

# Handbook

**HS2** INDEPENDENT  
DESIGN PANEL

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# 1 Foreword

Designing an infrastructure project of the scale and significance of HS2 involves everything from large scale civil engineering projects to the everyday customer experience.

HS2 Ltd has shown its commitment to the HS2 Design Vision by setting up and working with the HS2 Independent Design Panel. The panel brings the fresh critical thinking, support and encouragement needed to push boundaries and forge something new – delivering on the ambition for HS2 to be a railway the nation can be proud of.

The decision to reduce the scope of HS2 in October 2023 has significant implications for the project. Nevertheless, it is essential that design quality remains at the heart of decision making. At this moment of change, the panel stands ready to support the Department for Transport and HS2 Ltd to align programmes, reduce costs, deliver agreed outcomes more efficiently, and maximise the public benefit of HS2.

This handbook will contribute, I hope, to a clear understanding of how the HS2 Independent Design Panel works. It sets out the design panel process and the contribution made by its members. It also provides advice on important issues such as conflicts and declarations of interest, confidentiality and conduct – all essential to ensure the design panel's independence, credibility and impact – as well as practical information on issues such as recruitment, fees and expenses.

We hope that you will find the handbook a useful and informative guide.

**Professor Sadie Morgan**

Chair

HS2 Independent Design Panel

2025



Professor Sadie Morgan  
Chair of the HS2 Independent Design Panel

# 2 Implementing the HS2 Design

## Why an HS2 Independent Design Panel?

HS2 Ltd is committed to driving design excellence in every aspect of its work and the Independent Design Panel has been set up to support that ambition.

The HS2 Design Vision sets out nine principles grouped around three themes: People, Place, and Time. The design panel is using that framework to help the HS2 Ltd leadership, project teams and other partners to make the right design choices – and also to hold them to account.

## Independence

The HS2 Independent Design Panel was set up in 2015, at the request of the Department for Transport, to provide professional expertise and advice to HS2 Ltd. The panel helps ensure that, through great design, HS2 delivers real economic, social and environmental benefits for the whole country.

The design panel must be – and perceived to be – fully independent if it is to be seen as credible by stakeholders and communities and trusted to act in the public interest. Design panel members must be able to say what they think – impartially and independently.

Although the panel is funded by and works closely with HS2 Ltd, it is independent. It has its own terms of reference and a governance structure that supports its independence and establishes its accountability.

A Governance Advisory Panel has been established to keep the operation and effectiveness of the panel under review. This also helps inform reporting of key issues to HS2 Ltd senior management and the Department for Transport (DfT). Its current members are:

Prof. Sadie Morgan	Chair
Tony Burton	Vice chair

The panel is managed by an independent secretariat – Frame Projects. The secretariat is responsible for facilitating the panel's work, by co-ordinating a programme of reviews agreed with HS2 Ltd, recording the advice given at panel meetings, and reporting on strategic issues.

A diagram providing details of the governance meetings that are in place to ensure good communication with HS2 Ltd, panel members, and the DfT is provided at Appendix A.



Parapet detailing at Schedule 17 stage proposals, for a footbridge in the Chilterns © HS2 Ltd

# 3 Principles of design review

**HS2 INDEPENDENT  
DESIGN PANEL**

**Advice given by the HS2 Independent Design Panel and its members will adhere to the following principles (based on widely accepted industry best practice 'Design Review Principles and Practice' by Design Council Cabi, Landscape Institute, Royal Town Planning Institute and the Royal Institute of British Architects)**

## **Impartial**

The advice is informed by independent experts, people who are unconnected with the scheme's promoters and decision makers, and it ensures that any potential conflicts of interest are managed in an open and transparent way.

## **Timely**

The advice is conveyed as early as possible in the design process, because this can avoid a great deal of wasted time. It also costs less to make changes at an early stage.

## **Open**

The advice from panel members is conveyed in confidence to HS2 Ltd, and HS2 Ltd will share the advice with external stakeholders, partners or more widely in the public domain. There will be a presumption in HS2 Ltd to openly share the Independent Design Panel's advice and the panel will also provide a safe environment for early stage design discussions to take place in confidence.

## **Expert**

The advice is delivered by suitably trained people who are experienced in design, who know how to criticise constructively, and whose standing and expertise is widely acknowledged.

## **Advisory**

The advice will inform / influence the people who make decisions. This includes HS2 Ltd and their design teams, and also local planning authorities and other stakeholders who are invited to attend meetings to discuss HS2 projects.

## **Accountable**

The advice must be clearly seen to work for the benefit of the programme, with a view to enabling the project team to deliver against the sponsor requirements and adhere to the principles set out in the HS2 Design Vision. The advice will also fully take account of the budget restrictions and affordability limits set for the whole project.

## **Multidisciplinary**

The advice combines the different perspectives of design and other specialist experts to provide a complete, rounded assessment.

## **Objective**

The advice will be based on reasoned and objective criteria rather than the stylistic tastes of individual panel members.

## **Accessible**

The advice and findings are clearly expressed in terms that design teams, decision makers and clients can all understand and make use of.

# 4 Panel remit

## Range of expertise

The Independent Design Panel acts as an advisor and a critical friend to HS2 Ltd. It brings together a comprehensive range of design disciplines including:

- procurement
- urban design and integration
- architecture
- engineering
- landscape and public realm
- operational design
- service design / customer experience
- community engagement
- communications and branding
- inclusive design
- art and culture
- sustainability

Design panel members are working at the highest level in a broad range of fields. Many design panel members have expertise in more than one area. The composition of the design panel for each review is chosen as far as possible to suit the topic or scheme to be reviewed.

**A number of criteria – within five categories – for determining where a contribution from the design panel will be appropriate and beneficial have been identified**

### Scale and use

- Large structures with great visual impact
- Public realm or landscape design schemes over a large area
- Projects above agreed capital expenditure threshold

### Precedence

- Long-term usage, requiring flexibility over the life of the project
- Setting a precedent for HS2 or other projects
- Family of solutions, for example, surface treatment and fences

### Site

- Schemes in Areas of Outstanding Natural Beauty (AONBs)
- Extraordinary impact on local surroundings
- Major impact on listed structures or sensitive landscapes

### Public benefit

- Schemes particularly relevant to quality of everyday life
- Significant impact on passenger / people experience
- The project conflicts with the HS2 Design Vision
- Contribution needed as an arbitrator on conflicting priorities
- Involvement required to manage reputation and / or controversy

### Potential

- Development of a unique technique or product
- Presents a design opportunity

# 5 Panel programme

The map on the right shows the geographic extent of HS2 based on government plans announced in 2023. It is expected that HS2 trains will begin operating in the 2030s.

For the purposes of managing the programme of design work for HS2, HS2 Ltd has defined the following design stages:

- 1. Parliamentary design** - for the Hybrid Bill
- 2. Specification design** - for design and construction contracts
- 3. Employer requirements design** - scope for construction contracts
- 4. Scheme design** - to obtain approvals and permissions to construct
- 5. Detailed design** - for manufacture and construction

Since its inception, the scope of projects and topics considered by the panel has been diverse, from stations, bridges and tunnels, to protecting the environment, and passenger experience.

