2020 as the first full month with impact on spend resultant from COVID-19.
- 4.18 The 2019/2020 Annual Report and Accounts will be presented to the HS2 Ltd Board for approval at the June Board meeting. The DfT SRO provided feedback that there should be consideration to include challenges the organisation has and will face.
- 4.19 The Board noted the updates.

5 Phase 1 Delivery Performance (HS2B_20-020)

- 5.1 The Delivery Director and the Phase One Project Controls Director joined the meeting.
- 5.2 The HS2 Ltd Board Chairman introduced the session and provided context that as the programme has reached a new stage following Notice to Proceed, the format and content of the Board meeting and its focus should and will evolve to reflect on the lifecycle of the programme.
- 5.3 The Chairman has commenced closed sessions with Non-Executive Directors outside of the formal meeting cycle and a key area of focus for the Board remains on oversight of delivery and how to continue to build trust in the consistency of performance.
- 5.4 To that end, it has been agreed that the Delivery Director will be invited to attend the Board as a standing item in order for the Board to review awarded areas of the programme. Presenters will be invited to attend to inform the Board of successes, opportunities, trends and issues for escalation to the Board for attention or discussion.
- 5.5 The Delivery Director and the Phase One Project Controls Director referred the Board to the Phase 1 Performance Overview to support the discussion.
- 5.6 The following key points were raised and noted:
 - 5.6.1 The Board noted schedule disruption to the Programme in the Colne Valley and Birmingham areas due to activist presence on sites. The Board noted that there were circa [REDACTED] as a result of the activity in these areas;
 - 5.6.2 The Board were concerned to hear of the costs involved, citing that a similar amount of money would enable the building of a primary school for example;
 - 5.6.3 The Board noted that there is a Crisis Management Group which meets regularly to review the levels of activist presence and proactive mitigations which can be taken;
 - 5.6.4 The Board noted the schedule summary and that the Delivery teams are using the Management Information (MI) on schedule to drive cost;

- 5.6.5 The Phase One Project Controls Director gave the Board an overview of the schedule summary, achievements in the period, critical schedule points and areas of float for the give-get dates to High Speed Rail Services (HSRS);
- 5.6.6 Schedule is shown with early, target and late dates, set against the Baseline;
- 5.6.7 The Board noted schedule critical areas and that urban areas of the programme provide a significantly greater logistics challenge while relying on complex structural asset solutions;
- 5.6.8 The Board noted the current schedule threats, noting that mitigations are being reviewed for each of these threats. Amendments to the overall schedule criticality will be revised, should there be an implication to Delivery into Service (DIS);
- 5.6.9 The Board noted specific geographical examples of schedule threat in more detail including depot buildings, sites with interlapping utilities, areas impacted by activist presence and areas requiring decommissioning of the existing network lines;
- 5.6.10 The Board received an overview of the interface performance and the assessment against live schedule and Baseline schedule;
- 5.6.11 The Board noted the information, presented in swim lanes representing the handovers between Phase 1, Client Services, Main Works Civils Contracts, Stations, Euston, Rail Systems and Infrastructure. It was noted that the handovers are not always linear and can require hand backs to consider;
- 5.6.12 The Board noted a working example of [REDACTED]
- 5.6.13 The Board noted that the Delivery Directorate are continually reviewing the MI to establish key areas of interest and items for escalation to the Board;
- 5.6.14 The Board noted that trend analysis will also be a useful part of the discussion as the information from the MWCCs matures following Notice to Proceed;
- 5.6.15 The Board noted that the concept of early, target and late dates has originated from Phase 1 but will be applied to all other contracts;
- 5.6.16 The Board noted the cost and risk information, presenting current prices consistent with the Baseline, together with allocated contingency;
- 5.6.17 The Board noted that the risk exposure and contingency position reported is being reviewed with the rerun of the Phase 1 Quantitative Risk Analysis (QRA);
- 5.6.18 The Board noted the Phase 1 performance across Schedule Performance Indicators (SPI) and Cost Performance Indicators (CPI), to monitor Earned Value;
- 5.6.19 The Project Controls Director reminded the Board of the calculation approach to SPI and CPI;
- 5.6.20 The Board noted that Earned Value as currently reported is shown by awarded scope but will eventually cover all scope;
- 5.6.21 The Board agreed that the approach for Earned Value should be the same at Client level in HS2 Ltd as that in the Supply Chain;

5.6.22 The Board requested the narrative contained in the MI provides further explanation of the variance to Earned Value in more detail;

