

The Euston Partnership Board

Meeting Details

Date: 27 July 2020
 Time: 11.45 – 13.45
 Location: Microsoft Teams
 Secretariat: [REDACTED]
 Reference: EPB1.08

Attendees:

Peter Hendy (Chair)	NR	Clive Maxwell	DfT
Jake Kelly	NR	Kate Cohen	DfT
Tom Venner	EP	Mark Thurston	HS2
Georgia Gould	LBC	Ed Smith	HS2
Jenny Rowlands	LBC	Rob Heasman	LL
Neil Martin	LL	[REDACTED]	HS2
Lucinda Turner	TfL/GLA	Antonia Buckland	NR

[REDACTED]	EP	Apologies:	
[REDACTED]	EP	Jules Pipe	GLA
[REDACTED]	EP	Laurence Whitbourn	HS2

1. Welcome

The Chair welcomed members to the first Euston Partnership Board (EPB) meeting. The Chair noted the importance of all the Partners coming together to overcome the challenges of Euston. Noting that the creation of the Board was an important first step, the Chair encouraged an open and frank dialogue to enable the difficult issues to be worked through.

The Chair noted the transformation potential at Euston and the importance of unlocking all parts of the Euston project.

2. Introductions & Declarations of Interest (papers EPB1.01 EPB1.02)

The Chair invited each of the Partners to introduce themselves and share their aspirations for the work of the Euston Partnership.

Cllr Gould outlined the importance of Euston to Camden and, in particular, the fundamental need for the transformation to deliver for residents. Cllr Gould highlighted the need for affordable homes, accessible jobs and open spaces that work for residents and the importance of doing whatever is required to minimise the impact of construction work.

On behalf of the Greater London Authority Lucinda Turner reminded the Board of the Authority's strategic objectives around good growth, great place making, low carbon and looking for an integrated approach - making sure that it's a great place in London and works for London.

Representing Transport for London, Lucinda Turner noted the importance of maintaining the network for Londoners. Lucinda reminded the Board of the importance of the healthy streets agenda and the need for effective working between the local and national networks. Finally, Lucinda reported that a specific Transport for London representative for the Board would be sought.

On behalf of High Speed 2 Limited Mark Thurston (CEO) noted the importance of Euston in the High Speed network and the continuation of positive relationships with Network Rail and Camden to make the best of the Euston opportunity. Ed Smith (HS2 Non-Executive Director) noted the importance of the need to deliver a station that works for HS2 and its passengers but also works for people living in London. Furthermore, the new station must meet the future environmental expectations of future generations.

Jake Kelly, on behalf of Network Rail, informed the Board of the need to make changes to the conventional Euston Station to safeguard its future. Jake noted the importance of maintaining services whilst making station improvements and delivering a new place.

Neil Martin, Chief Executive of Lendlease, outlined to the Board of the scale of the opportunity at Euston. Neil stressed the potential to create something special and being able to make a real difference to the place and the lives of many. Neil reminded the Board of Euston's potential to deliver new jobs and homes, economic and social good on a large scale.

Clive Maxwell, Director General for the Department of Transport, reminded Board members that when ministers committed to HS2 they said that they wanted things done in a different way at Euston. The Euston Partnership is the first step in optimising the joint plans for Euston to ensure that the most is made of this opportunity, including the opportunity for regeneration.

The Chair reminded members of the importance of transparency in decision making and asked that a register of interest be completed.

2.01 Action: All members to send Register of Interest Form back to TV by 7 August. (all – due 7 August)

3. Leadership Report (paper EPB1.03)

Tom Venner, Managing Director of the Partnership, thanked Board members for support in establishing the Partnership and the commitment to its work. Tom then provided an update to

the Board on activities undertaken and planned to establish the work of the Partnership and proactively support enhanced integration.

The Board was updated on:

- Governance
- Organisational Design
- Stakeholder Consultation
- Delivery (Design and Financing)

Tom updated the Board on the creation of a Single Strategic Plan for Euston. Work had begun, and the Partners were invited to participate over the coming months to its development and completion.