To determine which projects and topics would benefit from panel input, a series of route briefings, tours and workshops were held in

2015 / 2016, attended by HS2 Ltd staff and selected panel members. This process was repeated where changes to the HS2 programme have necessitated revisions to the projects and topics to be seen by the panel.

In all cases, HS2 Ltd design managers work with project leads to agree the design stages (as above) at which each project or topic should be reviewed, and a schedule of dates for panel meetings.

The decision to reduce the scope of HS2 in 2023 has implications for the panel's programme. Nevertheless, the panel will continue to support HS2 Ltd to ensure that HS2 delivers its intended benefits.

Detailed design work is needed to translate schemes approved at Schedule 17 stage into construction information. Changes in the project scope will require amendments, and there will be an element of redesign to meet cost challenges.

The panel will play an important role in this process, supporting HS2 Ltd, and others in meeting the expectations of the HS2 Design Vision.



# 6 Panel membership

## Recruitment of the design panel

Professor Sadie Morgan, chair of the HS2 Independent Design Panel, was appointed by the Board of HS2 Ltd in early 2015. She subsequently oversaw the appointment design panel members, through a process managed by the secretariat of the panel, Frame Projects. Since its inception a number of alterations have been made to the panel's membership to respond to changes to the project, introduce fresh perspectives, improve the panels diversity, and to address specific issues such as managing conflicts of interest.

Panel member contracts are with Frame Projects, and their participation in review meetings is managed by the secretariat to maintain the independence of the panel. A pool of around 30 design panel members has been appointed, representing a wide range of relevant professional expertise, and with experience of working in different locations within the UK and internationally. Typically between 3 and 5 members attend each meeting, depending on the expertise required.

Design panel members are appointed on the basis of their expert knowledge, professional credibility, critical and analytical skills – and also the ability to articulate comments clearly and sensitively.



The HS2 Independent Design Panel includes Tony Burton (vice chair), Annie Coombs and Martin Stockley (panel members)

# 7 Role of panel members

## The role of a design panel member

At each review meeting, design panel members should:

- read the agenda and supporting information thoroughly before the meeting (panel members should assume they are not expected to spend more than half a day preparing for each meeting)
- attend site visits arranged for reviews
- bear in mind always that the first review of a scheme is vital – fundamental concerns must be flagged up at that stage, otherwise it will be difficult to raise them at a subsequent review
- feel comfortable commenting beyond their own particular specialism
- focus comments on the subject under review – during the review meeting, so that HS2 Ltd has an opportunity to respond, and ensure that there are no misconceptions

A review by the design panel offers the benefits of objectivity and an opportunity to raise issues that those involved with the project may not be aware of or able to recognise. Some criticism may be unwelcome to those who have committed time, effort and money to a project. Design panel members and the chair should be mindful of the

standpoint of the project team. For meetings to be effective, however, when necessary, the design panel must be able to voice fundamental criticism in front of those who have presented the scheme under review, as opposed to expressing them in private later.

For the design panel to work effectively, the highest levels of professionalism and conscientiousness are crucial.

Design panel members are expected to:

- abide by the seven Nolan principles of public life: selflessness; integrity; objectivity; accountability; openness; honesty; and leadership
- treat the design panel's discussions and advice as confidential, whether or not the advice has been made public
- refrain from expressing individual, personal opinions publicly if they differ from those agreed by the design panel
- respond as appropriate to any request for declarations of interest.

## Conduct outside panel meetings

It is important that design panel members provide their advice in the context of design panel meetings – and not through any other channel. It is at design panel meetings that

HS2 Ltd and its design teams present information about the project, participate in the design panel's discussions, and hear its conclusions and recommendations. This allows for an open dialogue with HS2 Ltd and ensures that there are no misconceptions around the advice provided by panel members. Ensuring that the panel's recommendations are made during meetings also allows for a consensus view to be formed by those panel members attending. The discussion during each meeting and recommendations made by the panel are recorded by the secretariat in a report, which is signed off by the chair of the meeting.

Design panel members are therefore specifically requested not to make additional comments outside panel meetings.

Discussion between panel members – where HS2 Ltd has no opportunity to contribute or respond – is not best practice. Equally, design panel members should not contact HS2 Ltd staff directly to convey their individual views on the project under discussion. If a design panel member wishes to make any additional comments to those made at the meeting, these should be directed to the secretariat, Frame Projects, and / or the design panel chair.

# 8 Panel process

## Role of the secretariat

The HS2 Independent Design Panel is supported by an independent secretariat – Frame Projects. The secretariat is responsible for: setting up the design panel; the day-to-day running of the design panel's activities; and relaying the design panel's advice to relevant HS2 Ltd staff.

## Process map

A clear and transparent process has been put into place to ensure that design panel meetings are organised efficiently and

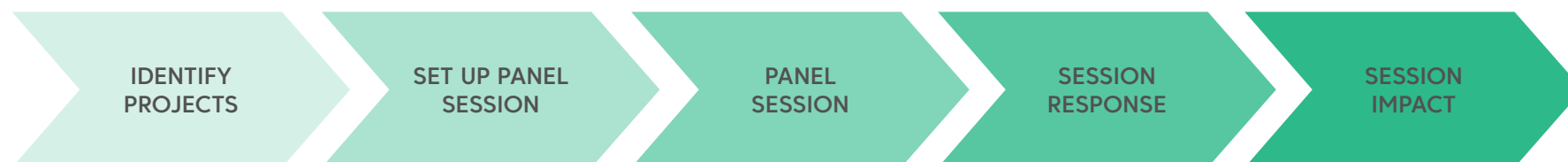
effectively – so that everyone knows what is required and at what stage. This is described in more detail through a process map (below) provided in full at Appendix B.

The process map sets out the way in which projects that would benefit from input from the panel are identified. It describes the work that is done in the run up to design panel meetings, by HS2 Ltd, their design teams, and the secretariat.

The panel session is the element of the process that panel members are most involved with, and the report of this is drafted

by the secretariat and signed off by the chair, before being sent to all attendees.

Importantly, the process map sets out how HS2 Ltd responds to panel recommendations: through debrief meetings, at which actions to be taken are agreed, recorded in response forms, and circulated to panel members in advance of any subsequent sessions. Ultimately, the impact of the meeting may be not only on the specific project or topic under review - but also on the wider programme of HS2 design work.



# 9 Types of meeting

There are a range of different HS2 Independent Design Panel meetings:

- **a full design panel** – for the most significant and/or complex schemes
- **a workshop design panel** – for significant schemes or HS2 strategies / documents
- **a chairs review** – for feedback on HS2 Ltd response to panel recommendations
- **a mentoring session** – for smaller schemes or a specific issue or topic
- **a Schedule 17 stage design panel** – for schemes due to be submitted for Schedule 17 approval

## Full design panel

A full design panel meeting is suitable for larger projects such as stations, and those civil engineering projects that have a significant impact on landscape and communities. Other schemes may also warrant a full design panel, for example, where they may have a major impact on a historic context, or where complex issues require a broad range of expertise. The chair and three design panel members would normally attend.

