

# Meeting minutes

## HS2 Ltd Board

**Meeting date** Wednesday, 07 December 2022

**Meeting location** Two Snowhill, Birmingham

**Meeting time** 09:30-16:00

Members	Attendees	Apologies
Jon Thompson (acting Chair) Non-Executive Director	Alan Foster Interim Chief Financial Officer	
Mel Ewell (MS Teams) Non-Executive Director	Bernadette Kelly (item 9) Permanent Secretary, DfT	
Judith Hackitt Non-Executive Director	Alan Over (items 4 and 9) DfT Senior Responsible Officer (SRO)	
Tom Harris (MS Teams) Non-Executive Director	Non Owen Company Secretary	
Stephen Hughes Non-Executive Director		
Elaine Holt Non-Executive Director		
Ian King (MS Teams) Non-Executive Director		
Roger Mountford (MS Teams) Non-Executive Director		
Mark Thurston Chief Executive Officer		
Ruth Todd Chief Commercial Officer		

## 1 Welcome, Quorum, Declarations of Interest and Values Moment

- 1.1 The Committee noted the appointment of Stephen Hughes by the Department for Levelling Up, Housing and Communities as the Finance Commissioner at Liverpool City Council. This declaration will be added to the Register of Business Interests by the Company Secretary.
- 1.2 The Board received a values moment from the Company Secretary regarding leadership and collaboration.

## 2 Minutes of the Previous Meeting and Matters Arising (HS2B\_22-100 and HS2B\_22-101)

- 2.1 The minutes of the meeting held on 02 November 2022 were approved as an accurate record.
- 2.2 The Board noted the status of the actions.

## 3 Deputy Chair/ Board Updates (HS2B\_22-102)

- 3.1 The Board received and noted the Deputy Chair Report as included within the meeting pack, summarising engagement during the period and received a verbal update on activities including:

- 3.1.1 Introductions and discussions with Ministers following new appointments since the last Board meeting of the incoming Prime Minister, Secretary of State (SoS) and Rail Minister.
- 3.1.2 The Non-Executive Director (NED) recruitment and reappointments pipeline and anticipated timings.

**3.1.3 It was agreed that a Board Offsite will be scheduled for 2023.**

**Action: Company Secretariat**

- 3.1.4 The Board noted and welcomed the interim appointment of Alan Over as the Department for Transport (DfT) Senior Responsible Officer (SRO).
- 3.1.5 The Board noted that no response has been received at the time of reporting to the Deputy Chair mid-year review, based on Q2 position submitted to the SoS.

- 3.2 The Board noted the updates.

## 4 DfT SRO Update (HS2B\_22-103)

- 4.1 The Department for Transport (DfT) Senior Responsible Officer (SRO) joined the meeting.
- 4.2 The Board received a verbal update on DfT activity / focus during the period, including:
  - 4.2.1 The positive backing for the Programme following the release of the Autumn Statement.
  - 4.2.2 The recent site visit with the Minister which has been received well.
  - 4.2.3 The current discussions involving HM Treasury with regard to the Secretary of State retained risks.
  - 4.2.4 [REDACTED]
  - 4.2.5 Continued focus on cost and delivery.

- 4.2.6 [REDACTED]
- 4.2.7 The Board queried the potential to reiterate the Programme opportunity to complement the Levelling Up agenda.
- 4.2.8 Traction with Ministers is reported as reasonably positive but a balance is required for other modes of transport.
- 4.2.9 The Board made a request [REDACTED]
- 4.2.10 The Board thanked the DfT SRO for his attendance and engagement.
- 4.3 The Board noted the updates.
- 4.4 The DfT SRO left the meeting.

## 5 CEO Summary – November 2022 (HS2B\_22-104)

- 5.1 The Chief Executive Officer introduced the CEO summary for November 2022, as included within the meeting papers.
- 5.2 The following key points were raised and noted:
- 5.2.1 The positive end of year Senior Leadership Team (SLT) meeting with feedback that people remain proud for what has been achieved over the year.
  - 5.2.2 The Board note that the use and remit of the SLT is under consideration to provide a link to talent and succession planning.
  - 5.2.3 The Board noted that a hybrid working status has been agreed and will be announced at the All Staff Call.
  - 5.2.4 The Board received a verbal update on a recent Health and Safety incident.
  - 5.2.5 Management reiterated the positive interaction with Government on recent site visits.
  - 5.2.6 The Board noted that the outcome of a procurement process is anticipated in the new year.
  - 5.2.7 An update was provided on the Select Committee progress and Phase 2b West petitions anticipated in the new year.
  - 5.2.8 It is anticipated [REDACTED]
  - 5.2.9 The Board received a verbal update on an active litigation matter.
  - 5.2.10 The Board took the Management Information (MI) submitted for Phase 2a as read and received updates on schedule for the Early Works Contracts (EWC), Advanced Civils Works (ACW) and the implication for delivery being considered. It was noted that [REDACTED]



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted text block containing multiple paragraphs of blacked-out content]

**7 Phase One Overview (HS2B\_22-106)**

- 7.1 The Board noted the Phase One Performance Summary Management Information (MI) included in the meeting pack.
- 7.2 Due to the discussions previously held during the course of the meeting and wider briefings, the information and update was taken as read.

