

Minutes and Actions

The Euston Partnership Board



Meeting Details

Date 09/12/2021
Time 10:00 – 12:00
Location Microsoft Teams & Podium
Secretariat [REDACTED]
Reference EPB15

Attendees

Peter Hendy (Chair)	NR	[REDACTED]	[REDACTED]
Dave Penney	NR	Phil Whittingham	WCP
Tom Venner	TEP	[REDACTED]	[REDACTED]
Chris Rayner	HS2	Jill Adam	DfT
Elaine Holt	HS2	[REDACTED]	TEP
Georgia Gould	LBC	Jules Pipe	GLA
Jenny Rowlands	LBC	Presenting	
Clive Maxwell	DfT	[REDACTED]	[REDACTED]
Lucinda Turner	GLA	[REDACTED]	[REDACTED]
Alex Williams	TfL	[REDACTED]	[REDACTED]
Phil Gould	LL	Apologies	
Laurence Whitbourn	HS2	Neil Martin	LL

Next meeting details: 19/01/2022 at 10:00

1. Welcome

The Chair welcomed all members of the Board, noting apologies from Neil Martin, with [REDACTED] attending as delegate. The Chair welcomed [REDACTED] and [REDACTED] for presenting today.

2. Review of Minutes & Actions

Paper Reference: EPB15.01

Minutes have been circulated in the usual way. With no comments noted, minutes confirmed as agreed.

Tom Venner took the Board through the open actions:

Action 3.01 PMO team to optically reflect delay on integrated programme. First draft integrated programme completed. Update to the Board in January. Action to be closed.

Action 3.03 Follow up meeting to be held with SPH, TV, CM and JA to progress/resolve outstanding requirements on [REDACTED] Meeting held. Action to be closed.

[REDACTED]
[REDACTED]

Action 3.01 TV and AW to follow up on work ongoing to determine a solution for the London Overground stabling. AW has brought a paper today. Action to be closed.

Action 3.02 [REDACTED]
[REDACTED]. Action to be closed

Action 3.03 TfL to detail current issues for review and progression, to encourage movement on items such as the bus station and taxi ramp. Update to be given at December Board. TFL current issues, duplication on action 3.01. AW has a paper today. Action to be closed.

Action 4.01 Comms strategy for communication of SR21 Outcomes to be presented to Board in December. [REDACTED] presenting paper for endorsement today. Action to be closed.

Action 9.01 Standalone document to set out sustainability targets to be scoped and prepared. [REDACTED] supporting with initial meeting taking place early January. Target completion date of February.

Action 10.01 Phil Gould requested an update on Early Phases to be added to forward look for February. Session added to the forward look. Action to be closed.

3. Management Information & Leadership Report

Paper Reference: EPB15.02

TV walked through the management information, highlighting key items and issues:

Apologies were noted for having to published the pack twice this month. This was due to an error in the risk register, overstating an insignificant risk.

TV noted that there was a lot of activity on key integration activities. There has been a shared focus on identifying the key activities required in the first 3-4 years to deliver the NR concourse and associated OSD.

[REDACTED]
[REDACTED]
[REDACTED]

JA | CM confirmed that HMT had been engaged and a dialogue had begun to address early questions.

It was noted that planning consent had been issued for the construction skills centre. Thanks expressed to LBC for their support in achieving this milestone.

It was confirmed that work was ongoing to secure opening of the community hub in the summer and the skills centre later in a year.

ACTION 3.01 – Plans and programme to be brought to the Board on how soon the Construction Skills centre and Community Hub would be completed.

It was noted that the HS2 residents and construction commissioners have walked the site and have been positive about collaborative efforts to address residents' concerns. A site walk with the Community Review Group also took place. It was insightful to hear what they found to be issues the main issues and what mitigation efforts had effect and which didn't.

The Board was informed that a new Technical Integration Director ([REDACTED]) had been onboarded and a Strategy and PMO Director would be joining in February.

TV reported that work on the benefits baseline progressed. A first draft would be completed in December, consolidating the NR/HS2/OSD benefits. In the New Year, work will continue to add detail of integration benefits before completion in March 2022.

TV noted that Network Rail continued to progress workstreams following the Spending Review. NR colleagues are to update the board on the Outline Business case today.