Where relevant, planning authorities and stakeholders, for example, Historic England and Transport for West Midlands, may be invited to attend and asked to give their views.

Full design panel meetings generally take place when the scheme's fundamental principles are established, and there are sufficient drawings, models and other information to inform a comprehensive discussion. A site visit may take place before the first full design panel meeting for each scheme, to ensure that the design panel has a solid understanding of the context.

The scheme will be presented by a member of the design team, normally the lead engineer or architect, following a brief introduction by HS2 Ltd. Presentations may be made with drawings and / or pdf or PowerPoint and models, as appropriate.

A full design panel meeting typically lasts for 3 hours:

- 25 minutes introductions and briefing on context
- 80 minutes presentations and panel questions / clarifications
- 75 minutes discussion and summing up by the chair

Larger projects may be split into smaller elements, to ensure that each component receives adequate time for discussion, for example, station design, public realm and over site development proposals.



Schedule 17 proposals for Small Dean Viaduct by EKFB © HS2 Ltd

### Workshop design panel

Workshop design panel meetings may be arranged for thematic topics such as HS2 Ltd design approach documents, procurement strategies, or significant engineering and architectural projects. The chair and two design panel members would normally attend.

Where relevant, planning authorities and stakeholders, for example, Historic England and Transport for West Midlands, may be invited to attend and asked to give their views.

Workshop design panel meetings may take place when draft design approach documents or strategies are available for comments, and there is sufficient information to inform a comprehensive discussion.

Site visits are not usually required for workshop design panel meetings – although, where relevant, design panel members who have attended route tours and are familiar with the site will be invited.

The scheme may be presented by the HS2 Ltd project lead or a member of the design team. Presentations may be made with drawings and / or pdf or PowerPoint and models, as appropriate.

A workshop design panel typically lasts for 90 minutes:

- 15 minutes introductions and briefing on context
- 30 minutes presentations and panel questions / clarifications
- 45 minutes workshop discussion and summing up by the chair

Larger projects may be split into smaller elements, to ensure that each component receives adequate time for discussion.

For example, a civil engineering contract that includes several viaducts may require a discussion of general principles, followed by site specific comments.



Proposals for Old Oak Common Station by Wilkinson Eyre © HS2 Ltd

### Chair's review

Chair's review meetings may be arranged to provide an opportunity to discuss HS2 Ltd responses to HS2 Independent Design Panel recommendations.

These design panel meetings allow design panel chairs to provide advice on how successfully previous panel comments have been addressed, and how any outstanding issues can be resolved to achieve high quality design.

Where relevant, HS2 Ltd will brief the design panel on its discussions with planning authorities, and other key stakeholders – including any public consultation.

A chair's review typically lasts for 90 minutes:

- 15 minutes introductions and briefing on context
- 30 minutes presentations and panel questions / clarifications
- 45 minutes workshop discussion and summing up by the chair

The scheme or topic may be presented by the HS2 Ltd project lead or a member of the design team. Presentations may be made with drawings and / or pdf or PowerPoint and

models, as appropriate. The project lead will highlight key issues arising from previous design panel recommendations.

### Mentoring session

Where HS2 Ltd requires advice focussing on a specific issue, or comments on smaller projects, a mentoring panel session can be arranged.

Often just one design panel member attends, or the chair together with another design panel member. Attendance by HS2 Ltd and their design teams should also be kept to a maximum of 8 people.

Where relevant, HS2 Ltd will brief the design panel on its discussions with planning authorities, and other key stakeholders – including public consultation.

Presentations may not be required – but documents should be circulated in advance to allow design panel members to prepare before the meeting.

A typical mentoring session lasts 2 hours, with the format / timing tailored to the subject of the meeting. Generally, presentations are kept short to maximise the time for contributions from the design panel.



### Schedule 17 stage design panel

Schedule 17 marks a different stage of the HS2 project and requires a tailored approach to the design panel's involvement. Schedule 17 submissions are 'fixed' propositions, and as such the panels comments will focus on whether it feels that high quality design, that meets the aspirations of the HS2 Design Vision has been achieved.

Schedule 17 stage design panel meetings will take place approximately 8 weeks in advance of planning submissions. This is to allow design teams and HS2 Ltd to respond to the panel's comments in its Design and Access Statements.

The chair and three design panel members would normally attend. Complex schemes, for example stations, may require further panel members to attend.

An HS2 Ltd project lead will introduce the project, and confirm the extent to which the information presented is the 'final' scheme to be submitted for Schedule 17 approval, and target date for submission.

The scheme will be presented by a member of the design team - normally the architect or lead engineer. Presentations should be based

on the information to be submitted for Schedule 17 approval, including drawings and models, as appropriate.

Representatives of the local planning authorities will be invited to provide a briefing on local context, including specific design issues relating to the site and proposals.

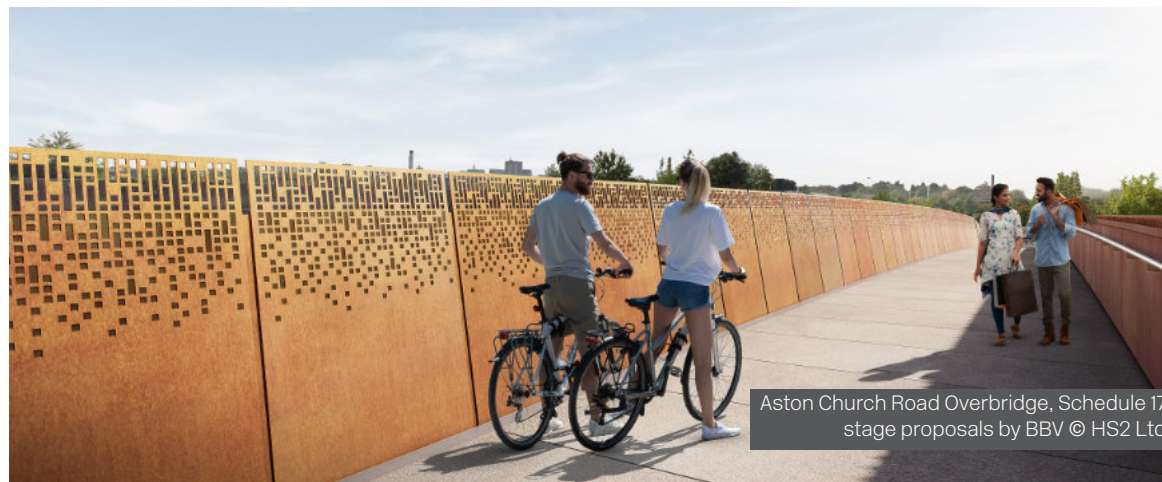
A typical Schedule 17 stage design panel lasts for 3 hours:

- 25 minutes introductions and briefing on context
- 80 minutes presentations and panel questions / clarifications

- 75 minutes discussion and summing up by the chair

Once Schedule 17 applications are submitted, the panel's advice may inform the local planning authority's decision-making process.