3.01 Action: to circulate the Single Strategic Plan to all Partners this week for comment. (TV – due 31 July)

The Partners were asked to commit resource to two other key tasks:

- 1) Building a look ahead of issues for the Board
- 2) Undertake a review of the existing working groups and forums

The Chair asked Members for comments/questions:

Cllr Gould acknowledged the focus on community engagement and reported ongoing issues on noise disruption. Cllr Gould asked for maximum transparency and recommended the creation of a public engagement scrutiny board to feed into the Partnership Board to improve engagement between the community and the project. This is to be factored into the review of working groups.

Jenny Rowlands, Chief Executive of Camden Council, echoed Cllr Gould's comments and offered to facilitate relationships with the community. She stressed the need for key decisions to be taken in partnership with the community and LBC could give support in achieving this.

The Chair confirmed his support for full transparency within this group and positive engagement and communication with the public.

3.02 Action: The Leadership Team to look at how we bring in LBC's expertise in community engagement/communication into the Partnership activity. (██████████ to action)

Lucinda Turner (GLA/TfL) expressed support to a review of working groups. She also noted that members are in attendance of the Euston Partnership Board by virtue of our organisation, and the Board and wider Partnership would benefit from being more diverse and reflective of the

wider Community. She also asked to gain more clarity on how trade-offs can be made in a 'best for Euston' rather than 'best for individual partner way.'

The Chair responded that the formation of the Board, and its full and honest discussions would be a positive first step in determining the right outcome for Euston.

Tom Venner agreed with Lucinda that the review of working groups would be key to ensure effective and collaborative working. On decision making, the matter was addressed in the board remit.

Kate Cohen, Euston Director for the Department for Transport, agreed with Lucinda's point about diversity and would discuss with the Leadership Team and the Chair.

Action 3.03 – Kate Cohen/Tom Venner to discuss Board diversity with the Chair and report back to the Board with a plan of action.

Cllr Gould noted that, in the review of working groups, assuring public visibility and effective scrutiny was essential. She reminded the Board that minutes of the Euston Strategic Board were published; and suggested that any change to current arrangements should enhance the level of transparency/scrutiny.

Mark Thurston commented on the value of trust with the community. He acknowledged the importance of having one clear and shared engagement plan for the Partnership.

Ed Smith asked that the Board be given early sight on key decisions, how soon we need to make them, why we need to make them and who are the binding authorities who need to implement these decisions.

The Chair agreed with Ed; and commented that understanding the decision landscape is important. The collective build of the Board's look ahead will be an important tool in its work.

Jake Kelly noted the difficulty of making decisions in the previous structure and his hope that the Partnership would make decision-making easier.

Neil Martin asked for some thought on objectives for the coming 5 years together with a series of intervening milestones. Neil challenged the Leadership Team to consider where we want to be in 5 years and the key steps to get there.

Clive Maxwell congratulated the team for the work done to date and supported Cllr Gould's call for transparency. Clive responded to Ed Smith's request for early sight on decisions; and reported that the Department was particularly focussed on working towards the Spending Review and making decisions arising from the SRO study.

4. **Euston Partnership Board Remit (papers EPB1.04 EPB1.04a)**

The Chair noted that the Remit had been circulated ahead of the meeting for comment and invited Tom Venner to update the Board on progress.

Tom appraised the Board on 5 areas of change. These were:

Section 1 – updated to include better identify the site and geographical boundaries

Section 3 – updated to include a section on integrated design

Section 4 – clarity added on the Board's delegations

Section 6 – schematic of existing groups added

Section 8 - management information section enhanced

Cllr Gould asked that the importance of social value be brought out more clearly.

4.01 Action: draft on section 3 of the Board Remit to be sent to GG and JR, updated to better reflect the importance of Social Value. (TV – due 31 July)

Mark Thurston suggested that the Remit allows for future changes to decision-making authority in the future.

4.02 Action: section 4 of the Board Remit to be updated to reflect Mark's comments on future changes to decision-making authority. (TV – due 31 July)

5. **State of the Programme (papers EPB1.05a EPB1.05b EPB1.05c)**

Tom Venner introduced the item. The Board members received an update from the three project leads on progress of their projects, and next steps.