SPH noted that the letter confirming the spending review outcomes was yet to be received.

TV reported that HS2 is working to close out RIBA2 with a lot of work being done by the design teams.

TV noted receipt of the Lendlease business plan. Review work is nearing completion before a recommendation is made to DfT/NR for approval. Work continues on an updated layout for OSD over the Network Rail concourse.

[REDACTED]
[REDACTED]
[REDACTED]

TV updated the Board on work being undertaken by LB Camden: TEP and LBC have jointly developed plan for noise insulation, with a paper being considered today. Engagement has also taken place between HS2 and LBC to regularise occupation of the Maria Fidelis School site.

TV reported that the Community Review Group had met again. The group is very engaged. The Group had asked TV to question whether there should be a community representative on the Board.

SPH proposed a discussion with GG on community representation.

ACTION 3.03: SPH and GG to have offline discussion on CRP representatives joining EPB

TV reported that complaints were down in the month. Noise and vibration have come down in the rankings of complaints. TV also reported that the Board should be aware of a trial planned for the 14th of December to take out some spoil at night from the approaches. This is a one day trial and HS2 is hoping to get feedback on the impacts from the residents.

TV reported that many activities are planned for the Festive Season

ACTION 3.04: [REDACTED] to circulate schedule of Christmas events to EPB

TV reported highlighted the key risks. In particular that capturing integrated design benefits are a priority workstream underway now that formal instructions have been received.

4. Euston Immediate Capacity Measures

Paper Reference: EPB15.03

Proposal for enhancements to the Euston Conventional Station were presented. The proposals are designed to enhance the experience of passengers and other users of the station in the period ahead of redevelopment works.

The Chair noted that the proposals were developed before the Spending Review outcome was known, and would be considered again in light of this decision.

Board members discussed the proposals and made a number of observations, including:

- Proposals to the piazza may be impacted by proposed demolition works in the vicinity
- Important to ensure the spend is not nugatory, and welcomed the proposal that some “interventions” could be mobile/modular.
- Keen to see early interventions, as the station is in need of an improvement for passengers, and welcomed the expeditious programme
- Good to see that opportunities for revenue generation are being captured
- With passenger numbers rising, it is important to invest in a positive experience for the users.

ACTION 4.01: [REDACTED] to update their proposal in light of funding of the NR Concourse Redevelopment and to provide a short update to EPB in January.

5. Noise Insulation

Paper Reference: EPB15.04

TV updated the Board jointly undertaken by TEP/LBC to resolve differences in assessment of completion of noise insulation works. The update explained to the Board why TEP/LBC believed there is a difference in assessment and what can we do to remedy it.

TV noted the importance of noise insulation as, once properly installed makes a tangible difference to the people who live there.

TV reported that there such a stark difference in the assessments and set out a two stage plan for resolution.

TV noted that the proposals were discussed at the Community Review Group, and comments were incorporated in the proposals.

[REDACTED]

JR commented that better supporting people to take up the Noise Insulation was a priority and that LBC supported the proposal.

The Board discussed the proposals and gave their support.

6. TfL current issues

Paper Reference: EPB15.05

AW presented a paper to the Board. The paper follows previous papers on healthy streets and Crossrail 2. This paper covered the key challenges that the current proposals at Euston presented for TfL transport. These principally relate to:

- 1) LUL passenger experience, including the LU station design and Euston Square Link;
- 2) Bus Station, temporary and permanent solution; and
- 3) Stabling for London Overground.

AW noted that the designs for the new LUL assets were getting better, but there remains room for improvement. The design of the Euston Square link remains a concern and further joint working is required.

AW highlighted to the Board that there were some long walks for passengers, and LUL will want to avoid situations such as on the Northern and Victoria lines where you have tunnels over 150m in length with no traveller.

AW drew the Board's attention to challenges in maintaining bus services through and after construction. AW highlighted the work being undertaken to define the end state bus station, but stressed the importance of focus on the interim solution required for early RECS works. AW would welcome clarity on which organisation is accountable for these works.

AW finally drew the Board's attention to the impact of proposals on the London Overground stabling. AW noted that there were a number of outstanding questions and that modelling work has been commissioned to understand if both the materials by rail and the overground stabling can be accommodated.

