

17/189	<p><u>Directors' interests</u></p> <p>A number of updates to Directors' interests were noted.</p>	
17/190	<p><u>CEO Board Report</u></p> <p>The Board noted the proposed appointment of Caroline Murdoch as the new Group Communications Director, who was expected to start with Network Rail in late February 2018.</p> <p>The Ordsall Chord project, which connected Manchester's three main railway stations for the first time, had been completed on time, on budget and with no major injuries. Passenger services across the new bridge would start in December 2017, reducing congestion at Manchester Piccadilly station and allowing faster and more frequent trains to run. The Board congratulated the team on this significant achievement, particularly given the technical complexity of the project and the various challenges that had been overcome.</p> <p>The Board noted that Phase 4 of the North West Electrification programme continued to face complications, largely due to shallow mine-workings in the area and local ground conditions.</p> <p>The Board was updated on the reviews being undertaken into the way enhancement programmes were managed and delivered. A meeting would be arranged to brief the Board on the complex issues being addressed. Additionally, a short note would be circulated to the Board setting out the key factors being addressed by these reviews, and the wider considerations involved.</p> <p>The results of the recent Your Voice employee engagement survey were being analysed and would be shared with the Board in early 2018.</p>	<p>MC (FP)</p> <p>MC (FP)</p>
17/191	<p><u>CFO Finance Report</u></p> <p>The Board discussed the CFO and Finance reports.</p> <p>The Board noted an increasing number of suicides on the network recently, and expressed its sympathy to the railway staff and contractors, and the families and friends of those involved in these tragedies. The recent 'Small Talk Saves Lives' campaign, which aimed to give passengers the confidence to act if they noticed someone who may be at risk of suicide on or around the rail network, was discussed. The campaign, which had been launched by Network Rail in partnership with Samaritans, British Transport Police and the wider rail industry, had been very well received. The Board would be sent the statistics associated with this campaign.</p>	<p>MC (SM)</p>
17/192	<p><u>High Output System – performance evolution</u></p> <p><i>Ben Brooks, Anit Chandarana and Steve Featherstone joined the meeting</i></p> <p>Paper 119/17 updated the Board on the status of High Output Track Renewals.</p> <p>The Board and Management discussed, in particular:</p> <ol style="list-style-type: none"> 1. the progress made by the team, particularly in Scotland, since the last Board update; 2. variations between the forecast and actual usage of the High Output machinery. This was exacerbated by the way Routes (i) were charged for using the High Output equipment, and (ii) chose to allocate their limited available resources. Work was underway to understand this and to develop mitigating actions. <p>The Board would receive an update paper on the use of High Output Track Renewal Systems in Scotland, setting out:</p>	<p>MC (FP)</p>

	<ul style="list-style-type: none"> the building blocks that led to that success; the lessons learned; and how these successes and lesson could be applied across other Routes. <p>Further the paper shall also set out:</p> <ul style="list-style-type: none"> details of the performance measures of the High Output machinery; the total ballast cleaning volumes planned for CP6 and the proportion of that volume that was planned for the high output machinery; and the total capacity of all of the ballast cleaning systems (BCS) contrasted with total capacity of proposed amended BCS fleet. <p>Separately, the Board asked for a note showing the renewal volumes that were planned for CP6 and subsequent control periods, together with the necessary assurance provided from the Safety, Technical and Environment directorate showing:</p> <ul style="list-style-type: none"> if short and medium term plans would provide a sustainable asset level; and if those plans were achievable <p>and in each case with focus on long term residual life and sustainability for the different asset classes.</p> <p>The Board congratulated the High Output team for having won the British Safety Council Sword of Honour for the second year in a row. This award recognised commitments to excellent health and safety management standards.</p> <p><i>Ben Brooks, Anit Chandarana and Steve Featherstone left the meeting</i></p>	MC (GH)
17/193	<p><u>The CFO Directorate</u></p> <p>As part of the ongoing programme of directorate updates to the Board, the Chief Financial Officer reported to the Board on his function and the teams within it.</p> <p>The Board asked to receive an update from the Managing Director, Property covering various workstreams happening within that team. The two independent non-executive directors on the Property Supervisory Board, would also be invited to attend that meeting.</p>	SMK
17/194	<p><u>CP6 Financial Control Framework - update</u></p> <p>The Board reviewed paper 121/17 which provided an update on key CP6 financial framework issues.</p>	
17/195	<p><u>Interim Accounts 2018</u></p> <p>The Board reviewed paper 123/17. The Board APPROVED Network Rail Limited's interim accounts for the financial year ended 31 March 2018 and the associated letter of representation addressed to the independent auditor. The Board AUTHORISED the Chief Executive and Chief Financial Offer to sign the accounts and letter as appropriate.</p>	
17/196	<p><u>Euston – appointment of Master Development Partner</u></p> <p>Richard Brown declared an interest in the matters to be discussed related to Euston Station and HS2 Limited. The remainder of the Board thanked him for declaring this potential conflict of interests and AGREED that Mr Brown's continued participation in meeting during these discussions was appropriate.</p> <p>The Board reviewed paper 124/17 which provided an update on the procurement process for the appointment of a Master Development Partner at Euston.</p>	

