

Meeting minutes

HS2 Ltd Board

Date: Thursday, 03 July 2025

Time: 16:30 – 18:00

Location: Teams Only

Members	Attendees
Elaine Holt, Interim Chair, Non-Executive Director	Anna Whittingham, General Counsel
Joanna Davinson, Non-Executive Director	██████████, Interim Company Secretary
David Goldstone, Non-Executive Director	██████████ Special Advisor, CEO Office
Stephen Hughes, Non-Executive Director	██████████ Reset Delivery, CEO Delivery
Ian King, Non-Executive Director	Jim Crawford, Chief Programme Officer
Nelson Ogunshakin, Non-Executive Director	
Keith Smithson, Non-Executive Director	
Mark Wild, Chief Executive Officer	
Alan Foster, Chief Financial Officer, Deputy CEO	Apologies
Emma Head, Chief Railway Officer	None

1 Welcome and Declarations

- 1.1 The Interim Chair welcomed Members and attendees to the meeting.
- 1.2 The meeting was confirmed quorate.
- 1.3 There were no new declarations of interest.
- 1.4 The purpose of the meeting was for the Executive to provide the Board with an overview of milestones to be met during the bridge year, specifically related to the four Taskforces, their key dates and defined outputs. As following feedback received from the Non-Executive Directors at the June Board Meeting and subsequent Briefing session, additional assurance was immediately required to inform of progress and preparation towards the Reset.

2 Reset Programme Plan for Stages 3-5

- 2.1 The Board were provided with slides to support the discussion, notably the defined dates to meet certain milestones. The CEO reminded the Board of the top five priorities for the business at the present time:
 - 2.1.1 To improve the control environment for the bridge year;
 - 2.1.2 To deliver a safe and productive bridge year;
 - 2.1.3 To provide a reliable schedule, time and cost ranges which could be supported by the government;
 - 2.1.4 To commence planning and assurance for 26/27 work; and to
 - 2.1.5 To launch a high fidelity assured baseline.
- 2.2 The CEO provided directors with assurance, reflecting on his previous experience utilising Taskforces; that Taskforces 1, 2 and 4 were identical to what has been successfully implemented at the Crossrail

project. Taskforce 3 was reported as being a unique challenge to create a fit for purpose organisation, specifically in the central functions (head office).

2.3 Directors queried the likelihood of not meeting the timeframe envisaged for the Reset and if the DfT were fully aware of the challenges to meet the milestones, which could have a knock-on effect on the Stages being signed off. It was informed that cost and time ranges would be available by the end of 2025; however, the range accommodation would need to be further defined. That this would require an interim milestone to maintain confidence and support of the government.

2.4 The Chief Programme Officer provided a high-level overview on the Reset plan and associated timeframes, that:

2.4.1 [REDACTED]

2.4.2 [REDACTED]

2.4.3 [REDACTED]

2.4.4 [REDACTED]

2.4.5 [REDACTED]

2.5 The Special Advisor, CEO Office, added that:

2.5.1 The outcomes of sprints would surface key items dependant on the baseline, and it was proposed that this item would be presented to the Board in **July**.

2.5.2 Assurance milestones specifically supporting the Reset and BAU model for the baseline would also be submitted in **July**.

ACTION: Jim Crawford [REDACTED]

2.6 Directors reflected on the past and that cost ranges and assurance provided historically, had resulted in inaccuracies and lack of transparency. The CEO assured the Board of his (previous) experience in managing a similar challenge and that the timeframe to socialise cost ranges were expected after September. That the executive was committed to transparency with the Board and stakeholders and expected proactive identification and timely interventions in areas of concern.

2.7 The CFO added that [REDACTED]

2.8 The Board briefly discussed [REDACTED]

- 2.9 Directors recommended that the government be consulted for early buy-in on the longer-term route map to April 2026, and for delivery partners to be added as a separate milestone.

3 Any Other Business

- 3.1 The Interim Chair commended the work of the Taskforces and the opportunity for NED oversight. This was working well alongside management and the executive.

- 3.2 The CEO raised two matters:

- 3.2.1 Recent media coverage had highlighted a fraud related to supply chain worker status and incompliance with contractual and tax obligations. This related specifically to Danny Sullivan Group (DSG) and the HS2 joint venture partner BBV, who had been utilising this sub-contractor. BBV would now be terminating their contract immediately with DSG for breach of contract and this was supported by HS2. [REDACTED]

[REDACTED]

- 3.2.2

[REDACTED]

- 3.2.2.1.

[REDACTED]

4 Meeting Close

- 4.1 There being no further business the meeting was closed.