

**High Speed Two (HS2) Ltd Board Meeting held on 19 February 2014**

**Minutes**

**Leeds Town Hall, The Headrow, Leeds**

**Present:**

David Higgins, Chair  
Alison Munro, Chief Executive  
Sir Brian Briscoe  
Richard Brown  
Duncan Sutherland  
Andrew McNaughton, Technical Director  
Beth West, Commercial Director

**Apologies:** Mike Welton

**In Attendance:**

XXXX, Department for Transport Observer  
Kieran Rix, Director of Finance and Corporate Services  
Ian Jordan, Phase Two Director  
Roger Hargreaves, Hybrid Bill Delivery Director (by telephone) (item 9)  
Paul Chapman, Interim Director of Communications (item 13)  
XXXX, General Counsel and Company Secretary  
XXXX, Assistant Company Secretary

1. **Declarations of Interests**

1.1 There were no changes to the previously declared interests.

2. **Minutes of Previous Meeting and Matters Arising**

2.1 The minutes of the meeting held on 16 January 2014 were agreed as a true record and were signed by the Chair.

*Matters Arising*

2.2 It was agreed that the Chair and the Commercial Director should meet XXXX and XXXX with a view to expediting the proposed Development Agreement between the Secretary of State and the Company. It was noted that this Agreement should be completed by the end of March 2014.

Action: Commercial Director

2.3 It was agreed that the Commercial Director would brief the Board on arrangements for joint working with Network Rail.

Action: Commercial Director

2.4 It was agreed to circulate to Board members a draft forward agenda planner showing matters to be discussed at future Board meetings for comment.

Action: General Counsel and  
Company Secretary

2.5 The Board was updated on the process for advertisement and recruitment of new board members.

2.6 It was noted a letter would be provided from the Department for Transport confirming that the Chief Executive will still be the Accounting Officer of the Company during the period when the Chairman's role is full time.

Action: DfT / General Counsel  
and Company Secretary

2.7 It was agreed that the Chair would raise the issue of financial flexibilities with XXXX at their next meeting.

Action: Chair

2.8 There were no further Matters Arising.

### 3. Chair's Report

- 3.1 The Chair gave an update on his activities during the past month.
- 3.2 The Chair advised of a meeting he had attended with representatives of commuter belt towns outside London. Matters discussed included how HS2 will help to free up capacity on the existing main commuter rail lines into London. It was noted that this was the first of a series of such meetings, which will now take place approximately every three months.
- 3.3 It was noted that the date of the Board briefing on the Higgins Report may need to be changed.

Action: General Counsel and  
Company Secretary

### 4. Chief Executive's Report

- 4.1 The Board received an update from the Chief Executive on key developments since the last Board meeting.
- 4.2 It was noted that options for Euston station would be discussed at the next meeting of the Tripartite Cooperation Board (TCB). The first meeting of the TCB was positive with good working on Euston. It was agreed that options for Euston would be discussed at the March meeting of the Board and XXXX would be invited to present.

Action: General Counsel and  
Company Secretary

- 4.3 It was noted that a Project Board will be established for Old Oak Common.
- 4.4 The Board discussed the project programme and agreed that a presentation on the programme for the Hybrid Bill and for delivery would be given to the next Board meeting.

Action: Chief Executive

- 4.5 In relation to governance the Board noted that it had been intended that oversight of the programme will be undertaken by the High Speed Rail Programme and Investment Board. The Board required greater clarity and assurance on the respective roles of the various programme boards. It was agreed that a summary of the different boards and their roles would be circulated to the Board.

Action: Chief of Staff/

XXXX

- 4.6 The Board discussed the flood resilience of HS2 compared with other lines. It was agreed that a map would be produced which would demonstrate the resilience of HS2 against the impact of a 1 in a thousand year flood event compared with other lines.

Action: Technical Director

- 4.7 The Board considered the issue of transparency. It was agreed that the Company's transparency policy should be reviewed and that a proposal for a publication programme should be put to the next Board meeting.

Action: Chief of Staff

- 4.8 It was agreed that the Company should respond to the forthcoming report of the Growth Task Force and that the Company's response should be discussed at the March meeting of the Board.

- 4.9 In relation to the Phase Two consultation it was agreed that the Phase Two Director would provide an update on emerging findings to the April meeting of the Board.

Action: Phase Two Director

- 4.10 It was agreed that clarification would be sought from the Department for Transport as to whether the Company will be required to advise or make recommendations to the Secretary of State in connection with the outcome of the Phase Two consultation.

Action: XXXX

## 5. Health and Safety Report

- 5.1 The Board received an update on health and safety matters for the period to 31 January 2014.

- 5.2 The Board was briefed on a programme of Health and Safety training which had recently been completed by Executive directors. There was positive feedback on the training which would be rolled out to the wider organisation.

- 5.3 It was agreed that the Company would liaise with Network Rail regarding a health and safety training programme for Non Executive Directors.

Action: Director of Finance  
and Corporate Services

- 5.4 It was agreed that the Company's Health and Safety Policy would be reviewed in relation to the use of hand free mobile phones while driving.

Action: Director of Finance and  
Corporate Services

## **6 Update on Costs Reduction Work**

- 6.1 The Chair briefed the Board on the issues emerging from the Higgins review. It was noted that the Higgins Report would be launched on 17 March 2014. It was agreed that the pre launch Board briefing would be arranged for a date closer to the launch date.

