





3.1.2 [REDACTED]

3.1.3 The DfT SRO was pleased to see HS2's progress on the 26/27 Workbank.

3.1.4 The SRO also stated that the required level of confidence around schedule has been reached, [REDACTED].

3.1.5 The SRO noted that the assessment made in Government of [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

3.2.2 The intention is that HS2 provides cost and schedule ranges to the SoS together. The SoS is in agreement with getting the quality right.

3.3 [REDACTED]

3.3.1 The DfT SRO said there are a number of parts to this, [REDACTED]

**ACTION - Special Advisor to the CEO and CoSec**

3.3.2 [REDACTED]

[Redacted]

3.4 A Board member asked whether the DfT was confident about HS2's work on the control environment.

[Redacted]

3.4.2 The Management Information (MI) detail is positive; however, there is still work to do in estimating, controls and contract management around stations particularly.

Board members expressed concern that we should not compromise [Redacted]

[Redacted]

[Redacted]

#### 4 CEO update (HS2B\_25-105)

4.1 The Chief Executive Officer provided the Board with an update on the key strategic issues that the Executive team is currently managing.

4.2 Safety performance

4.2.1 There is a current plateau of safety performance. [Redacted]

[Redacted] Flagship programmes elsewhere have intervened in the supervisory layer, for example, Crossrail's supervisory programme.

4.2.2 The Chair asked for more opportunities for peer-level interactions, including Tideway Tunnel, Hinkley Point and the Transpennine Route Upgrade (TRU).

**ACTION – Special Advisor to the CEO**

4.3 Bridge Year

4.3.1 This has been a productive year for mains works civils. [Redacted]

4.4 Stations

4.4.1 [Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

4.5 Systems work is progressing; it will need tracking in its ongoing evolution.

4.6 [Redacted]

4.7 Forward look: the most effective timing and interventions for Board should be considered, particularly around current station issues. The Forward Look will be updated to reflect this (see 11.1 below).

4.8 Culture: HS2's company culture needs to reflect the fact that it is a construction company.

4.9 Central Functions

4.9.1 [Redacted]

4.9.2 [Redacted]

4.9.2.1. [Redacted]

4.9.2.2. [Redacted]

## 5 Bridge Year

5.1 Performance reporting: the Chair asked if there were questions regarding the Financial & Performance Committee that took place on 06 October 2025.

5.1.1 A question was raised regarding how Bridge Year will be managed. [Redacted]

5.2 The Chief Railway Officer briefed the Board on the development timeline of the refreshed Health & Safety Strategy.

5.2.1 The intention is to reset our Health & Safety strategy. The first step is a workshop next week, to establish our level of ambition and our role as client.

5.2.2 Principles will be developed and tested with the Health, Safety & Security Committee (HSSC) in November, before being presented to 02 December Board as part of the Delivery Strategy.

5.2.3 Work will continue with HSSC on the full strategy, to be approved in March 2026.

5.2.4 [Redacted]

[Redacted]

[Redacted]

## 6 In-year Controls Performance Update (HS2B\_25-91)

6.1 The Chief Financial Officer (CFO) provided the Board with an update on the performance of the Company's corporate controls.

6.1.1 [Redacted]

### ACTION - Special Advisor to the CEO and CFO

6.1.2 [Redacted]

6.1.3 [Redacted]

6.1.4 [Redacted]

## 7 Reset update (HS2B\_25-106)

7.1 The Board was provided with an update on HS2's Reset Programme from the Special Advisor to the CEO, the Chief Programme Officer (CPO) and the Chief Financial Officer (CFO), and formalised updates that were previously given [Redacted]

[Redacted]

7.1.1.1. The methodology for assurance and approvals for Cost and Schedule Ranges stands, and an updated process and timeline will be provided to the Board once confirmed.

7.1.1.2. Furthermore, the Board has reviewed and **endorsed** its role in the assurance of the process by which the ranges have been created (see Paper HS2B\_25-110). The DfT has also reviewed and endorsed the ranges methodology.

7.1.1.3. There were three outstanding planning assumptions, which are all now addressed, including the master configuration sequence. [Redacted]

7.1.1.4. Since the last Board call, [Redacted] has been closed out and management actions addressed. This week, [Redacted]

7.1.1.5. [Redacted]

7.1.1.6.

[Redacted text block]

**ACTION - HMT Board Representative**

7.1.1.7.

[Redacted text block]

7.1.1.8.

[Redacted text block]

7.1.1.9.

[Redacted text block]

7.1.1.10.

[Redacted text block]

[Redacted text block]

[Redacted text block]

7.1.2.1.

[Redacted text block]

7.1.2.2.

