

# The Euston Partnership Board

## Meeting Details

Date: 5 October 2020  
 Time: 10.00 – 12.00  
 Location: MicrosoftTeams  
 Secretariat: [REDACTED]  
 Reference: EPB3

## 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	Phil Gould	LL
Neil Martin	LL	Laurence Whitbourn	HS2
Jules Pipe	GLA	[REDACTED]	NR
Lucinda Turner	GLA		
Alex Williams	TfL		
[REDACTED]		Apologies:	
[REDACTED]		Antonia Buckland	NR

Next meeting details:

9 November 10.00 (MS Teams)

## 1. Welcome

The Chair opened the meeting, welcoming members and [REDACTED] who joined from Network Rail.

## 2. Review of Minutes & Actions (paper reference EPB3.01)

The minutes of the previous Board meeting were presented and agreed.

The Chair noted that a summary of the minutes should be published due to the amount of detail in the full minutes. Tom Venner agreed to arrange publish a summary.

Tom Venner provided an update on the status of actions from the previous meeting:

- [REDACTED] Action 27/07/20 2.01 - Two registration of interest forms are still outstanding [REDACTED] [REDACTED] (Euston Partnership) will follow up with the individuals who are still to provide.

- Action 27/07/20 3.02 – The action on how we bring in LBC’s expertise in community engagement/communication will remain open as we continue to progress and finalise the Communications and Engagement strategy.
- Action 27/07/20 3.03 – Diversity within the Partnership will be discussed following output from the governance meeting reviews that have been taking place.
- Action 10/09/20 4.01 – The SRO study list of actions were circulated on the 18th September to Board members.
- Action 10/09/20 5.01 – Euston Partnership are progressing ways to engage an economist support through the HS2 Sponsorship team.
- Action 10/09/20 7.01 –All partners have provided input into the management information included as part of the Board pack. It was noted that more work is still to be done as the report is fine tuned over the coming months.

### 3. Leadership Report (paper reference EPB3.02)

Tom Venner provided an update to the Board on activities undertaken since the last Board meeting and set out the planned activities for October.

The following key points were raised and noted:

1. Significant work has taken place on resolving the residential blocks issue. The Partnership have been working closely with Camden to find a solution.
2. The Single Strategic Plan has been progressed and is being brought to this Board meeting for approval.
3. Spending Review work continues and more work is being done with Kate Cohen’ team within the Department.
4. The governance working groups review is progressing on target to be brought to this Board in November.
5. The Communications and Engagement strategy is progressing well. This will likely be brought for approval in December.
6. Management Information report has been issued with the Board pack. Looking to incorporate comments and improvements for the next Board meeting where more time will be dedicated to the review of the information.
7. The Euston Partnership continues to build capability of the team. Tom Venner is interviewing with Jake Kelly, Network Rail for 2 roles to complete the Executive team.
8. The Euston Partnership is progressing work to find a community hub and the Euston Partnership offices. Tom highlighted that the Partnership [REDACTED]. Tom highlighted that he is keen to establish a community hub and excited about creating a presence in the community.
9. The team has supported Kate Cohen, Department for Transport and team on the permanent delivery arrangements for IPDC in November.
10. The F.S.T and Permanent Secretary visited site in early September.

11. Work has started on some mystery shopper research into the current digital channels, building our evidence base on what people think of what's there and what needs to be done.
12. [REDACTED] Euston Partnership, is progressing work on hoarding and looking to change the look and feel of the area.

[REDACTED]

The Chair asked the members for comments and questions.

Mark Thurston asked whether any help was needed to secure the location of the [REDACTED]  
Tom Venner responded that he has what we need so far.

Mark raised that he was seeing Sadie Morgan, Chair of the Independent Design Panel today and asked if there was anything that Tom need to land with the Design Panel. It was agreed that Tom would send a list of discussion points.

ACTION 3.01 Tom Venner to send list to Mark Thurston on discussion points for meeting with Sadie Morgan.

Clive Maxwell, Department for Transport noted that he was concerned with the pace of moving people into the team. Jake Kelly (Network Rail) noted that interviews were taking place this week and we should have people in place next month.

Ed Smith, HS2, noted that it would be helpful to have the projected timescale on the next steps going forward listed in the Leadership Report.

ACTION 3.02 Leadership Report to be updated with projected timescales.

#### **4. SRO Decision Update**

Kate Cohen, Department for Transport provided a verbal update on the SRO decision. The following key points were noted:

1. None of the options were affordable and as a result the Department for Transport has commissioned a Red Team Review to look at the options and the evidence collated.
2. The Red Team will review which option is best to address the Government's ask and whether it would be appropriate to make a decision on the option in principal.

[REDACTED]

Ed Smith, HS2 asked whether the review addresses the cost of not making a decision? Kate responded that it didn't specifically, and that the Department really wanted to focus the panel on a set list of issues.

The Chair asked what detail they can look at in regards costs? Kate responded that the panel are being asked to look at the affordability of the plan. IPDC needs to look at the recommendation and delivering that route to affordability. Kate noted that assuming we get the go ahead we would then need to have laser like focus on costs and bringing the station back to affordability.

The Chair noted that we do need to look at this as a Partnership so that we can show the work is being done collaboratively and ensure that the partners see the work that's being done by HS2. This will ensure there is buy in from the Partners.

### **5. SRO Option 3, Affordability & Design (paper reference EPB3.03)**

Tom Venner, opened noting that the discussion on this topic at the last Board was helpful and we could now see where we are aligned and where we were not. [REDACTED]

Laurence Whitbourn, High Speed 2, presented on the route to affordability. The following key points were noted:

1. The slides were shared with the ministerial taskforce and will be presented to the Red Team Review.
2. The single stage represents the best opportunity for time and cost and further design work is needed on the single stage design.
3. That route to affordability is focused on 3 key steps.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The Chair asked Laurence whether he could set out for the benefit of the Partners where HS2 is able to make savings. Laurence responded that there is a list of scope opportunities and the detail of these should be discussed as a separate session.

Neil Martin, [REDACTED]

[REDACTED]

[REDACTED] Laurence responded that the target is the available funding e.g. baseline budget + contingency and that an independent team [REDACTED] was engaged to review the scheme to identify further opportunities.

The Chair asked if the Board can see the output from [REDACTED] review? Ed Smith noted that the output hasn't yet been to the HS2 board in terms of outcomes. The Chair asked to be brought into the detail.

Cllr Gould asked when the Partnership is making the decisions on the trade off, how is it built into the decision-making process? Tom Venner responded that value judgement, placemaking decisions need to be made at the same time as the cost saving decisions.

[REDACTED]

[REDACTED]

The Chair noted that work needs to be done is to firstly get the gap down to a considered level. There will be some things where there will be clear cost savings and others that could be contentious.

Kate Cohen, Department for Transport noted that the first stage is to get through Red Team Review, as soon as we get the go ahead to work with the plan and look at design detail this will need to bring in the Partners on trade-offs.

Mark Thurston noted that the Board would expect a review point and challenge of the decisions for what is the right scheme. This needs to look at the receipts and how we get the right outcome for the project.

Tom Venner closed this section of the meeting noting [REDACTED] was key and it is powerful to be able to say that the Partnership are behind the idea. Tom went on to note that there are 8 areas where further design work is being required to address Partner concerns and we have agreed to have workshops on these items this month.

## 6. Network Rail Station Proposal (paper reference EPB3.04)

Jake Kelly, Network Rail opened the presentation on the proposal for the Redevelopment of Euston Conventional Station (RECS) noting that it ties in with the previous agenda item as NR have challenged themselves to [REDACTED]

[REDACTED] Network Rail presented the Network Station RECS proposal. The following key points were raised and noted:

1. NR is looking at reducing the cost and time.
2. RECS was necessary as it was part of the placemaking legacy, the station is struggling with passenger use due to limited space, is at the end of the life of the asset and is one of the worst performing stations from the NR passenger survey.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

6. Nine-month plan for new RECS is split into 3 phases:
  - a. Phase 1 - Review the requirements, taking into account the revised requirements from SRO, Masterplan Strategic Concept to be agreed and explore key initiatives identified as part of Project Speed.
  - b. Phase 2 - Outline design single option selection and Outline Business Case for the new RECS.
  - c. Phase 3 - Setting up procurement for the final business case.

7. Endorsements sought from the Board

[REDACTED]

- b. Project speed approach to achieve the targets,

[REDACTED]

[REDACTED]

- d. need for the development of an integrated approach.

Neil Martin noted the integrated approach being key [REDACTED]

[REDACTED]

Jake Kelly agreed, and reported that we will need to be pulling together to make this work.

Cllr Gould noted that they welcome the focus of the plan but wouldn't be able to endorse the approach at this stage as further detail of the plans and trade-offs would be required.

Jake Kelly noted that until we start doing the work, we can't start to discuss trade-offs. Once we've agreed on the requirements, we can then start looking at the design detail and where savings can be made.

Alex Williams asked if the Board could see the full list of possible cost savings. Alex noted that we do need to understand how this process relates to the other workshops proposed by Tom as it's important to start seeing how the various workstreams fit together.

[REDACTED]

Tom Venner noted that visibility is part of our job to make sure that everyone is part of every conversation taking place.

Clive Maxwell noted that we don't have funding as yet for RECS and getting on with this work is needed to make the station fundable. Clive agreed that the integration point that Neil Martin raised is important.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Mark Thurston noted that integration has come up several times and that it would be useful for the Euston Partnership to give everyone an overview plan of the next 6 months to show how these workstreams come together.

ACTION 6.01 Tom Venner to send draft plan to Board on how the NR and HS2 integration workstreams come together.

Ed Smith, Highspeed 2 added that if we're serious about this then let's get this done and we need to show that the Partners are working together towards this. There are additional and incremental benefits with the Partnership and the sooner we get integrated the better.

The Chair noted the agreement to the endorsements

Georgia Gould (LBC) – added that Camden could not endorse the project speed approach and trade-offs without knowing what they are.

The Chair closed the agenda item noting that we will need to clear on what the options and trade-offs are.

## 7. Impact on Euston Residents (paper reference EPB3.05)

Tom Venner gave an update on the 4 Camden residential blocks. The following key points were raised and noted:

1. The Partnership team have continued to work together with LBC and Lendlease on the issue.

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

Jenny Rowlands, Chief Executive of Camden Council noted that Camden need to go to cabinet at the end of October and want to avoid having to pursue a breach of Assurances and Undertakings.

Cllr Gould thanked the Partnership for the work being done by Tom and the team. Cllr Gould noted that the works to double glaze the windows is due to be completed by the end of the month. A lot of public pressure around this work being done and it does feel like we're getting



somewhere. The key issues are moving residents out, the housing credits and the long-term potential on the long-term development.

[REDACTED]

[REDACTED]

Neil Martin, Lend Lease noted that the real issue will be timing on this. Challenge between the long-term and the short-term opportunities.

Kate Cohen highlighted that this issue was very tricky but is really pleased that the teams have been working together to come up with a solution. Kate added that there needs a degree of realism on the costs and timings.

Jenny Rowlands agreed that it's going to be difficult and it isn't a popular topic to bring up, but LBC do see it as breach and would need to pursue this if a solution can't be found. [REDACTED]

[REDACTED]

The Chair closed the agenda item noting we need to get the principals together to make a decision.

ACTION 7.01 Working level meeting to be held this week, meeting with principals early next week (no later than the 14th) to make a final decision on the Residential blocks issue.

## **8. Permanent Delivery Arrangements (paper reference EPB3.06)**

Kate Cohen, Department for Transport and Ros Smith-Reid, Department for Transport presented on the permanent delivery agreements. The following key points were raised and noted:

1. Interim arrangements working very well. Requires a phased transition to the permanent arrangements. Euston is a very long project and we want arrangements to come in place that will last the entirety.
2. Decision is scheduled to go to IPDC in November. Further work to be done to fully define the new arrangements.
3. DfT is seeking the Board's views on these proposals.

[REDACTED]

[REDACTED]

- 7. Work ongoing on budgetary control, delegations, governance, implications for existing agreements/contracts and agreeing the optimal legal structure.

The Chair asked if there is a [REDACTED]

Ros Smith-Reid (DfT) noted that they had spoken with Laurence and others in HS2 and that discussions were on going.

Mark Thurston welcomed the continued involvement of HS2 Limited [REDACTED]

[REDACTED]

[REDACTED] Mark reported he could go away and discuss with his Exec team to form a view on how best HS2 is engaged with the proposed permanent delivery arrangements.

**ACTION 8.01: HS2 Executive Review of Permanent Delivery Arrangements.**

Ed Smith noted the need to start with the context of the principal that the delivery body takes on the most responsibility that it can. From that position work through how HS2, NR contribute. Ed also noted that we want a highly effective delivery body that can move forward and get things done.

[REDACTED]

[REDACTED]

Neil Martin noted that commercial outcomes and what can be achieved need to be the drivers. If you really want integration and effectiveness to bring everyone into the team then need to avoid silo working from the design teams and needs to look at the full remit. Accountability shouldn't be in two places.

Mark Thurston noted that Partnership needs to work through a management plan for how this is set up. [REDACTED]

Clive Maxwell noted that this must include the work set out in the RECS rescoping programme presented earlier in the meeting.

[REDACTED]

[REDACTED]

Jake Kelly noted that we collectively need to get on with a lot of this now as there's a lot that can be done while we work through the permanent arrangements. Network Rail is keen to give as much support as possible towards this. Jake noted the successful model of On Network Works and that we should be looking at solutions that are quick and easy to implement.

Ros Smith-Reid noted that in parallel we need to look at the management plan and the legal implications for setting up the arrangements.

The Chair closed the agenda item noting that it looks like we have a sense of the views of the Partners going forward.

## **9. Single Strategic Plan (paper reference EPB3.07)**

[REDACTED], Euston Partnership presented the Single Strategic Plan for approval. The following key points were raised and noted:

1. The purpose of the Single Strategic Plan was to set out the high-level strategy and the core issues the Euston Partnership need to address. The document does not set out a detailed plan on the delivery but looks to build on the core principals.
2. The document sets out the strategic vision of the campus and our values and principals.
3. The document will evolve over time and gives us a reference point as we progress.
4. Each of the different Partners have led on their sections and have fed back their comments on the other sections.

5. It is recognised that the document is discoverable, and the Partnership will look at publishing a shorter version of the document.

The Chair expressed thanks to [REDACTED], for considerable work in progressing the Single Strategic Plan.

ACTION 9.01 – Board members to send comments to [REDACTED] for final draft.

## **10. Look Ahead (paper reference EPB3.08)**

[REDACTED] Euston Partnership presented the lookahead of activity for the Euston Partnership Board.

[REDACTED] went through the proposed agenda for November Board, to include:

- Comprehensive development in the Northern Approaches
- Review of Working Groups
- 8 design workstreams closeout
- Update on Euston permanent arrangements
- Longer term forward lookahead plan (per action 6.01 of this Board meeting)

## **11. Any Other Business**

The Chair asked the Board members whether there was any other business to discuss.

Phil Gould, Lendlease raised that following last month's EPB, Lendlease has continued with their plan for public consultation and have had good conversations with Camden and GLA. Phil noted that Lendlease will need to interact with the public with increased confidence as the consultation progresses.

## 12. 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	Open
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	Closed
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	Open
10/09/2020	5.01	Tom to retain economist support for the development of the funding strategy and the strategic business case	TV	09/11/2020	Closed
05/10/2020	3.01	Tom Venner to send list to Mark Thurston on discussion points for meeting with [REDACTED]	TV	05/10/2020	Closed
05/10/2020	3.02	Tom Venner to update the Leadership Report with timescales for delivery	TV	09/11/2020	Open
05/10/2020	5.01	Slides for Red Team Review to be shared with Peter Hendy	LW	14/10/2020	Closed
05/10/2020	6.01	Tom Venner to send draft plan to Board on how the workstreams come together as a whole.	TV	09/11/2020	Open
05/10/2020	7.01	Working level meeting to be held this week, meeting with principals early next week (no later than the 14th) to make a final decision on the [REDACTED]	CM   MT   TV   GG   JR	14/10/2020	Closed
05/10/2020	8.01	HS2 Preview of Permanent Delivery Arrangements	HS2 and EP	16/10/2020	Closed
05/10/2020	9.01	Board members to send comments on the Single Strategic Plan to [REDACTED] for final draft.	all	09/11/2020	Closed