5.6.23 It was agreed that a Board Briefing on Earned Value will be held as soon as possible;

Action: Michael Bradley/ Non Owen

5.6.24 The Board noted that the MI provides a good level of quantitative data, requesting Management provide a summary of what qualitative information there is from the supply chain;

5.6.25 Management advised that there continues to be review of the impact of COVID-19 including site implications, the impact to Land and Property related activities, run rates and mitigations and actions being taken by contractors;

5.6.26 It was noted that further engagement with the supply chain is ongoing to understand the cost and schedule implications of COVID-19;

5.6.27 The Delivery Director confirmed good engagement and dialogue with the Integrated Project Teams;

5.6.28 The Board reiterated the importance of robust tracking for COVID-19 implications; and

5.6.29 The Board noted the information submitted on the performance reviews across four portfolios.

5.7 The Board thanked the Delivery Director and Phase One Project Controls Director for the important review of the performance data.

5.8 The Board supported the format of the presentation which provided for a robust discussion at the Board. Consistency of the data is important and how this MI will be used consistently for wider external stakeholder discussions, including the Ministerial Task Force.

5.9 The Board requested information of arrangements in place within the DfT in terms of project controls for trending risks and contingency should there be any Secretary of State retained risks which materialise.

6 Report from the Commercial and Investment Committee 14 May 2020 (HS2B_20-021)

6.1 The Board received and noted the report from the Chair of the Commercial and Investment Committee held on 14 May 2020.

6.2 The Board noted that the meeting was attended by all Committee Members: Roger Mountford (Committee Chair), Mel Ewell and Stephen Hughes.

6.3 The Board noted the items of consideration by the Committee and noted items and recommendations for the attention of the HS2 Ltd Board, namely:

[Redacted text block]

6.3.2 The Committee recommended that the HS2 Ltd Board be given a briefing on Rail Systems and the revised Procurement Plan.

Action: Chris Rayner/ Non Owen

6.3.3 In line with its delegations, the Committee approved a Change decision to continue Environmental Surveying and Project Management services under an existing contact;

6.3.4 During the course of the discussion, the Board noted the tension between costs in the supply chain versus cashflow support in the COVID-19 environment to reach a value for money solution. It was noted that this position will be reviewed at the supply chain meetings for future consideration and positioning;

6.3.5 The Board noted that, in line with its delegations the Committee had endorsed for submission to DfT, [Redacted text]

6.3.6 The Board noted that approval was required from the DfT and HM Treasury but that the DfT had previously signalled support; and

6.3.7 The Board noted that the Committee have requested further visibility of the paper prior to submission to the DfT following feedback to Management that there could be clearer information submitted, including a matrix setting out a qualitative assessment against Cost, Schedule, Safety, Interface and Commercial to allow a clearer understanding of the benefits/ savings from [Redacted text].

6.4 The Board noted the updates.

7.5.9

7.6 The Board noted the updates.

8 Report from the Audit and Risk Assurance Committee 21 May 2020 (HS2B_20-023)

8.1 The Board received and noted the report from the Chair of the Audit and Risk Assurance Committee held on 21 May 2020.

8.2 The Board noted that the meeting was attended by all Committee Members: Ed Smith (Committee Chair), Roger Mountford and Stephen Hughes.

8.3 The meeting also had attendance from the HS2 Ltd Chairman, Allan Cook as a standing invitee, [REDACTED] from the National Audit Office and DfT P-Rep.

8.4 The Committee Chair reiterated that an open invitation is extended to the DfT to attend meetings. At the most recent meetings, DfT had declined the offer to attend.

8.5 **It was agreed that the SRO would revert to review attendance at the Committee by a DfT representative.**

Action: [REDACTED]

8.6 The Board noted the items of consideration by the Committee and noted items and recommendations for the attention of the HS2 Ltd Board, namely:

8.6.1 The Board were advised that the methodology for the Phase 1 Quantitative Risk Analysis (QRA) re-run has involved engagement and agreement from the IPA, HM Treasury, the DfT, and P-Rep which will be presented for Ministerial attention. A copy of that methodology had been requested by the Committee for sharing with the HS2 Ltd Board and had been included in the Board pack for information;

8.6.2 The Board noted that the Committee had discussed findings and reports from the Public Accounts Committee (PAC) and National Audit Office. Subject to confirmation from the DfT SRO, the CFO and Chair of the Committee will attend the DfT Group Audit and Risk and Assurance Committee in order to discuss PAC findings;

8.6.3 The Committee had received a verbal update from the HS2 Chairman on the recent report from Transport Focus, which reviews travel behaviour. It was agreed that this will be considered as a Board Briefing session topic should this be appropriate, noting that there are existing workstreams from the COVID-19 response and this may be covered as part of these standing updates;