The design panel has now commented on all Schedule 17 (Plans and Specifications) stage designs for HS2 Key Design Elements. However, it is expected that there will continue to be a need for Schedule 17 stage design panel meetings where amendments are required to previously approved schemes.



Aston Church Road Overbridge, Schedule 17 stage proposals by BBV © HS2 Ltd

# 10 Site visits

Wherever possible, site visits are arranged for full design panel meetings (except for returning schemes). All design panel members attending the meeting are required to attend site visits.

Route tours and workshops have also taken place to inform discussions between the HS2 Independent Design Panel and HS2 Ltd about the topics of future panel meetings.

For location specific projects, when design development is at an appropriate stage, local authority officers may be invited to attend the site visit, to allow them to brief the panel on the planning context, and share their local knowledge.



Design Panel visit to the Chiltern Tunnel South Portal © Frame Projects

# 11 Agendas and reports

## Design panel agendas

Agendas for design panel meetings are issued to panel members in advance of each review.

A typical agenda and supporting information will include:

- notes on the planning context and feedback from any community engagement
- details of the schemes to be considered, including consultant teams
- a scheme description setting out factual information
- key plans and images
- any other documents relevant to the design approach

## Design panel reports

During the design panel meeting, a member of the secretariat, Frame Projects, takes notes of the discussion – and these form the basis of design panel reports. Reports are drafted, circulated to the design panel chair for comments and agreement, and issued within 10 working days.

Reports are shared with the design panel members who participated in the meeting, and all those who were present at the review –

as well as any other relevant HS2 Ltd staff and stakeholders who were not able to attend.

The report summarises the comments and advice provided by the design panel and clearly sets out specific recommendations for implementation by HS2 Ltd. However, it is for HS2 Ltd to decide whether to implement the panel's advice, and to monitor progress in doing so.

The relevant lead within HS2 Ltd then returns completed responses to the design panel's recommendations within four weeks of the report being issued to the design team. The secretariat circulates HS2 Ltd responses to the chair and design panel members as part of the briefing materials for any follow-up session.

Reports of Schedule 17 stage design panel meetings will not include recommendations and will be clear about whether the panel feels that high quality design, that meets the aspirations of the HS2 Design Vision, has been achieved.

## Publication of reports

Design panel reports are generally confidential, until the project or topic which is the subject of the meeting becomes public.

This may be when a strategy or guidance document is published by HS2 Ltd, or when a Schedule 17 submission is made to a local planning authority. Once a Schedule 17 submission is formally made, the panel's advice may inform the local planning authority's decision-making process.

Public Schedule 17 stage design panel reports are shared with HS2 Ltd, who have responsibility for including a copy of the report with the schedule 17 submission and incorporating responses to the report within Design and Access Statements, which may be uploaded to the Planning Portal by local planning authorities. The panel also encourages HS2 Ltd publish these reports on GOV.UK

See Appendix D for full details on confidentiality.

# 12 Communications

## Keeping panel members informed

The HS2 Independent Design Panel will continue support HS2 Ltd during detailed design and delivery. It is important that its members, as well as contributing to individual reviews, know what is going on more widely and feel part of the HS2 project as a whole.

Design panel members will be kept informed of the activities of the design panel using a combination of:

- e-mails from the chair and secretariat
- design panel newsletters
- design panel chair's reports
- design panel case studies
- panel update meetings

## Newsletters

Newsletters will include information on the design panel's activities, recent developments, and also an insight into some of the people involved in championing design quality on HS2. For example, newsletters are used to announce new appointments to the HS2 Independent Design Panel, along with HS2 Ltd staff and key stakeholders. Newsletters will be drafted by the secretariat in collaboration with the panel and HS2 Ltd.

## Chair's reports

A public report will provide an overview of the design panel's activities. It will provide analysis of key issues raised at meetings during previous quarter, highlighting both successes and opportunities for improvement. Chair's reports will be drafted by the secretariat in collaboration with the chair of the panel.

## Case studies

Case studies will focus on a specific aspect of the design panel's work – for example, reviews undertaken by the design panel; its advice and recommendations; and the impact of its

contribution. Case studies will be drafted by the secretariat in collaboration with the panel and HS2 Ltd.

## Web page on GOV.UK

As a further measure to provide information about the design panel's activities to the public, a web page has been set up on GOV.UK including the following items:

- terms of reference (panel handbook)
- biographies of panel members
- newsletters
- case studies
- chair's reports



# 13 Keeping in touch

## Panel member questions or comments

If design panel members have any questions about their role – or encounter any problem or difficulty in relation to their work – they should in the first instance contact the secretariat, Frame Projects, which will be able to advise, if necessary in consultation with HS2 Ltd colleagues, on the best way forward.

## Frame Projects contacts

office 020 8164 9980  
website [www.frame-projects.co.uk](http://www.frame-projects.co.uk)

### Deborah Denner

Director  
[deborah@frame-projects.co.uk](mailto:deborah@frame-projects.co.uk)