**8 Quarterly Stations & Systems Update (HS2B\_22-107)**

- 8.1 The Board received and noted the MI as included in the meeting pack which provided the Board with the quarterly update on the Stations and Systems portfolio.

8.2 Due to the discussions previously held during the course of the meeting and wider briefings, the information and update was taken as read.

## **9 Bernadette Kelly (HS2B\_22-108)**

9.1 The DfT SRO re-joined the meeting and the Permanent Secretary of the DfT joined the meeting.

9.2 The Permanent Secretary of the DfT provided a verbal update covering:

9.2.1 The Permanent Secretary expressed thanks to the HS2 Ltd Board for the invite to attend and for the work which continues to progress on delivery.

9.2.2 Momentum is recognised by Parliamentary teams with a sense of enthusiasm for the Programme.

9.2.3 The anticipated timing for the outcome of the HS2 Ltd Chair appointment.

9.2.4 The handover of activity from the outgoing DfT SRO.

9.2.5 The required management of the broader transport portfolio.

9.2.6 Continued engagement and focus on [REDACTED]

9.2.7 Continued engagement and focus on cost and delivery.

9.2.8 Ways of working and alignment of HS2 and DfT teams continues.

9.3 The Board raised queries on the following:

9.3.1 The anticipated timing and choreography of the fiscal position.

9.3.2 The view of the management of the supply chain.

9.3.3 The opportunity to re-explore private financing options.

9.3.4 Great British Railways.

9.4 The Board agree that the challenges are an open endeavour and expressed thanks to the Permanent Secretary and DfT SRO for their attendance, ongoing engagement and support.

9.5 The Deputy Chair summarised priorities for the Board including cost, drivers for pressure, transparency, the remediation plan and how to implement the same. The Deputy Chair advised that the Board had spent considerable time during the day on these matters and there is understanding of the political process to be respected.

9.6 The Board again reiterated that decisions are required sooner to allow for best planning.

9.7 The Board noted the updates.

9.8 The DfT SRO and the Permanent Secretary of the DfT left the meeting.

## **10 Report from Health, Safety and Security Committee 18 November 2022 (HS2B-22-109)**

- 10.1 The Board received and noted the Report from Health, Safety and Security Committee (the Committee) on 18 November 2022.
- 10.2 The Board received the report as read.

## **11 Report from Commercial & Investment Committee 10 November 2022 (HS2B\_22-110)**

- 11.1 The Board received and noted the Report from Commercial and Investment Committee (the Committee) on 10 November 2022.
- 11.2 The Board received the report as read.

## **12 Report from Extraordinary Commercial and Investment Committee 25 November 2022 (HS2B\_22-111)**

- 12.1 The Board received and noted the Report from Extraordinary Commercial and Investment Committee (the Committee) on 25 November 2022.
- 12.2 The Board received the report as read.

## **13 Recommendation to**

### **(HS2B\_22-112)**

- 13.1 The Chief Commercial Officer (CCO) introduced the paper as included in the meeting pack, seeking approval of the [REDACTED] and the necessary onward transmission into DfT governance.
- 13.2 The Board noted that the matter had been considered by the Commercial and Investment Committee on 25 November 2022 as per the previous item.
- 13.3 The Board noted the scope, predominantly targeted to Phase 2b West, but with options for Phase 2b East and Phase 2a.
- 13.4 The Board noted the care needed on the timing of appointment and approved the recommendation to appoint with delegation of the timing to proceed to the CCO.



## **14 Report from Environmental Sustainability Committee 28 November 2022 (HS2B\_22-113)**

14.1 The Board received and noted the Report from Environmental Sustainability Committee (the Committee) on 28 November 2022.

14.2 The Board received the report as read.

## **15 Forward Look (HS2B\_22-114)**

15.1 The Board reviewed the Forward Look paper, as included in the meeting pack, and noted the items scheduled for discussion at future meetings.

## **16 AOB and Close/Meeting float**

16.1 There were no other items of business raised for discussion and the meeting was closed.