

Meeting minutes

HS2 Ltd Board

Meeting date Wednesday, 24 November 2021

Meeting location Microsoft Teams meeting

Meeting time 10:40 – 15:45

Members	Attendees	Apologies
Ian King (acting Chair) Non-Executive Director	[REDACTED] Stations Client Director	
Michael Bradley Chief Financial Officer	Nicole Geoghegan General Counsel	
Mel Ewell Non-Executive Director	[REDACTED] Civils Delivery Director	
Judith Hackitt Non-Executive Director	[REDACTED] DfT Senior Responsible Officer (SRO)	
Tom Harris Non-Executive Director	Non Owen Company Secretary	
Stephen Hughes Non-Executive Director	[REDACTED] Phase Two Project Controls Director	
Elaine Holt Non-Executive Director	Tim Smart (item 8) Phase Two Managing Director	
Roger Mountford Non-Executive Director	[REDACTED] Systems Delivery Director	
Jon Thompson Non-Executive Director	[REDACTED] Euston Area Director	
Mark Thurston Chief Executive Officer	[REDACTED] Interim Managing Director, the Euston Partnership	
Ruth Todd Chief Commercial Officer		

1 Welcome, Quorum, Declarations of Interest and Values Moment

- 1.1 No new/additional conflicts of interest were declared.
- 1.2 The Board received a values moment from Judith Hackitt, Non-Executive Director on Diversity and Inclusion. It was agreed that the video used to share the Values Moment will be distributed to Board Members.

2 Minutes of the Previous Meeting and Matters Arising (HS2B_21_096 and HSB_21_097)

- 2.1 The minutes of the meeting held on 03 November 2021 were approved as an accurate record.
- 2.2 The Board noted the status of the actions.

3 Chair Board/Updates (HS2B_21_098)

- 3.1 The Acting Chair provided a report on the HS2 Narrative as included within the meeting papers together with a verbal update on his activities during the period.
- 3.2 The Board discussed and noted:
 - 3.2.1 The current position on the recruitment of a new Chairperson.
 - 3.2.2 Positive feedback was given on the recent Major Project Review Group (MPRG) meeting on Phase 2b where HS2 and DfT had presented collaboratively.
 - 3.2.3 Euston working arrangements for the integration required with Network Rail (NR), noting that engagement will need to continue with DfT and HM Treasury.
 - 3.2.4 Engagement continues with DfT and HM Treasury following the publication of the Integrated Rail Plan (IRP).
 - 3.2.5 The 09 November 2021 meeting between Mark Thurston and [REDACTED] which had been to further review and progress on the roles and responsibilities and ways of working with further discussions continuing.
 - 3.2.6 The role of the HS2 Ltd Board and the alignment required with DfT and HM Treasury and the freezing of the narrative document to allow progress in the discussions to continue.
- 3.3 The Board noted the updates.

4 DFT SRO Update (HS2B_21_099)

- 4.1 The Department for Transport (DfT) Senior Responsible Officer (SRO) joined the meeting.
- 4.2 The DfT SRO provided a verbal update covering:
- 4.3 The Integrated Rail Plan (IRP):
 - 4.3.1 The publication of the IRP and the media coverage.
 - 4.3.2 The Board noted that since the publication there has been an increase in information requests with HS2 and DfT working together on the provision of the information.

4.3.3 The design work required for Northern Powerhouse Rail and High-Speed lines, including the sponsorship arrangements.

4.4 The Phase 2b Western Leg hybrid Bill deposit:

4.4.1 The DfT SRO expressed his thanks to the Phase 2 Managing Director for his contribution to the recent Major Projects Review Group (MPRG).

4.4.2 The Board noted the further steps required for the Western Leg hybrid Bill Deposit.

4.5 DfT involvement with Delivery Activities:

4.5.1 Sessions will be held between HS2 and DfT colleagues in order to brief on Phase 1 Earned Value (EV)

4.5.2 The Euston Partnership working arrangements.

4.5.3 Agreement of [REDACTED] for the Phase 2a Design and Delivery Partner (DDP).

4.5.4 Continued engagement on roles and responsibilities and ways of working.

4.5.5 The Board noted the intent for an assurance map to be introduced with the purpose of illustrating how assurance is provided within the programme across all parties.

4.6 **The Board discussed the potential briefing on the West Coast Partnership to be scheduled at a future Board meeting.**

Action: Non Owen (Scheduling)

4.7 The Department for Transport (DfT) Senior Responsible Officer (SRO) left the meeting.

5 CEO Update (HS2B_21_100)

5.1 The Civils Delivery Director joined the meeting.

5.2 The Board reviewed and noted the CEO Board summary, for November 2021, as included within the meeting papers.

5.3 The key points highlighted in particular were:

5.3.1 [REDACTED]

5.3.2 The review of the Strategic Risks following the Board meeting and feedback received on 03 November 2021.

5.3.3 The Board noted the positive progress to refine the Strategic Risks and agreed that the Audit and Risk and Assurance Committee (ARAC) would further review these at the December meeting.

5.3.4 The consents workstream being led by HS2 noting that the Phase 1 Engineering Director will join a future Board meeting to update on the status.

