



Minutes and Actions

The Euston Partnership Board

Meeting Details

Date 04/04/2024

Time 10:00 – 12:00

Location [REDACTED]

[REDACTED]

[REDACTED]

Reference EPB42

Attendees

Peter, Lord Henty of Richmond Hill (Chair)	NR		
Jill Adam	DfT	Russel Evans	WCP
Alan Over	DfT	James Dean	NR
John Reed	TEP	Dave Penney	NR
		Cllr Georgia Gould	LBC
Andy Swift	HS2	Patrick Cawley	NR
David Rowe	TFL	Joe Randall	HMT
Jenny Sawyer	LL	Stephen Dance	IPA
Huw Edwards	HS2	[REDACTED]	[REDACTED]
Lucinda Turner	GLA	Apologies	
Chris Winfield	NR	Elaine Holt	HS2
[REDACTED]	[REDACTED]	Shamit Gaiger	WCP
[REDACTED]	[REDACTED]		
[REDACTED]	[REDACTED]		
[REDACTED]	[REDACTED]		

Next meeting details: 09/05/2024, by correspondence

1. Welcome and Introductions

The Chair welcomed members to the meeting. Apologies were noted from Elaine Holt and Shamit Gaiger.

The Department for Levelling Up, Housing and Communities (DLUHC), HM Treasury (HMT) and the Infrastructure and Projects Authority (IPA) provided brief introductions as new members of the board.

Following the Network North announcement to deliver up to 10,000 homes at the Euston Quarter DLUHC have become more involved and working in collaboration with LB Camden. Their first priority is to establish the Euston Housing Delivery Group. The Chair will be appointed after the local elections followed by the full panel.

HMT are committed to the Euston Programme as expressed by the Chancellor at the Spring Budget. Also announced was the scope for Lendlease (LL) to work with LBC on identifying plots for early release and development and the establishment of a Euston Ministerial Taskforce.

The IPA aims to support the programme and partners in an advisory and technical capacity to facilitate the right outcomes at Euston.

2. Review of Minutes & Actions

Minutes have been circulated in the usual way and were agreed as correct.

The Chair took the Board through the open actions, noting the following updates:

Action 3.01 (14/12/2024): JR to work with partners to establish ranges for intermodal flows to form part of a future requirements baseline. An interim view of demand forecasting had been delivered as part of a set of recommendations in the first stage of the SDA Response Project and will be managed as part of the project going forward. Closed.

See section 8. Action Table.

3. Management Information & Leadership Report

John Reed (JR) took members through the key progress items detailed within the TEP and Campus Activity update. The meanwhile use lessons learned exercise had been completed and will inform a revised strategy.

Action 3.01: JR to present the revised Meanwhile Use Strategy at a future meeting.

JR will continue discussing how to improve engagement with WCP on DfT's instruction on transport requirements.

Jenny Sawyer (JS) provided the Lendlease update. LL had been focused on putting forward a development strategy in collaboration with HS2, DfT & NR for [REDACTED]

David Rowe (DR) provided the TfL update. TfL had been focused on the SDA response project and business plan analysis.

David Burns (DB) provided the LBC update. Work had recommenced on the Euston Area Plan Review with an aim to publish a new version later in the year.

The DfT, NR, HS2, GLA, WCP and ONW updates were noted.

4. DfT Update

JA provided a verbal update. On the Euston Quarter Programme steady progress had been made on private finance, including preparation for quantitative and Value for Money analysis ahead of shortlisting options. Work had continued on options for a delivery model with an aim to provide advice to Ministers by summer recess.

Progress had been made on an overarching HS2 programme business case as committed to at a recent Transport Select Committee hearing.

DfT provided an update at the March Euston Community Representatives Group. A discussion followed about all community engagement across the campus. It was agreed that BW would facilitate a review with Partners to explore potential improvements to community engagement. Geogia Gould (GG) welcomed an improved focus on engaging with a diverse range of residents and highlighted that LB Camden had conducted recent engagement on meanwhile use as this was of significant interest to the local community. GG recommended further check-ins with residents on meanwhile use and other campus issues. It was agreed that BW would take this forward and bring the interested parties together. BW stated that a strategic approach will be taken with all community engagement activities and opportunities considered together. TEP will continue to work with LB Camden. A summary paper will be presented at a future meeting.

Action 4.01: JR/[REDACTED] to present their findings on Community Engagement alongside proposals for improvements at a future meeting.

5. SDA Response Project Update

Chris Winfield (CW) provided the NR update. NR made their first SDA Response Project submission at the end of March. It mainly consisted of an updated concept for the new conventional station which reflected the updated position on the 3 key interfacing projects (LU, HS2 and LL). Extensive briefing sessions had taken place with stakeholders during the baseline design process. CW emphasised that the concept was a 'moment in time' document, setting out a series of design assumptions as they are

currently understood, however it is not necessarily the concept that will be delivered and provides a baseline that future change can be measured against.