[Redacted text block]

7.1.2.3.

Work is underway to integrate all three areas and, once created, the new integrated path will be presented to the Board. [Redacted text block]

7.1.2.4.

[Redacted text block]

7.1.2.5.

[Redacted text block]

[Redacted text block] The intention is to form a recommendation for the Board to endorse at the October Board meeting. The Chair requested that we fulfil the role of the Board [Redacted text block], as well as Board meetings, if required.

7.1.2.6.

Members expressed the need for good supply chain intelligence and legal advice in order to get the remit correct, before beginning supplier engagement.

7.1.2.7. [REDACTED]  
[REDACTED]  
[REDACTED]

**ACTION – General Counsel**

7.1.3 [REDACTED]

7.1.3.1. Some areas have progressed, but the current organisation design is not sufficiently ambitious.

7.1.3.2. [REDACTED]  
[REDACTED]

7.1.3.3. Further consideration should be given as to how the Board engages effectively with this work.

**ACTION – Special Advisor to the CEO, CTO and CoSec**

7.1.4 [REDACTED]

7.1.4.1. [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

**ACTION – Special Advisor to the CEO**

7.1.5 General:

7.1.5.1. Work is now underway to understand what will be required to evidence that Reset has been successfully completed.

7.1.5.2. Members commented that the method of integration and interfaces between taskforces is not visible. [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED].

**ACTION – Special Advisor to the CEO and CoSec**

## **8 [REDACTED] (HS2B\_25-092)**

8.1 The Interim Sponsorship & Shareholder Relations Director presented the paper seeking approval on [REDACTED]  
[REDACTED]  
[REDACTED]. The Board **approved** the paper.

## **9 Plan for Development of 26/27 Workbank and PMP (HS2B\_25-093)**

9.1 The Chief Railway Officer (CRO) asked the Board to **note** the timeline and approach to the development of the plan of works to be delivered in 2026/27, [REDACTED]  
[REDACTED]. The Board were asked to **note** the principles by which the documents were developed, validated and approved.

9.2 The CRO confirmed that our approach ensures the riding orders and planning process is being assured. Total cost will be validated, and the CPO has to be comfortable with supply chain responses to ensure this works with the emerging baseline. The process will provide critical milestones for the JVs. The intention is for this to form Stage Gate 1 on 06 November 2025.

9.3 The CRO presented the [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

9.4 [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

9.5 Members asked about how this work fits [REDACTED]  
9.5.1 [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

9.6 Members asked to what extent the supply chain is aware of the plan.  
9.6.1 [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

9.7 It was agreed that; verbal updates on the process would be provided to the Board between now and January, a formal update on the initial supply chain returns should be provided to the January Board, and approval to adopt and contractualise the workbank would be sought at the March Board.

9.8 The CEO has asked the CRO to consider this process as a template for the future for stations and systems.

## 10 Other Board Committee Reports (HS2B\_25-095 -101)

10.1 The Board was provided with verbal updates, by exception only, from the respective Committee chairs. These updates were supplemented by the minutes provided in the Board pack.

10.2 Regarding the Audit, Risk and Assurance Committee (ARAC), it was noted that there is considerable ongoing work in the control environment. The CEO described his recent engagement with the GIAA and the importance of a plan to show that the issues with the control environment are being addressed. Once this plan is developed, it will be possible for ARAC to deep dive into certain areas. It was agreed that this process should be summarised and presented to the Board.

**ACTION – CFO and CoSec**

10.3 There was a discussion regarding the Commercial and Investment Committee (CIC), the business of which needs further consideration. The Washwood Heath procurement is expected to be brought to

CIC this calendar year. [REDACTED]

[REDACTED] Positive changes to the management report were also noted.

## 11 Forward look (HS2B\_25-102)

11.1 The HS2 Governance Lead provided an update on the forthcoming expected Board agenda items for the remainder of the calendar year. It was agreed the Forward Look would be updated based on today's discussion.

**ACTION - CoSec**

## 12 Any Other Business (HS2B\_25-103)

12.1 General Counsel provided information about new legal requirements under the Economic Crime and Corporate Transparency Act 2023 for Directors to verify their identity with Companies House. [REDACTED]

[REDACTED]

[REDACTED]

**ACTION - Board members**

12.2 The Board were also given an overview of further information [REDACTED]

[REDACTED] A detailed note will be provided following the meeting. It was **agreed** that Board members would provide related information to HS2's CoSec team by email or phone.

**ACTION - Board members**

12.3 Members asked whether the schedule of Board dates was still under review. The Chair confirmed it was.

**ACTION - Chair and CoSec**