8.6.4 The Board noted the recommendation of the Committee for a briefing to be taken on the status and deliverables of the West Coast Partnership. It was agreed

that this would be reviewed with the Chairman, Company Secretary, CEO for the timing of this;

Action: Non Owen

8.6.5 The Board noted the recommendation of the Committee for further attendance from the NAO to the HS2 Ltd Board. This was suggested to take place in the Autumn;

Action: Non Owen

8.6.6 The Board noted the planned audit activity for data integrity and management information. The Board supported the recommendation that the audit capture the quality of information being provided from the supply chain into the company as part of any audit and oversight; and

8.6.7 The Board noted that the Committee had been asked to consider the revised Gifts and Hospitality Policy. The Committee has overseen and provided feedback on the drafting of the Policy. The Committee recommended the revised version (Version 10) of the Policy for approval by the HS2 Ltd Board.

8.7 The Board approved the revised Gifts and Hospitality Policy.

8.8 It was agreed that the summary of DfT engagement would be shared with the SRO.

Action: Nicole Geoghegan

8.9 The Board noted the updates.

9 2020/2021 KPIs and Business Plan (HS2B_20-024)

9.1 The Senior Business Manager for the CFO Directorate joined the meeting.

9.2 The Board were asked to:

9.2.1 Approve the 2020/2021 Business Plan; and

9.2.2 Note that approval would be subject to any Key Performance Indicator (KPI) changes requested by Ministers, and these changes being included in the final Business Plan document.

9.3 The following key points were raised and noted:

9.3.1 The Board noted the KPIs have been submitted to the Board, DfT and Ministers in parallel so that all feedback can be reviewed and incorporated ahead of formal submission;

9.3.2 The Board noted that the KPIs will form a scorecard for business activity and used to set performance objectives for the Executive and cascaded into the business;

9.3.3 The Board noted that the Business Plan is an internal document for use between HS2 Ltd and the DfT to track performance and as such the terminology contained therein should be understood by the audience;

9.3.4 There will be a correlation of the information contained within the Business Plan and wider public facing corporate publications, such as the Corporate Plan;

9.3.5 The Board requested a revision of the wording to KPI 11: Carbon Emissions so that this can be clearly defined and communicated as an annual target with measurement;

Action: Russell D’Urso

9.3.6 The Board requested revision to the wording in KPI 13: Public Survey Performance to better explain the appetite to improve performance;

Action: Russell D’Urso

9.3.7 The Board requested that the statistics for on-site activity be reviewed for the most up to date information reported;

Action: Russell D’Urso

9.3.8 The Board confirmed that subject to Minister and DfT requirements the KPIs should be approved for use in the business and this should link to Delivery Performance and other activities in the business; and

9.3.9 Subject to the comments and changes suggested by the Board, the Business Plan was approved in principle.

9.4 The Board noted that the planned timeline for final agreement on KPIs from Ministers and HS2 Ltd submission of 1-Year Business Plan to DfT by the end of May 2020.

10 Euston Station Update (HS2B_20-025)

10.1 The Commercial Development Director joined the meeting.

10.2 The Board received an update on the key workstreams underway to [REDACTED].

10.3 The Board were asked to note the progress made in the month on:

[REDACTED]
[REDACTED]

10.4 The following key points were raised and noted:

10.4.1 The Board noted that as a standing item to the Board, there will be an increased level of detail and information reported to the Board as the work develops;

10.4.2 The Board noted that a fuller update would be reported to the June Board meeting to cover [REDACTED].

10.4.3 The Board noted positive progress with the oversight meetings taking place which provide helpful challenge and a shared sense of urgency to progress the ten-point delivery arrangements plan;

10.4.4 The Board noted the shared input and ownership needed between HS2 Ltd and Network Rail, with involvement of key stakeholders;

10.4.5 [REDACTED]

10.4.6 The Board noted designated DfT resource to progress plans;

10.4.7 The DfT SRO thanked the Commercial Development Director for leading the direction with this work to date;

10.4.8 It was reiterated that political support for the position needs to be secured;

10.4.9 [REDACTED]

10.4.10 There needs to be careful management of participant stakeholders and impacted neighbourhoods;

10.4.11 The Board noted the involvement of the Euston Station Strategic Redevelopment Board (ESSRB). The Board performs an oversight role in the development of Euston station, including ensuring the integration of all infrastructure projects at Euston station and has Membership from Camden Council, HS2 Ltd, the Greater London Authority, Transport for London, Network Rail, the Department for Transport, the Department for Communities and Local Government and Crossrail 2;