The Board discussed the paper and made a number of observations including:

- Board members discussed the usability of the Euston Square unpaid link, the importance of modelling and the impact of construction on Euston Road. The Board was reminded that under current proposals the "paid link" remains, but the unpaid link is removed.
- Network Rail colleagues confirmed that modelling relating to the Overground stabling began on 17 December, and outputs were expected back by early February. Colleagues noted that permanent stabling facilities are lost regardless of materials by rail or not, and the modelling should address that.

ACTION 6.01 – ■■■ to update the EPB on progress of the modelling relating to Overground stabling in February.

- Board members discussed the importance of a Bus station that would provide a positive experience for the decade or so of construction works.
- HS2 colleagues highlighted the urgency of finding a solution, and the importance of this to RIBA 3 design and the upcoming Schedule 17 planning application preparation.
- LBC colleagues reminded the Board of the importance of placemaking, and the benefits if buses could be dispersed.
- NR Board members noted the ongoing design evolution of the RECS scheme, with some iterations of design impacting the bus station design. NR colleagues noted that, whilst there may need to be a change in footprint for the station, this shouldn't disrupt what has previously been agreed – but time is requested to work through the design options.
- The Department encourage colleagues to move the conversation forward.

ACTION 6.02: TV, AW, ■■■ to facilitate bus station workshop in the new year. Update on outcomes will form part of summary in the TFL MI report for the January board meeting.

- Departmental colleagues encouraged continued work to minimise impact on Euston Square Gardens.
 - TV reminded the Board of the protections afforded by the London Squares Act.
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7. RECS design presentation

Paper Reference: EPB15.06

█ provided an update on progress of the RECS Outline Business Case.

█ reported to the Board, that since the SR21 outcome, the team had been working to develop a delivery plan for the Outline Business case in line with instructions.

█ reported strong progress over recent weeks, with the team supplemented by a consents' manager and key design questions were being worked through.

█ walked the Board through the plan for the coming weeks, with key milestones and workstreams.

█ identified a number of "short order" decisions that will require decision in the early new year.

█ highlighted the potential to shorten the overall plan through efficient delivery of the Final Business Case. Ready to pick up on the letter received from Clive mid-November confirming RECS funding. Contents of that acknowledges what was asked and will report back in January.

The Board acknowledged the scale and complexity of work being undertaken and continued to discuss key design elements of the wider campus scheme, including:

- TfL colleagues noted the importance of a resolution to █ which has the potential to undermine the gateway to the station. Both HS2 and NR colleagues acknowledged that they were working together to agree the height, use and landing of █
- Board members stressed the importance of being able to articulate a clear vision to passengers and residents of how it will look and feel. Others supported the importance of being able to show what is coming.
- The Board agreed that a greater understanding of the design would be helpful, and that the Board should be clear on it before anything is shared widely.

ACTION 7.01: █ to provide update on RECS design to board in January

8. Post-Spending Review Comms Plan

Paper Reference: EPB15.07

TV introduced a paper by █, TEP Communications and Engagement Director. The paper was a response to an action in November to consider how we articulate the outcome of the 2121 Spending Review to the public.

■ introduced the paper to the Board. ■ explained the confluence of engagement activity and the need for alignment between HS2, NR and LL communications and engagement. ■ highlighted to the Board the key engagement milestones for each project and the importance that it should be clearly understood by everyone, and not confusing.

■ highlighted the Board key “non-programme” factors, including holidays and pre-election purdah periods.

■ explained to the Board a multi-strand approach to communication and engagement, including a launch event, media engagement, social media and passenger communications, including a 300m hoarding inside the NR station.

■ noted that all this activity will create content to share with our audiences through the year.