- 5.3.5 The latest all-staff survey which will explore the themes of wellbeing, hybrid working and the wider awareness of the mission and key objectives at HS2.
- 5.3.6 The presentation of [REDACTED].
- 5.3.7 The MWCC planned critical activities for 2022 and the plan for the next 12 months delivery.
- 5.3.8 The Board discussed the need to be very clear on how these cost and schedule positions are communicated to stakeholders and it was agreed that pre briefs would be offered in advance of the next Ministerial Taskforce meeting.
- 5.3.9 The Board noted the financial performance in the period against the forecast and the CFO confirmed that COVID-19 costs are being reported in Management Information. The Board were advised [REDACTED].

5.4 The Board noted the updates.

6 Report from the Communications Leadership Forum 08 November 2021 (HS2B_21_101)

- 6.1 The Board reviewed the report from the Communications Leadership Forum meeting held on 08 November 2021, as included within the meeting papers.
- 6.2 The Board noted:
 - 6.2.1 The perception update with the Board discussing that perception can and is influenced by external events, such as the publication of the IRP.
 - 6.2.2 The Board were reminded, the concept of being a 'Good Neighbour' has been replaced with 'Respecting People' and 'Respecting Plans' within the refreshed Community Engagement Strategy.
 - 6.2.3 The Forum Chair commended the presentation received at the meeting on media and political updates.
 - 6.2.4 There is a standing item for the Forum to review outputs of the independent Wellbeing Impact Study, which is a 10-year study to understand the impact of HS2 on communities in Phase 2a.
- 6.3 The Board were pleased to note the Study and Management confirmed this would be picked up the wider Health and Safety work being progressed in HS2. The Board noted the updates.
- 6.4 The Acting Chair invited a verbal update from the Chair of the Remuneration Committee following a meeting with Minister Stephenson since agreement of the Senior Pay Review has been reached.

- 6.5 The Remuneration Committee Chair confirmed that the meeting had been positive and that there has been agreement of the clearance for senior roles and how the reporting of the same will work.
- 6.6 The business cases which had been submitted to the Minister have all now been approved.
- 6.7 [REDACTED] has been commissioned for March 2022, with the Committee Chair commenting on this as an ambitious timeline.
- 6.8 The Committee Chair expressed thanks to the interim HR Director and the Directorate for their engagement and support to conclude this matter.

7 Systems and Stations Review (HS2B_21_102)

- 7.1 The Stations Client Director, Euston Area Director, Interim Managing Director of the Euston Partnership and Systems Delivery Director joined the meeting.
- 7.2 The Board received and noted a presentation covering Systems and Stations.
- 7.3 The Board noted the Executive Summary and the Health and Safety Performance in the period and were provided with an overview from each of the Station leads on:
 - 7.3.1 Site progress and an overview of the station scope.
 - 7.3.2 Performance against the Key Performance Indicators (KPIs).
 - 7.3.3 Key progress, concerns and mitigations.
 - 7.3.4 Next steps.
- 7.4 The following key points were raised and noted:

7.4.1 [REDACTED]

7.4.2 **The Board requested further detail of the efficiencies at the stations at the next scheduled review.**

Action: Chris Rayner

7.4.3 The Board were reminded of the two-stage contract now being taken at Curzon Street station in order to derisk the contract and therefore cost.

7.4.4 The affordability position at Interchange Station including the Automated People Mover (APM).

7.4.5 The next steps at [REDACTED]

7.4.6 **The Board requested a further update on Euston in early 2022.**

Action: Non Owen (scheduling)

- 7.4.7 The Board noted the update on High Speed Rail Systems and discussed the deep dive content for Rail System Procurements, Rail Systems Alliance progress and Washwood Heath and Calvert.
- 7.4.8 The Board noted that the CIC are due to review the interim commercial submission for Washwood Heath.
- 7.5 The Stations Client Direct, Euston Area Director, Interim Managing Director of the Euston Partnership and Systems Delivery Director left the meeting.

8 Phase 2a Update (HS2B_21_103)

- 8.1 The Phase Two Managing Director and the Phase Two Project Controls Director joined the meeting.
- 8.2 The Board received and noted a presentation summarising the Phase 2a Performance update, as included within the meeting papers.
- 8.3 The Board noted:
 - 8.3.1 Protesters activity on sites continues to pose a Health and Safety, [REDACTED] active engagement continues to mitigate this.
 - 8.3.2 There are lessons learned being taken from Phase 1 protestor activity in mitigation planning.
 - 8.3.3 An update on land access challenges and the improvement plan being developed.
 - 8.3.4 The Phase 2a Plan on a Page (POAP) including the target date for the award of Advanced Civils works in 2022.
 - 8.3.5 An update on costs which have begun to trend in the period.
 - 8.3.6 The agreement required with the DfT on the Phase 2a DDP to begin the ITT process as previously discussed.
- 8.4 The Board noted the updates.
- 8.5 The Phase Two Managing Director and the Phase Two Project Controls Director left the meeting.

9 Forward Look (HS2B_21_104 and HS2B_21_105)

- 9.1 The Board reviewed the Forward Look paper, as included in the meeting pack and noted the items scheduled for discussion at future meetings.
- 9.2 The Board received and noted an appended paper to the forward look, seeking decision for delegation for two governance decisions to the Commercial and Investment Committee (CIC) on 09 December 2021.

9.3 The Board were advised following the publication of the paper, [REDACTED]

9.4 The Board approved the delegation to CIC on 09 December 2021.

10 AOB and Close/Meeting float

10.1 There being no other items, the meeting closed at 15:45pm.