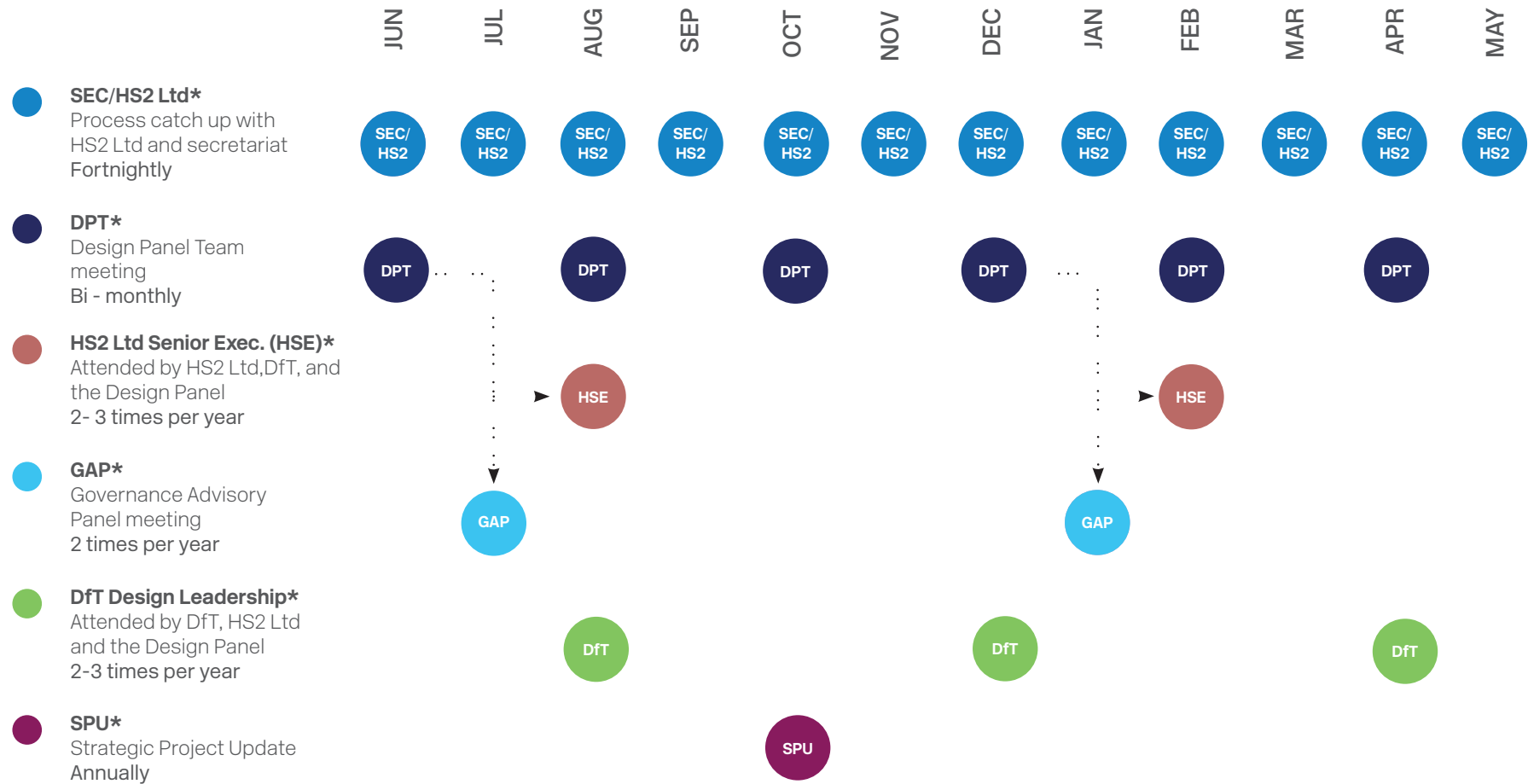
### Edward Bailey

Panel manager  
[edward@frame-projects.co.uk](mailto:edward@frame-projects.co.uk)



Design Panel visit to the HS2 virtual reality suite exploring 'the view from the train' © HS2 Ltd

