

Meeting minutes

HS2 Ltd Board

Meeting date	Tuesday, 24 January 2023
Meeting location	Two Snowhill, Birmingham
Meeting time	14:30-17:00

Members	Attendees	Apologies
Elaine Holt (acting Chair) Non-Executive Director	██████████ (item 3) Phase 2b Development Director	Jon Thompson Non-Executive Director
Mel Ewell Non-Executive Director	Alan Foster Interim Chief Financial Officer	
Judith Hackitt Non-Executive Director	Emma Head (item 5) Delivery Director - Technical Services	
Tom Harris Non-Executive Director	██████████ (item 3) Phase 2 Cost, Estimating and Change Lead	
Stephen Hughes Non-Executive Director	██████████ (item 4) Finance Director	
Ian King Non-Executive Director	Non Owen Company Secretary	
Roger Mountford (MS Teams) Non-Executive Director	Tim Smart (item 3) Phase Two Managing Director	
Mark Thurston Chief Executive Officer	██████████ (item 5) Integration Director	
Ruth Todd Chief Commercial Officer	Aileen Thompson (item 2) Director - Communications and Stakeholder Management	

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 Tom Harris with regard to Value for Money and the responsibility of HS2 Ltd staff as stewards of the public purse and in particular in a time of austerity.

2 2023 Corporate Publications (HS2B_22-117)

- 2.1 The Director of Communications and Stakeholder Management joined the meeting.

- 2.2 The Board received and noted the 2023 Corporate Publications paper as included within the meeting pack.
- 2.3 The Board were asked to note the range of HS2 corporate publications that will be published throughout 2023, including their associated timescales and the intention to publish a new separate Construction Review in parallel with adjusting the scope of the Corporate Plan whilst adhering to the Framework Document requirements.
- 2.4 The following key points were raised and noted:
 - 2.4.1 The Board discussed and were supportive of the introduction of the Construction Review but requested that the tone of the document is fair, balanced and understandable as per the approach with the Annual Report and Accounts. The Board suggested that a review of an incident might be a useful case study for inclusion in the Review.
 - 2.4.2 It was further suggested that impacted neighbours and communities be a case study, including activity to mitigate and minimise disruption along the line of route.
 - 2.4.3 The Chair of the Special Cases Panel referenced the difference between the rural and urban sites along the line of route and queried whether a review of the Code of Construction Practice would be feasible.
 - 2.4.4 The Board reiterated the importance to inform of the volume of activity on sites and that there are still people who are not aware of the Programme.
- 2.5 The Board noted the updates.
- 2.6 The Director of Communications and Stakeholder Management left the meeting.

3 [REDACTED] [REDACTED] (HS2B_22-118)

3.1 The Phase Two Managing Director, Phase 2b Development Director and the Phase 2 Cost and Estimating and Change Lead joined the meeting.

[REDACTED] The Board received and noted the paper [REDACTED], as included within the meeting pack, [REDACTED]

3.3 The Phase Two Managing Director provided the Board with an overview and context of the request to consider [REDACTED]

3.4 [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

- 3.5 [REDACTED]
- 3.6 The Board noted the cost component line items included in the assessment and a correction required to the paper submitted to the Board on a typographical error to the total amount quoted on page 7 of the paper.
- 3.7 The Board held a discussion [REDACTED]
- 3.8 The HS2 Ltd Board approved [REDACTED]
- 3.9 The Phase Two Managing Director, Phase 2b Development Director and the Phase 2 Cost and Estimating and Change Lead left the meeting.

4 2022/23 Quarter 3 Forecast Update (HS2B_22-119)

- 4.1 The Finance Director joined the meeting and presented the 2022/23 Quarter 3 Forecast Update as included within the meeting pack.
- 4.2 The Board was asked to note the Q3 Forecast endorsed by the Executive Committee in December 2022 and the actions being taken to manage cost for the remainder of the financial year 2022/2023 between the agreed DfT Funding and Forecasted expenditure.
- 4.3 Management confirmed that the numbers submitted are consistent with the submission made to the Board in December 2022 and that HS2 will receive a letter from the DfT to formally close out this matter.
- 4.4 The Board noted the update.
- 4.5 The Finance Director left the meeting.

5 HS2 Integration Strategy and Integration Progress Update (HS2B_22-120)

- 5.1 The Delivery Director for Technical Services and Integration Director joined the meeting.
- 5.2 The Board received and noted the HS2 Integration Strategy and integration progress update paper, as included within the meeting pack.
- 5.3 The HS2 Ltd Board were asked to:

- 5.3.1 Note the progress in building integration capability, which includes establishing the broader team, standing up governance and actively managing integration risks and issues.
- 5.3.2 Provide comment on the draft Integration Strategy, noting full endorsement would be sought at February Board.
- 5.3.3 Note the endorsement of the Executive Committee of the principle to establish delegations, and allocate funding, to enable timely resolution of integration issues.
- 5.4 The following key points were raised and noted:
 - 5.4.1 There has been engagement with the Institute of Civils Engineers (ICE) in the capacity of an independent panel.
 - 5.4.2 Management have been engaging with Non-Executive Directors Ian King and Elaine Holt in order to shape the Strategy.
 - 5.4.3 Informal briefings have been held with the DfT and HM Treasury.
- 5.5 The Board received and noted the supporting presentation, providing detail of case studies where there have been technical integration challenges identified and solutions reached, e.g., skew bridges.
- 5.6 The Board discussed the time taken in order to reach decisions on technical integration challenges, noting this as one of the drivers for seeking delegation in order to reduce this.
- 5.7 The Board discussed the requirement of the Strategy to drive an outcome with third parties and discussed the Strategic Objectives, namely:
 - 5.7.1 Leadership.
 - 5.7.2 Integration Accountability.
 - 5.7.3 Best for Programme decision making.
 - 5.7.4 Focus on Delivery into Passenger Service.
 - 5.7.5 Threats and opportunities.
 - 5.7.6 Commercial relationships.
 - 5.7.7 Organisational capability.
 - 5.7.8 Integration mindsets and behaviours.
- 5.8 The Board suggested that case studies might be useful, suggesting an area of the Euston site.
- 5.9 The Board discussed setting thresholds for change control and the potential risk of incremental creep for integration areas, and reiterated comments of the need for robustness of process, to take the required time and be transparent.
- 5.10 The Board discussed an example of a system failure incident in the past and Management confirmed that a series of engineering models will be run and maintained.

- 5.11 Management advised that the Office for Road and Rail (ORR) have not yet been engaged but will be brought into the assurance stage.
- 5.12 Management confirmed that there is a risk issues log being populated.
- 5.13 The Board confirmed that they were supportive of the principle for delegations but made reference to the allocated funding also required and that this needs to be an agreed and controlled amount.
- 5.14 The Board thanked Management for the materials, confirmed support of the reported position and noted the request for detailed comments to Management by the following week.
- 5.15 The Board noted the updates.
- 5.16 The Delivery Director for Technical Services and Integration Director left the meeting

6 AOB and Close/Meeting float

- 6.1 There being no further business, the meeting was closed.