	<p>The Board noted that HS2 Ltd had led the procurement process, but that the appointment would be made jointly by the Department for Transport (DfT) and Network Rail.</p> <p>The Board asked:</p> <ol style="list-style-type: none"> 1. for confirmation of the process for obtaining DfT agreement to the appointment of the Master Development Partner; and 2. for sight of the paper reviewed by Network Rail's Property Supervisory Board on this matter. <p>The Board DELEGATED AUTHORITY to the Chief Executive and the Chief Financial Officer jointly to approve the appointment of the Master Development Partner on behalf of Network Rail. As part of that authority they were required to advise the Board at the point the award was made.</p>	<p>JW (DB)</p> <p>SMK</p> <p>MC / JW</p>
<p>17/197</p>	<p><u>HS2 at Euston Station – Phase 1 On Network Works</u></p> <p><i>Antonia Buckland joined the meeting</i></p> <p>Paper 125/17 sought authority to enter into a number of emerging cost Stage 1 remits with HS2 Ltd for the delivery of the on network enabling works at Euston.</p> <p>The Board noted that the Investment Panel would review each phase of this portfolio of requests and would monitor progress. Consideration would be given as to how best to keep the Board updated on progress.</p> <p>The Board APPROVED the request that the Company enter into the four Stage 1 remits covering:</p> <ul style="list-style-type: none"> • Euston Station concourse area alterations • Euston Station decommissioning of two platforms • Industry mitigations at Euston Station, and • Railway Systems west side clearance. <p><i>Antonia Buckland left the meeting</i></p>	<p>MC / JW</p>
<p>17/198</p>	<p><u>Committee Updates</u></p> <p>The Board was briefed on the content and outcomes of the recent meetings of the following committees:</p> <ul style="list-style-type: none"> • Safety, Health & Environment (SHE) • Treasury • Audit & Risk (ARC) <p>It was explained that in September 2017 Group Risk had updated the way that risk assessments were carried out and this resulted in the change to the assessment of a number of corporate risks, including Train Accident Risk. It was confirmed that there had not been any overall increase in the likelihood of this risk occurring. This explained the difference between the reporting based on the previous assessment and the reporting on the new assessment in the SHE and ARC Committees respectively. Future reporting would apply the latest method of assessment.</p>	
<p>17/199</p>	<p><u>Company Secretary's Report</u></p> <p>The Board reviewed paper 126/17, and:</p> <ol style="list-style-type: none"> 1. APPROVED the Power of Attorney to be granted to named individuals covering routine banking and treasury matters; 	

	<ol style="list-style-type: none"> 2. DELEGATED AUTHORITY to the Chief Financial Officer to agree the terms of and sign on behalf of the Company the grant letter expected to be received from the DfT in respect of the Thameslink programme; 3. APPROVED all of the inter-company transactions with Network Rail (Stations) Limited, as detailed in the paper; 4. AUTHORISED the Company Secretary to sign all documents and do all things necessary to give effect to the proposed capital reduction of Network Rail (High Speed) Limited; 5. APPROVED the re-appointment of Mike McLean as a director of Network Rail Certification Body Limited for a three year period; and 6. RATIFIED the use of the company seal as set out in paper 126/17. 	
17/200	<p><u>Prosecution Report and Incident Map</u></p> <p>Paper 127/17 was noted.</p>	
17/201	<p><u>Executive Committee and Investment Panel approvals</u></p> <p>Regarding the Cambridge Re-signalling work referred to in paper 128/17, the Board asked for confirmation that the work being done did, insofar as possible, take account of future digital signalling requirements.</p>	JW
17/202	<p><u>Board forward agenda</u></p> <p>The draft agenda for the meeting to be held on 7 February 2018 was noted.</p>	
17/203	<p><u>Redevelopment of Euston convention station</u></p> <p>The Board noted paper 129/17 which updated the Board on the progress of the redevelopment of Euston Conventional Station.</p>	
17/204	<p><u>May 2018 timetable change</u></p> <p>Paper 130/17 which set out details of the timetable changes to be implemented in May 2018, was noted. The Board commended this very helpful note.</p> <p>The MD England & Wales would be invited to the April 2018 Board meeting, to discuss the status of preparations ahead of the timetable change, and the measures being taken to build resilience into the network around this change. The Board also asked for assurance on the extent to which this timetable change provided better opportunities for work to be undertaken.</p>	MC (P. Hufton)
17/205	<p><u>Transformation in action</u></p> <p>Paper 131/17 which set out examples of transformation across the business was noted.</p>	
17/206	<p><u>Any other business</u></p> <ol style="list-style-type: none"> 1. The Board considered a suggestion that each Board member be aligned with a specific Route. However, it was considered more beneficial that all Directors continue to visit all Routes periodically to get a broader perspective on, and understanding of, the business. 2. The Chief Executive would be attending a Public Accounts Committee meeting in early December to discuss both the Thameslink programme and also Tram/Train. 	

	3. The Board noted that the planned programme of works over the festive period 2017-2018 was amongst the largest ever. The works were being done over the Christmas and New Year period with the intention of causing as little disruption as possible to passengers. The Board would review in detail the preparedness and contingencies at an ad-hoc meeting in December.	
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There being no further business the Chair closed the meeting at 14:45.

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Chair