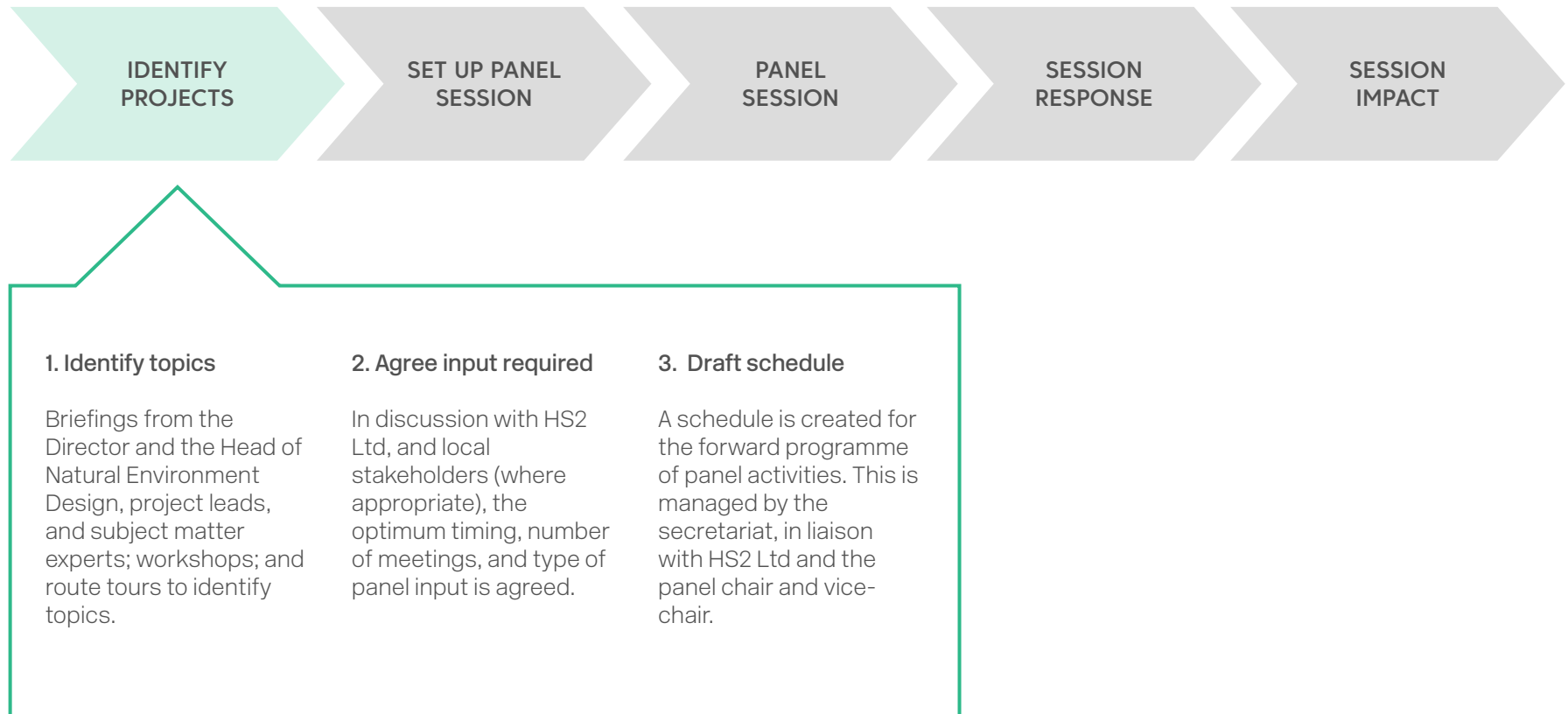
# Appendix A: governance meetings

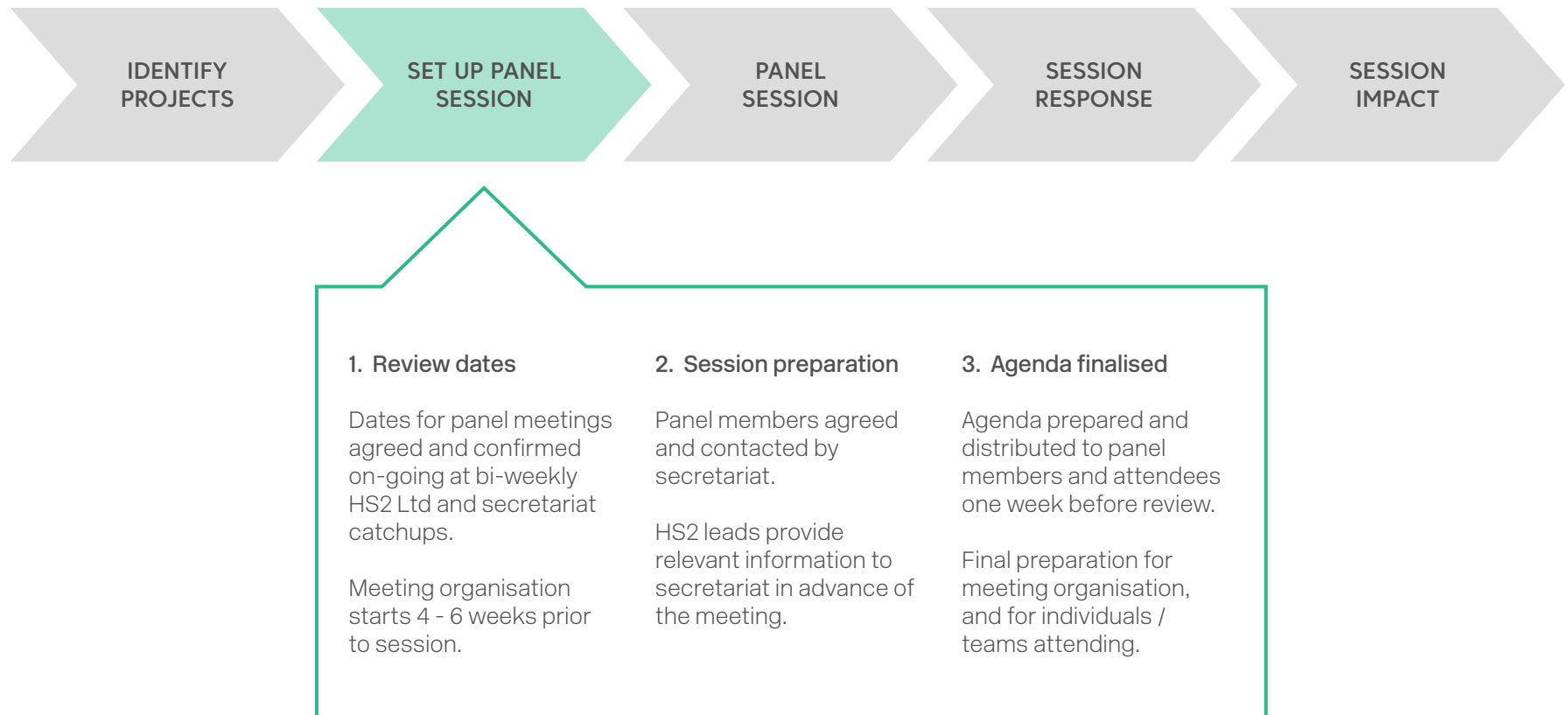


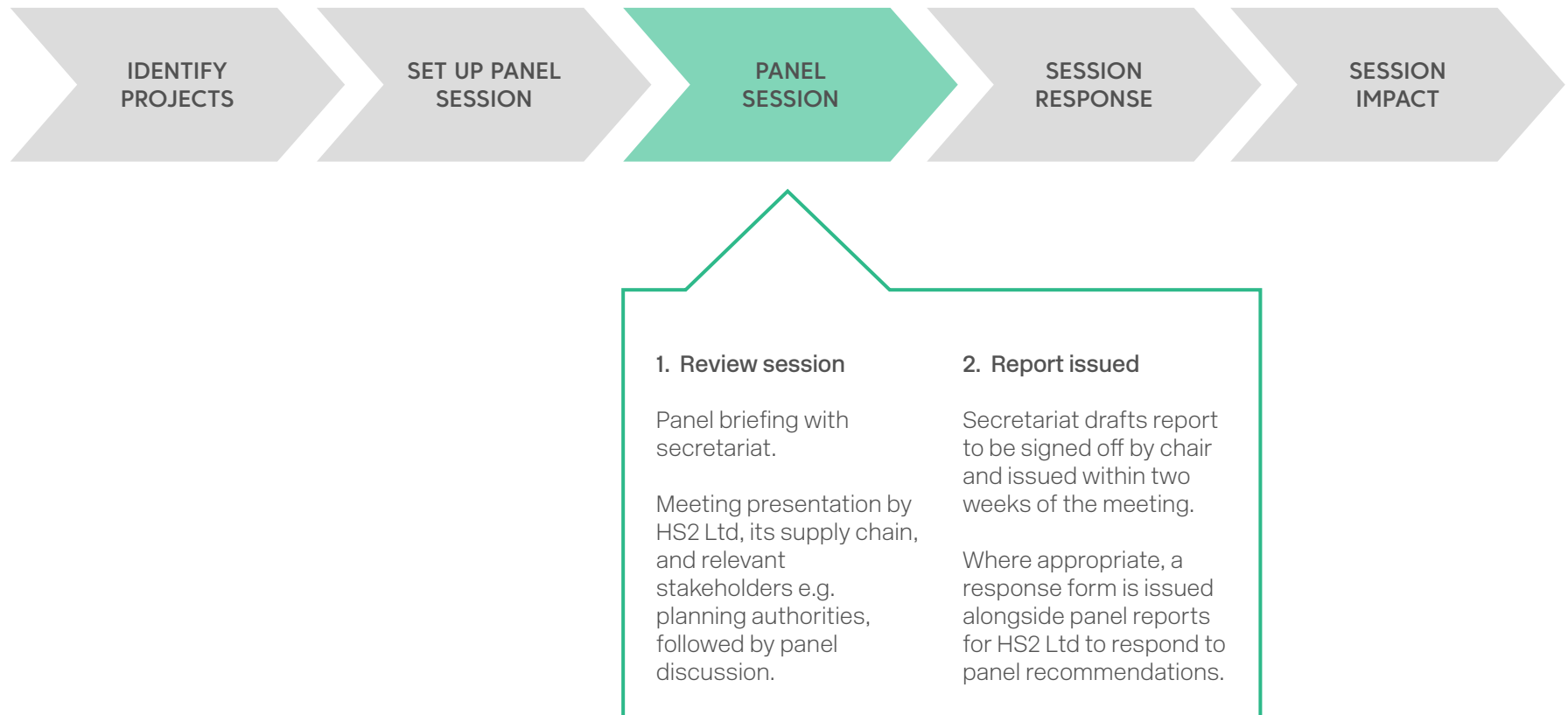
SEC - Secretariat to the HS2 Independent Design Panel (Frame Projects)

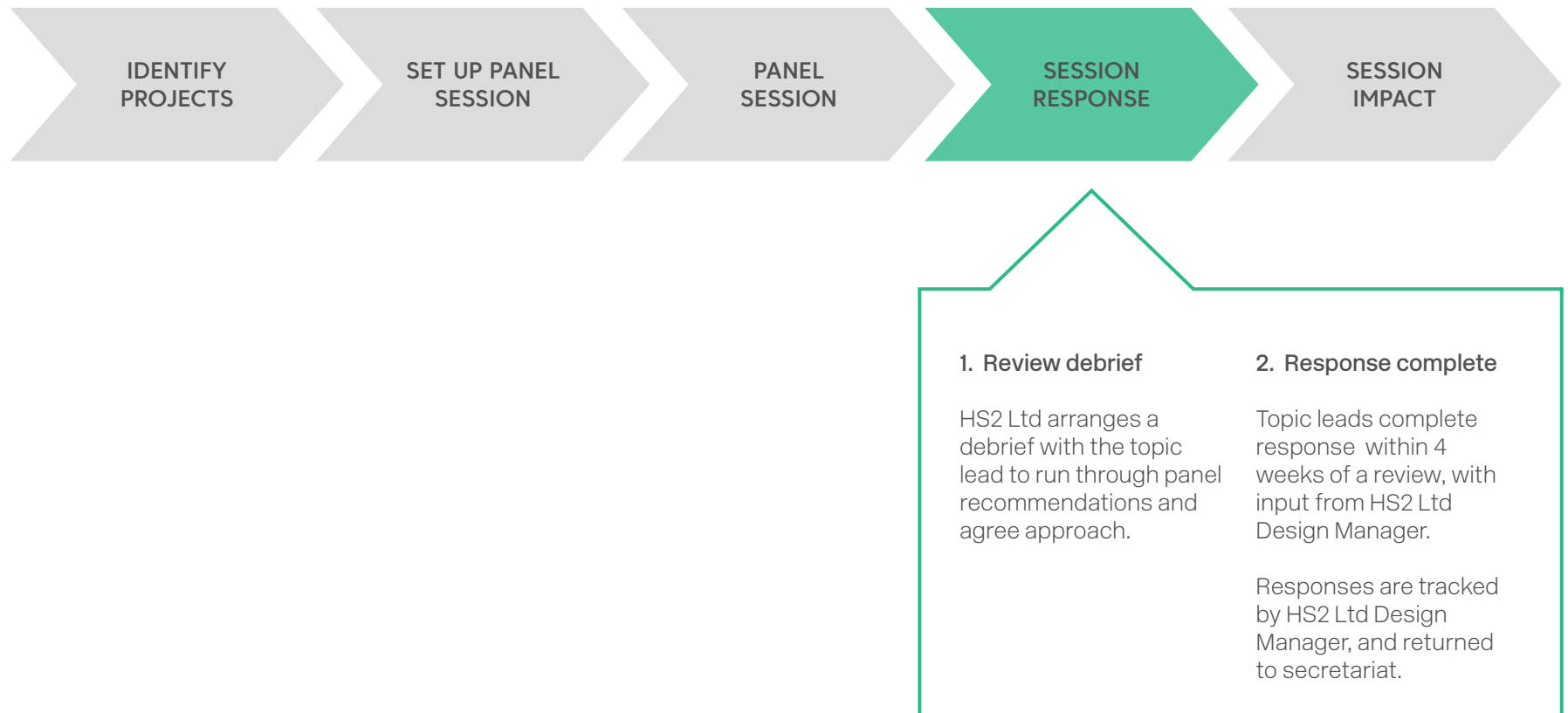
\*The precise number and timing of governance meetings is subject to change.

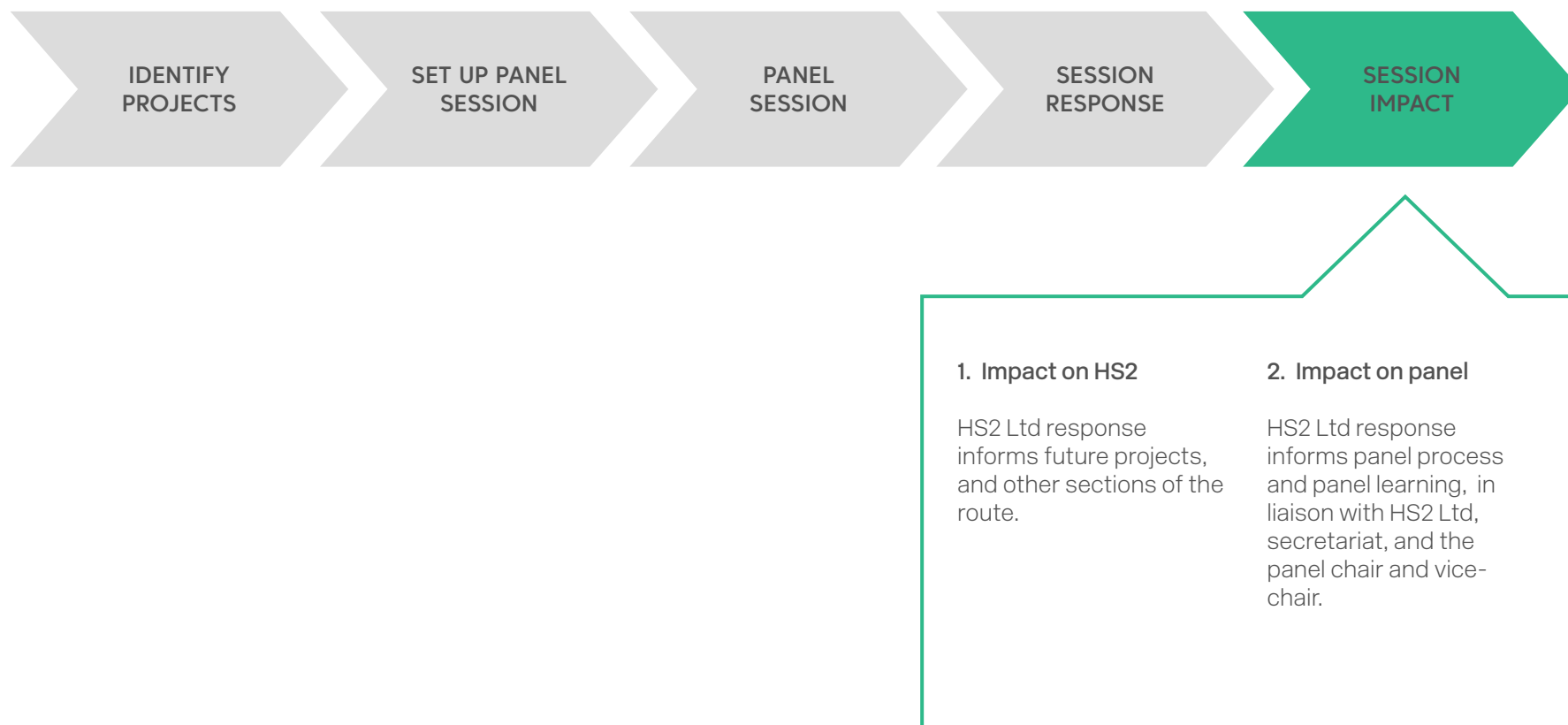
# Appendix B: process map











# Appendix C: conflicts of interest

## Procedures for managing conflicts

Conflicts of interest – both actual and perceived – can undermine the integrity and impartiality of the HS2 Independent Design Panel and damage its reputation. Conflicts of interest therefore need to be carefully and transparently managed. Clear procedures have been set up for declaring and managing conflicts of interest.