The Board discussed the Proposal, and expressed a number of views, including:

- The Chair stressed the importance of having clarity of what the stations will look like before having stakeholder conversations and speaking about it with confidence. These events work better if you have a shared vision of what you’re talking about.
- Others highlighted the importance of consultation and engagement ahead of detailed design to ensure feedback from stakeholders and the community can be included.
- LL colleagues highlighted the community appetite for engagement, and the need to engage and respond quickly.
- Board members discussed the timing of any launch event, and its relationship with the design maturity of the NR station.
- NR colleagues noted that key design questions should be resolved by early February, but the design work will not be complete.
- The Board discussed the potential impact of Covid-19 restrictions, and the importance of a face-to-face event.
- The Board agreed that any decision on a communications plan would be linked to the status of design of the NR station, OSD and the HS2 station.
- The Board agreed that options for delaying the launch should be scoped and a further discussion undertaken at the January Board, following the RECS design update, to agree how to proceed.

ACTION 8.01 ■ to investigate later communications/engagement launch dates and speak to HS2 and LL engagement teams on consultation timetables. The Communications Plan will be updated and brought back in January for discussion.

9. Masterplan Update

Paper Reference: N/A

PG provided the Board with a verbal update on proposals for masterplanning.

PG noted that, following confirmation from the Spending Review, there is clarity of funding. PG informed that an updated Business Plan had been prepared and is currently under review ahead of approval.

The Board welcomed the update, and requested a presentation on the LL business plan in January.

ACTION 9.01: Present the updated Lendlease business plan at the January board meeting. (PG)

PG informed the Board of the planning timetable. He confirmed that there is currently an eighteen-month programme to get planning permission in three stages of six months each.

PG noted that this timetable will take us to mid-2023 for submission of the application. It is more around the outline parameters. [REDACTED]

[REDACTED] Long process ahead of us as the detail will be done on a plot-by-plot basis.

PG highlighted the importance of aligning with HS2 and NR and their teams as the work comes together.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

PG reported that a number of themes were coming out of workshops around safety, heritage, and culture. He highlighted the amount of interdependencies across the various programmes and how it all tie in together.

PG explained to the Board the approach to phasing. PG noted the key opportunities and the importance of early establishment of “place”

Establishing a place and value as part of the masterplan.

The board thanked PG for his update. The Board asked a number of questions covering:

- The importance of a cohesive consultation plan
 - The need for a plan that works with the planning policy context, and the development of the Euston Area Plan.
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10. Any Other Business

Chair thanked everyone for their attendance and wished them well over the festive season.



11. Action Table



Date	No	Action	Owner	Due	Status
04/10/2021	3.05	[REDACTED]	LW	11/11/2021	Closed
11/11/2021	3.04	[REDACTED]	[REDACTED]	28/01/2021	Open
11/11/2021	9.01	Standalone document to set out sustainability targets to be scoped and prepared.	[REDACTED]	9/02/2022	Open
11/11/2021	10.01	Phil Gould requested an update on Early Phases to be added to forward look.	[REDACTED]	9/12/2021	Closed
08/12/2021	3.01	Plans and programme to be brought to the board on how soon the Construction Skills centre and Community Hub would be completed.	LW	19/01/2022	Open
08/12/2021	3.02	[REDACTED]	TV	19/01/2022	Closed
08/12/2021	3.03	SPH and GG to have offline discussion on CRP representatives joining EPB	SPH	19/01/2022	Open
08/12/2021	3.04	[REDACTED] to circulate schedule of Christmas events to EPB	[REDACTED]	19/01/2022	Closed
08/12/2021	4.01	[REDACTED] to update their proposal in light of funding of the NR Concourse Redevelopment and to provide a short update to EPB in January.	[REDACTED]	19/01/2022	Open
08/12/2021	6.01	[REDACTED] to update the EPB on progress of the modelling relating to Overground stabling in February.	[REDACTED]	19/01/2022	Open
08/12/2021	6.02	TV, AW, [REDACTED] to facilitate bus station workshop in the new year. Update on outcomes will form part of summary in the TFL MI report for the January board meeting.	TV	19/01/2022	Open
08/12/2021	7.01	[REDACTED] to provide update on RECS design to board in January	[REDACTED]	19/01/2022	Open
08/12/2021	8.01	[REDACTED] to investigate later communications/engagement launch dates and speak to HS2 and LL engagement teams on consultation timetables. The Communications Plan will be updated and brought back in January for discussion.	[REDACTED]	19/01/2022	Open
08/12/2021	9.01	Present the updated Lendlease business plan at the January board meeting. (PG)	PG	19/01/2022	Open