The second submission will be made at the end of April and will consist of programme dates, indicative costs and a business case review.

DR asked for clarity on the principles of the flexible zone. CW confirmed that the purpose of the flexible zone was to reflect the uncertainty around delivery dates and spatial arrangements between HS2 and NR.

GG was concerned that there was a focus on driving down the cost of station and not creating value. GG added that the minimum viable product takes away from key placemaking decisions. The Chair highlighted that the minimum viable product (MVP) was not indicative of the final outcome. Alan Over (AO) explained that once the minimum transport costs are understood, a choice can be made about investing beyond that, subject to value for money, affordability and funding models. The design should allow placemaking objectives to be met and this will also be demonstrated in the delivery model.

SD asked for timescales regarding how long the NR (RECS) concept catered for forecast demand growth. CW confirmed that it was 40 years from opening (early 2070's).

SD suggested using technology to reduce the amount of physical space used to hold passengers in the station in the future. The Chair added that the volume of passengers travelling for leisure post Covid had increased and typically leisure passengers stayed in the station for longer periods of time.

CW confirmed that an updated Joint Concept of Operations will be developed over the next six months for the HS2 and NR stations to understand how the space will be allocated for various activities. JS welcomed a joint discussion about this with NR and HS2.

Andy Swift (AS) provided the HS2 update. HS2's SDA deliverables included a station MVP, futureproofing and platform widths. AS took members through the MVP concept and the premise for the 6-platform concept.

DB flagged that further clarification of Phase 2 was required to understand the full picture and associated timescales.

GG said that reconfiguring the station provided an opportunity to improve East/West and North/South connectivity and relieve pressure from the tube.

GG and DB were concerned that the MVP did not account for onward movement from the station e.g. the taxi rank.

AO recognised that the concept was not fully integrated with the NR station, but good progress had been made.

6. Interim Transport Operating Model

JR introduced this item. Following the Network North announcement, DfT has been leading the development of an end-state Delivery Model for the Euston Campus as per DfT briefings at previous meetings. Distinct from this, and with a shorter-term view, TEP has been developing a series of early improvements to our current operating model across the Euston Campus. As a first step, it is focused on improving ways of working between DfT's Delivery Partners and enabling better and simpler engagement with Local Partners.

LT asked why TfL were positioned outside of the core Integrated Client team with DfT's delivery partners and explained that their role can be distinguished from GLA and LB Camden and this should be represented in the ITOM. DR said that in order for the programme objectives to be met, it was imperative that TfL were engaged at the early stages of the programme. The Chair said that closer integration with the tube station was important.

JR explained that it was recognised that the role of local partners (TfL, Camden, GLA) is critical within the partnership. The interim model is a first step designed to allow more effective partnership working, benefiting all partners, particularly with regard to whole-campus choices. The new Integrated Client team will bring together delivery partners to allow more effective engagement with local partners such as TfL at a cross-campus programme level as opposed to solely at project level. JR noted these proposals do not change the formal remit outlined in the Euston Tripartite Agreement. There was more work to do to ensure that TfL and the other partners were engaged appropriately and at the right time. JA added that engagement with TfL and GLA would continue. JR noted changes will be kept under review and all partners are welcome to provide feedback.

SD highlighted the importance of culture and ensuring it was effectively communicated through the senior members of staff at partner organisations.

It was agreed that a presentation on the latest Euston London Underground design would come to a future meeting.

Action 6.01: TfL's London Underground team to present the latest Euston London Underground design at a future meeting.

GG recommended investing into building relationships and team building.

7. Any Other Business

AS confirmed that the taxi rank would open on 7 April 2024.

JS said that the Andrea Ruckstuhl would be contacting members to discuss initial ideas on social impact investing.

JR welcomed colleagues to use the new collaboration space on the 9th Floor, 1 Eversholt Street. The next in person meeting was scheduled for 11 June 2024 although the Chair noted that it may be brought forward to allow for earlier engagement with Euston Partners on next steps for the delivery model workstream.





8. Action Table

Date	No	Action	Owner	Due	Status
14/12/2023	3.01	JR to work with partners to establish ranges for intermodal flows to form part of a future requirements baseline	JR	31/03/2024	Closed
04/04/24	3.01	JR to present the revised Meanwhile Use Strategy at a future meeting.	JR	11/06/2024	Open
04/04/24	4.01	JR/ [REDACTED] to present their findings on Community Engagement alongside proposals for improvements at a future meeting.	JR	11/06/2024	Open
04/04/24	6.01	TfL's London Underground team to present the latest Euston London Underground design at a future meeting.	DR	11/06/2024	Open