10.4.12 There will be involvement from HS2 Ltd Board members in the [REDACTED]

10.4.13 The Board noted that the plan to resource the structure is to use existing resource where this is possible to do so however expressed that there should not be over reliance on interim positions to do this;

[REDACTED]

10.4.15 The Board discussed the importance to keep the HS2 Minister briefed on this work and requested Management consider what further support the Non-Executive Directors can offer; and

10.4.16 The Board thanked the Commercial Development Director for the comprehensive plan provided.

10.5 The Board noted the update.

11 Phase 2 Update (HS2B_20-026 and HS2B_20-027)

11.1 The Phase Two Managing Director and the Phase Two Commercial Director joined the meeting.

11.2 The Board received and were asked to endorse the principles of the Phase 2a Delivery Model.

11.3 The Board had been provided with wider reading materials including the [REDACTED] and the interim findings from the PwC Critical Friend Review to support the discussion as well as receiving a more in depth briefing on Phase 2a on 26 May 2020, covering:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

11.4 The Board noted that the approach to the [REDACTED] is intended to provide:

11.4.1 A [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

11.5 The following key points were raised and noted:

11.5.1 Incentivisation for the Delivery Model will be key together with a focus on design to cost;

11.5.2 The Board referenced the discussion at the briefing session regarding contract procurement timescales which can be lengthy;

11.5.3 The Board noted the [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

11.5.6 The Board noted the approach however reiterated that there needs to be a level of consistency in the market also noting the current economic climate.

11.5.7 The Board expressed concern that there is a lot to deliver including stakeholder engagement, incentives and penalty options, innovation in delivery and risk management with a pre-qualification questionnaire targeted in four months;

11.5.8 The Board noted the timeline of activity including further assurance and Executive reviews before this is presented back to the Board for approval (providing the scrutiny supports that this remains the right solution); and

11.5.9 Management will provide clear narrative of the recommended procurement method

[REDACTED]

11.6 The Board supported the Executive recommendation to [REDACTED] subject to the comments and matters to address were addressed.

11.7 The Board received an update on the progress of:

11.7.1 [REDACTED] and

11.7.2 hybrid Bill for Phase 2b West Leg (Crewe to Manchester).

11.8 The Board were asked to note:

11.8.1 The emerging [REDACTED] schedule position for delivery into service;

11.8.2 The emerging [REDACTED] cost position; and

11.8.3 Due to the changes advised by Parliamentary Agents and the Department for Transport (DfT), submission of the Bill is [REDACTED]

[REDACTED]

11.9 The following key points were raised and noted:

11.9.1 The Board discussed the requirements for the [REDACTED] as a deliverable, following correspondence from the Secretary of State for Transport advising that HS2 Ltd proceed with planning work for Phase 2b and NPR. There is agreement with the direction of travel from the Oakervee Review that there should be consideration of smaller hybrid Bills, bringing them forward when they are ready, even if this means that Bills overlap;

11.9.2 The Board noted the commissioning of the Integrated Rail Plan (IRP) for the North and Midlands, which will look at how to bring together HS2, NPR, TfN, Midland Rail Hub and other major rail schemes;

11.9.3 HS2 Ltd are supporting the IRP work together with delivery of a Western Leg Bill based on the current design;

- 11.9.4 The Board queried with Management to what extent the full [REDACTED] assurance might be nugatory;
- 11.9.5 It was noted that HS2 Ltd are providing information to inform the NIC submission;
- 11.9.6 Management will review whether a fuller briefing on Phase 2b should be taken to the Board and the timing for the same; and
- 11.9.7 The Board agreed that an invitation should be extended to [REDACTED] [REDACTED] for a discussion with the Board.**

Action: Non Owen

11.10 The Board noted the updates.

12 Priorities for June 2020 Board (HS2B_20-028)

12.1 The Board noted the forward look of topics to be considered by the Board. Content for the June 2020 Board will be considered and agreed with the Chairman.

13 AOB and Close

- 13.1 The Board discussed the plans for return to office working and noted that the interim position would remain to accommodate Board and Committee meetings remotely. It was noted that the HS2 Ltd IT Department are leading on a workstream to review technology capability as and when a more permanent return to offices is an option.
- 13.2 The Board commended the strength of the Board papers submitted including the Delivery Performance presentation.
- 13.3 The Board noted the reporting of strategic risks and requested that another workshop be held with the Executive and the Board in order to review the status of the risks and provide a retrospective review of the same, given the COVID-19 environment, for a horizon scanning opportunity.**

Action: Michael Bradley