Antonia Buckland, for Network Rail, presented an update on the Redevelopment of Euston Conventional Station (RECS). Antonia noted that the station was handling many more passengers than it was originally designed for. The last significant intervention was in 1968 and a Strategic Outline Business Case (SOBC) had been prepared for redevelopment.

The SOBC was approved in January 2019, but work was paused to focus on supporting the SRO Study into the HS2 station and to explore better accommodating the masterplan.

phases can help build momentum and deliver early social and economic benefits. Rob reminded the Board of the scale of the Northern Approaches and the need for a comprehensive solution across all of the site.

Cllr Gould noted that affordable housing and liveable neighbourhoods are critically important issues in Camden and they did not come out strongly in the presentation. Rob acknowledged that these were key issues and central to the masterplan.

6. Update on Oakervee (paper EPB1.06)

Kate Cohen presented a short paper on work arising from the Oakervee report into High Speed 2.

Kate noted progress on the SRO Study. Kate reported that she had chaired a roundtable meeting with all groups last week and issued paper to IPDC this week. Kate acknowledge that organisations have identified concerns with the options, but that work was ongoing with a view to reach a consensus between the Partners on the right approach. Kate noted that a fuller presentation would be made to the Board in September.

Kate updated the Board on work to identify permanent delivery arrangements for Euston. Kate set some context of the work being undertaken by the Department and the importance of identifying the right permanent solution for the programme.

The Chair noted that the success of the Euston Partnership would go some way to influence the decision on permanent arrangements and that all parties had made a commitment to make the interim arrangements a success.

7. Look Ahead (paper EPB1.07)

Tom Venner presented a look ahead of activity for the Board. Tom acknowledged that there remained work to be done with the Partners to build a more comprehensive look ahead.

Tom talked through the Board through the proposed agenda for September, to include a review of the SRO study, a funding paper and draft management information.

The Chair invited agreement to the September - Approved

The Chair stressed the importance of pre-briefing to make the SRO session a success. He asked the Leadership Team to ensure that Partners were briefed appropriately and asked Partners to contact him should they require additional briefing.

7.01 Action: By the 1st September for everyone to inform the Chair if they do not feel sufficiently briefed for the SRO Study Review. (All)

8. **Any Other Business**

The Chair asked for approval for the sharing of contact information between Partners.

8.01 Action: mobile numbers for all members to be circulated (JP) Lucinda

Turner asked whether Crossrail 2 should be represented.

8.02 Action: LT to pick up with TV regarding separate TfL representative, potentially including Crossrail 2, ahead of the next meeting (LT and TV)

9. Action Table

Date	No	Action	Owner	Due	Status
27/07/2020	2.01	All members to send Register of Interest Form back to TV by 7 August.	all	07/08/2020	in progress
27/07/2020	3.01	To circulate the Single Strategic Plan to all Partners this week for comment.	TV	31/07/2020	completed
27/07/2020	3.02	The Leadership Team to look at how we bring in LBC's expertise in community engagement/communication into the Partnership activity.	SM	10/09/2020	
27/07/2020	3.03	Kate Cohen/Tom Venner to discuss Board diversity with the Chair and report back to the Board with a plan of action.	KC TV PH	10/09/2020	
27/07/2020	4.01	Draft on section 3 of the Board Remit to be sent to GG and JR, updated to better reflect the importance of Social Value.	TV	31/07/2020	completed
27/07/2020	4.02	Section 4 of the Board Remit to be updated to reflect Mark's comments on future changes to decision-making authority.	TV	31/07/2020	completed
27/07/2020	7.01	By the 1 st September for everyone to inform the Chair if they do not feel sufficiently briefed for the SRO Study Review.	all	01/09/2020	
27/07/2020	8.01	[REDACTED]	JP	31/07/2020	completed
27/07/2020	8.02	LT to pick up with TV regarding separate TfL representative, potentially including Crossrail 2, ahead of the next meeting.	LT TV	10/09/2020	completed