Action: General Counsel and  
Company Secretary

- 6.2 The Board discussed plans for communications around the publication of the report.

## **7 2014/15 Budget**

- 7.1 The Board noted work was progressing well with budget setting for the 2014/15 financial year and noted that a more detailed draft budget would be presented to the March meeting of the Board.

Action: Director of Finance  
and Corporate Services

- 7.2 It was agreed that the presentation to the March Board in relation to the budget should be explicit in relation to contingency being held centrally to aid efficiency, transparency and monitoring.

Action: Director of Finance  
and Corporate Services

- 7.3 The Board noted that the budget for Land and Property acquisitions is held by DfT and agreed further work should take place between the Company and DfT to share emerging issues and to develop a joint plan to address them.

Action: Commercial Director/Director of  
Finance and Corporate Services

- 7.4 The Board agreed that the Company should register for VAT and noted the progress made to date in connection with registration.

## **8 Technical Standards Review and Challenge**

- 8.1 The Board received an update on continuing work on the selection, development and challenge of European and National technical standards.
- 8.2 The Board supported the proposal to re-establish technical challenge panels and noted progress on establishing a Design Panel jointly with DfT. The Board discussed issues concerning the composition and scope of the Panels and emphasised the importance of a clear brief to the Panels. It was agreed to aim for Panel appointment meetings in May.
- 8.3 The Board received an update on progress in relation to tunnelling standards.
- 8.4 The Board endorsed the progress made to date.

## **9 Infrastructure Relocation**

- 9.1 The Hybrid Bill Delivery Director joined the meeting by telephone and briefed the Board on proposed arrangements for the relocation of business infrastructure which is on the critical path for the project. It was noted that the proposals would be subject to the approval of the Legislative Decision Board (LDB). It was noted that the Company would require justification of expenditure in relation to the relocation.
- 9.2 The Board agreed the proposals and agreed that they be submitted to the LDB for approval. It was agreed the Board would be kept informed on the outcome of the discussion at LDB.

Action: Hybrid Bill  
Delivery Director

## **10 High Speed Rail and Scotland**

- 10.1 The Phase Two Director briefed the Board on progress with a study evaluating options looking at improving capacity and journey time on intercity routes between northern England and Scotland and on associated governance arrangements.
- 10.2 The Board noted positive discussions had taken place between the Company, DfT, Network Rail and Transport for Scotland and noted that Terms of Reference have been agreed to ensure cross organisation support and collaboration during the study.

10.3 The critical role of Network Rail in relation to this work was noted. It was agreed that the Chair would speak to the Chair of Network Rail to invite a Non Executive Director of Network Rail to provide operator input on the study.

Action: Chair

10.4 It was agreed that an update on the study would be provided to the Board at its meeting in June 2014.

Action: Phase Two  
Director

## 11 Health and Safety Plan

11.1 The Director of Finance and Corporate Services briefed the Board on the Health and Safety Plan for the Company.

11.2 It was noted that the Company's behavioural safety approach (S.A.F.E) brings together the Company's health and safety policy, its strategic themes targets and its core values.

11.3 The Board endorsed the progress made to date and noted that the incoming Construction CEO will work with executives to further develop the Plan. The Board requested that the incoming Construction CEO be invited to the April meeting of the Board.

Action: General Counsel and  
Company Secretary

11.4 It was agreed that the Board should receive a copy of the health and safety audit programme for the next twelve months and a summary of the findings for the past year's reports.

Action: Director of Finance and  
Corporate Services

11.5 It was agreed that the Board will consider setting up a Board Safety Health and Environment Committee at its July meeting.

Action: General Counsel and  
Company Secretary

## 12 Finance report

12.1 The Board received an update on the Company's financial position at January 2014.

- 12.2 The Board confirmed it would like to see areas of expenditure broken down into individual operating areas of the business in future reports.

Action: Director of Finance  
and Corporate Services

### 13 Communications Report

- 13.1 The Board was briefed on Communications activities in the past month and a look forward to activities in the next month including the launch of the Higgins report.

- 13.2 The Interim Director of Communications briefed the Board on the risks associated with the Company's move to the government '.gov.uk' internet domain. It was agreed that the risks would be escalated appropriately.

Action: XXXX

- 13.3 It was agreed the Board would discuss Communications as a strategic item at its July meeting.

Action: General Counsel and  
Company Secretary

### 14 Management Information

- 14.1 The Board noted the Management Information dashboard for January 2014. It was agreed that a report would be put to a future meeting of the Board on progress in relation to petition management.

Action: Hybrid Bill Delivery Director

### 15 Commercial Report

- 15.1 The Board received an update on Commercial activities in the past month.

- 15.2 The Board discussed Old Oak Common depot issues and requested an update from DfT on this for the March Board meeting.

Action: XXXX

### 16 Risk Report

16.1 The Board received an update on Risk for the period up to 31 January 2014 and noted the new format of the report.

17 Date of next meeting – 20 March 2014

18 Any Other Business

18.1 It was agreed the date of the Company's April Board meeting would be moved and a new date would be confirmed after the meeting.

Action: General Counsel and  
Company Secretary

Signed: