

Meeting Minutes

The Euston Partnership Board

Meeting Details

Date 09/11/2020

Time 10:00 – 12:00

Location Microsoft Teams

Secretariat [REDACTED]

Reference EPB4

Attendees

Peter Hendy (Chair)	NR	Kate Cohen	DfT
Jake Kelly	NR	Mark Thurston	HS2
Tom Venner	EP	Phil Gould	LL
Georgia Gould	LBC	Laurence Whitbourn	HS2
Jenny Rowlands	LBC	[REDACTED]	NR
Neil Martin	LL	[REDACTED]	EP
Jules Pipe	GLA		
Lucinda Turner	GLA		
Alex Williams	TfL	Apologies	
Clive Maxwell	DfT	Ed Smith	HS2

Next meeting details: 10 December at 14:00 on Microsoft Teams

1 Welcome

The Chair opened the meeting welcoming members and noted apologies from Ed Smith of HS2.

The Chair welcomed Phil Gould, his first meeting as Project Director for Lendlease following Rob Heasman's departure, and [REDACTED] who will provide secretariat support to the Board.

2 Review of Minutes & Actions

Paper Reference: EPB4.01

The Chair noted that minutes of the previous meeting have been circulated and comments received included.

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

- Action 27/07/20 2.01 – One Register of Interest Form still outstanding. Euston Partnership will follow up with the individual.
- Action 27/07/20 3.03 – Board diversity due to be discussed later in the session as part of the working groups review presentation. Peter Hendy, Tom Venner and Kate Cohen to meet to further discuss.
- Action 3.02 & 6.01 – Integrated programme is well progressed and will form the backbone of the leadership report going forward.

Tom Venner reported that all other remaining actions are now closed.

3 Leadership Report

Paper Reference: EPB4.02

Tom Venner highlighted the new branding used within the report for The Euston Partnership creating a sense of partnership and unity.

Tom gave an update of activities undertaken since the last Board meeting and set out the planned activities for November. The following key points were raised and noted:

Executive Summary:

1. The review of working groups has concluded, [REDACTED] to present a summary as part of agenda item 7 in today's meeting.
2. Camden residential blocks. Financial terms for the relocation of residents have not been agreed so dialogue continues to explore alternative options. Opportunities being explored include immediate-term improvements to the area around the blocks and application of the Prolonged Disruption Compensation Scheme for residents. All parties continue to monitor compliance with Parliamentary Assurances & Undertakings.
3. The final SRO Design workshop on capacities with TfL is scheduled for 10th November.
4. Work with DfT continues to support the Permanent Arrangements. HS2 Exec Sub-Group held and further work identified.
5. Work continues to support progress of the Affordability and Programme workstreams. An update will be given as part of today's agenda. Tom encouraged members to review the NR update pack attached to the Board Pack issued in advance of the meeting.
6. Two new joiners to the team; [REDACTED] joins the organisation from Network Rail with a wealth of experience, to focus on design integration and technical specification. [REDACTED] returns from maternity joining the governance and controls team.

Governance and PMO:

- Review of the working groups has completed, and the proposed changes will be implemented going forward.

- The Euston Strategic Integrated Programme is well progressed, and a draft will be brought to the Board in December.

One Organisation:

- Building on the Single Strategic Plan is the Management Plan which details how the Partnership integrates. Work on this is underway and a draft will be complete by end of January.
- The organisation is close to agreeing commercial terms on the [REDACTED] community hub.

Engagement and Communications:

- New hoardings will go live in December and January across Euston.
- A priority for the team is to set up the community hub. A proposal will be brought to the Board in December alongside the Community and Engagement Strategy.

Delivery Plan:

- OSD enabling works costs and value have been reviewed in detail.

SRO Study Design Workstreams:

- A plan detailing steps to close out workstreams will be in place by end of the month to support SRO Option 3.

The Chair asked the members for comments and questions.

Cllr Gould made reference to the update on Camden Residential Blocks (executive summary item 2) and noted that a deal was proposed and discussed but had timed out and an alternative option had not yet been presented.

Cllr Gould expressed disappointment that a way forward had not been reached and concern over the conditions of the blocks and environment for residents, noting one residents testimony of conditions.

Jenny Rowland supported Cllr Gould's comments, and expressed concern that appropriate mitigations have not been implemented in these residential blocks (Mechanical ventilation and glazing) and asked that the Board are clearer in plans and information on what will be happening for local residents. Jenny highlighted that 241 referrals of noise insulation have been made over 6 months and requested that supporting detail is provided on take-up by residents of prolonged disturbance compensation.

Jenny additionally noted that Camden are taking action to move tenants at Camden's cost as conditions are believed to be uninhabitable once works start and believes the project are in breach of noise levels at the site.

Jules Pipe supported concerns of uncertainty and noted the requirement for a plan and funding to be identified.

[REDACTED] In the short term the temporary rehousing and prolonged disturbance schemes are in place, with differing proximities to the work triggering differing priorities.

Mark noted that residents who have requested mitigation measures such as mechanical ventilation and glazing have had these implemented.

[REDACTED]
[REDACTED] the Department are committed to looking at alternative options such as Homes England or improvements to the local environment.

The Chair summarised five areas of focus as an outcome to the discussion:

1. General environment and conditions including noise disruption.
2. Glazing and mechanical ventilation installations.
3. Use of the Prolonged Disruption Compensation Scheme.
4. Funding.

The Chair noted that he is grateful that LB of Camden felt able to continue their full participation in the Partnership Board whilst seeking to challenge where [REDACTED]

The Chair asked that Tom Venner and Mark Thurston to work with Camden to reconcile and pursue the first three items and report back weekly on Fridays to the Chair.

ACTION 3.01: TV/MT to progress the five items listed and present a joint position at the next Board meeting.

4 Red Team Review, SRO Decision Update and Permanent Arrangements

Kate Cohen gave an update to the Board on the SRO decision and outcome of the Red Team Review.

Kate noted that the Wise Head Panel met and reviewed the evidence. The outcome is a written report which notes it is a challenging and complex issue. The report identifies three areas of focus:

- [REDACTED]
[REDACTED]
3. Affordability gap and challenge this presents

[REDACTED]

Kate advised that the Department have reflected on the report internally but not yet reached conclusion. It is planned to do so by the end of the week and report to the DfT Investment Committee week commencing 16th November.

Kate noted that a clearer view is anticipated before the next Board meeting.

The Chair asked the members for comments and questions.

Neil Martin asked to what extent does the scope include the whole campus rather than the two stations. Kate responded that the Government is committed to an aspirational masterplan for the whole site

Cllr Gould noted that LB of Camden has started their Euston Area Plan (EAP) refresh work

It was also noted that the Single Strategic Plan coalesces all parties around a single set of Project Principals and requirements.

The Chair asked that requirements for the HS2 station are compared with the requirements for the NR station.

Mark Thurston noted that discussion will continue on the permanent delivery arrangements in parallel to the Departmental process for taking a decision on the scheme.

5 HS2 Route to Affordability

Paper Reference: EPB4.03.

Laurence Whitbourn presented the approach to making SRO option 3 affordable. The presentation Laurence gave in the meeting has been updated from the version issued as part of the meeting papers. The updated presentation was circulated post meeting. Laurence highlighted the following key points

- With 4 years of design completed, it is a complex scheme to design
- The project is in a good place to move forward with further integration
- The current RIBA 3 design was issued in 2019 and a move forward to the next design stage is required to further revise estimates on cost

- The project team is working towards April 2021 go/no-go and will give periodic updates throughout

The Chair asked the members for comments and questions.

Lucinda Turner commented that the workshops have been a useful tool, but that strategic views discussions have been withdrawn from the workshops and requested a timescale of how to engage on these in order to guard placemaking.

Tom Venner confirmed that the workshop on Strategic Views had been cancelled by agreement with GLA. It was agreed, whilst the views were respected in the massing studies undertaken to date, that any future impact on the views is best picked up in pre-application discussions.

Jake Kelly urged that a joint approach to the cost challenge is taken through the Partnership. Laurence Whitbourn confirmed that any decisions taken will be brought to the Design Integration Panel which is being established and will be chaired by the Partnership.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

ACTION 5.01: Laurence Whitbourn to review timing of the planning / consents workstream and provide an update.

The Chair noted that the look and feel of the two stations is an important consideration and asked that the NR requirements and outcomes are considered alongside the HS2 requirements and outcomes. Furthermore, the Chair noted that public areas need to be of particular focus.

Tom Venner agreed that monthly updates on progress would be given, and the Chair asked that evidence is given on granularity of the review.

Clive Maxwell commented that schedule is a major driver of cost and an area of focus.

ACTION 5.02: Laurence Whitbourn, Tom Venner and the Chair to discuss and agree the format for progress updates on the detail of the review, the comparison between HS2 and conventional rail station, and items such as placemaking before the next meeting of the Board.

6 Northern Approaches

Paper Reference: EPB4.04

Phil Gould, Lendlease, took the Board through the [REDACTED] [REDACTED] citing this as one of three areas of focus currently for Lendlease; inboard Plots, extent to which OSD is enabled over Network Rail, and the Northern Approaches.

The Chair asked the members for comments and questions.

Tom Venner noted that in order to progress the work, considerable improvement would be required to [REDACTED]. In addition, the technical issues are multiple and it is essential that they are resolved to ensure no impact upon the operational station. Similarly, Tom noted that the piles for the scissor cut box are being installed hence time is of criticality, and that change to the specification at this stage is very likely impossible.

Clive Maxwell responded that it is important to conduct a technical assessment of how this would be delivered over operational railway.

Phil Gould noted that work is underway with the S1 team and agreed to share the detailed technical report and structure a follow up discussion with all relevant partners.

ACTION 6.01: Phil Gould to share the Northern Approaches technical report with members and structure a follow up discussion with all relevant partners.

7 Review of Working Groups

Paper Reference: EPB4.05

██████████ Euston Partnership, took members through the presentation on review of the working groups, summarising the existing arrangements, impact to HS2 U&As and highlighting the proposed structure and arrangements.

The Chair asked that all members consider the detailed membership proposals and ensure the right attendees for each.

Tom Venner noted particular thanks to ██████████ for leading this collaborative piece of work and thanked partners for their participation and support.

The proposed approach was agreed by the Board.

8 Look Ahead

Paper Reference: EPB4.06

James Fewtrell, Euston Partnership presented the lookahead of activity for the Euston Partnership Board.

James detailed the proposed agenda for December Board, to include:

- Engagement and Comms Strategy Approval
- Euston Partnership ██████████ Update
- Partnership (Opex) Funding Proposal
- NR RECS Update
- Euston Partnership Permanent Arrangements

9 Any Other Business

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

No further items were raised. With thanks to all for attending the Chair concluded the meeting.

10 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 Sadie Morgan (Independent Design Panel).	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	[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
09/11/2020	3.01	TV/MT to progress the five items listed on the Residential Blocks and present at the next Board meeting	TV MT	10/12/2020	Closed

09/11/2020	5.01	Laurence Whitbourn to review timing of the planning / consents workstream and provide an update.	LW	10/12/2020	Open
09/11/2020	5.02	[REDACTED]	LW TV PH	10/12/2020	Open
09/11/2020	6.01	Phil Gould to share the Northern Approaches technical report with members and structure a follow up discussion with all relevant partners.	PG	16/11/2020	Open