## Declaring conflicts of interest

In general, a design panel member should not attend a review meeting if they have:

- a financial, commercial or professional interest in a project to be reviewed, its client and / or its site
- a financial, commercial or professional interest in a project, its client and / or site that is adjacent to the project that will be reviewed or upon which that project will have a material impact
- a personal relationship with an individual or group involved in the project, or a related project, where that relationship prevents the design panel member from being objective.

Personal interests that should be declared – but which would not normally prevent a design

panel member taking part in a review meeting – might include current work with a member of the consultant team for the project under review. In this case, the interest will be noted at the beginning of the review, discussed with the design teams presenting the project and formally recorded in the report of the review.

## Managing conflicts of interest

When invited to attend meetings panel members will be advised of the topic to be discussed. At this early stage, panel members should advise the secretariat of any potential declarations of interest they may have to allow the secretariat to provide guidance on the appropriate action.

Agendas are circulated to design panel members before reviews and will include sufficient project information for any potential conflicts of interest to be identified. Design panel members should immediately declare any possible interest in a project on the agenda to the secretariat. A description of the nature of the interest and any perceived conflict should be e-mailed to the secretariat.

Agendas are circulated to design panel members before reviews and will include sufficient project information for any potential conflicts of interest to be identified. Design

panel members should immediately declare any possible interest in a project on the agenda to the secretariat, Frame Projects. A description of the nature of the interest and any perceived conflict should be e-mailed to the secretariat.

The secretariat, in consultation with the design panel chair and appropriate HS2 Ltd staff, will decide whether the conflict of interest requires the design panel member to step down from the meeting or whether a declaration of interest could be sufficient. If there is any doubt, design panel members should contact the secretariat to discuss this.

If there is any doubt, design panel members should contact the secretariat to discuss this.

In instances where there is an actual, potential or perceived conflict of interest, meeting one or more of the criteria above, the secretariat will provide guidance on whether the conflict of interest requires the design panel member to step down from the meeting or whether a declaration of interest could be sufficient.

In more complex instances the secretariat will consult the design panel chair and appropriate HS2 Ltd staff, including the HS2 Compliance team, to determine the appropriate action.

At the beginning of each design panel meeting the chair will also ask panel members to declare any conflicts of interest they may have, which will be recorded in the report of the meeting.

As part of the ongoing management of the panel, new conflicts are discussed at: weekly meetings between the secretariat and HS2 Ltd; team meetings attended by the chair and vice chair of the panel and the HS2 Design Team; and quarterly governance advisory panel meetings attended by the chair, vice chair, and two deputy chairs of the panel.

### **Managing conflicts of interest to ensure access to specialist expertise**

HS2 Independent Design Panel members are appointed on the basis of their skills and experience to ensure that the advice provided to HS2 Ltd is of the highest quality. The nature of the HS2 project requires specific, specialist expertise – and there is therefore inevitably a limited pool of consultants with the relevant experience.

Not all design panel members involved in design or consultancy work for HS2 Ltd will be required to step down from the design panel – but this will depend on the nature of that interest. This approach differs from that

generally applied to design review panels, where design panel members would not be present at reviews of schemes where they are employed by the client on other projects.

This approach requires particularly careful application: interests will be considered on a case by case basis to ensure that the right balance is struck between the need for relevant experts and the need to manage real or perceived conflicts of interest.

- A design panel member may be involved in design or consultancy work for HS2 Ltd, provided that their involvement is specific to a sub-project and does not extend to HS2 as a whole. This is critical to maintaining the integrity and impartiality of the HS2 Independent Design Panel. The design panel member may attend reviews of sub-projects where they have no involvement – but a declaration of interest will be included on the agenda and in reports.
- A design panel member who has an interest in HS2 as a whole would be asked to step down from the design panel while that interest remains. This includes design panel members who are bidding for HS2 contracts.

- A design panel member appointed by planning authorities as a member of location specific HS2 design panels is also eligible for membership of the line wide Independent Design Panel. This will help to ensure consistency of advice, and sharing of information between HS2 projects in different locations.

# Appendix D: confidentiality

## Keeping information confidential

HS2 Ltd treats issues of confidentiality with utmost importance.

The Independent Design Panel provides a constructive forum for HS2 Ltd and its design teams to seek advice and guidance at an early stage – as this is when the design panel's contribution can have the greatest impact. It is essential that appropriate levels of confidentiality are maintained.

Design panel meetings are only to be attended by panel members, agreed HS2 Ltd staff and officers from stakeholder organisations involved in the project, as well as design teams. If any additional individual is to attend, this should be approved in advance by the secretariat and HS2 Ltd.

Design panel members must keep confidential all information provided to them in the course of their role on the design panel, and not use that information for their own benefit, or disclose it to any third party.

Design panel members are required to treat the design panel's discussions and views as confidential, whether or not these have been made public.

The design panel's advice is provided in the form of a report written by the secretariat, containing key points arrived at in discussion by the design panel. If a design panel member is approached for advice on a scheme subject to review (before or after), they should decline to comment and refer the inquiry to the secretariat.

Following a design panel meeting, the secretariat writes a draft report, circulates it to the chair for comments and then makes any amendments. The agreed report is then distributed to those who attended the meeting and any additional relevant stakeholders.

All design panel members are required to complete a HS2 Ltd Confidentially Agreement prior to being appointed.

## Freedom of information

As a public body, HS2 Ltd is subject to the Freedom of Information Act 2000 (the Act). All requests made to HS2 Ltd for information with regard to the Independent Design Panel will be handled according to the provisions of the Act. Legal advice may be required on a case by case basis to establish whether any exemptions apply under the Act. Design panel members should be aware that

anything written in communications to HS2 Ltd in any medium is subject to the provisions of the Act.

## Intellectual property

Any intellectual property created in a design panel member's capacity as a member of the design panel will be owned by HS2 Ltd. Intellectual property includes confidential information, logos, designs, images, products, documents and methodologies.

If a design panel member wants to use any of HS2 Ltd's intellectual property outside the project that it was created for, HS2 Ltd's written permission must be obtained in advance. If permission is given to share HS2 Ltd's intellectual property with other people, HS2 Ltd should be credited with its ownership.

# Appendix E: handling the media

Inevitably, HS2 is generating, and will continue to generate, a high level of media interest and coverage. There will be heavy demand for information about how Britain's new high speed rail network is to look, feel and operate. It is crucial that that information is managed carefully in order to help build understanding, support and enthusiasm for HS2.

The HS2 Ltd media relations team is responsible for initiating and leading on publicity around HS2.

The work of the design panel will also attract both interest and scrutiny by the media – and, if handled well, will contribute significantly towards a positive perception of HS2 by the public.

Design panel members may be approached personally by the media: they should not speak to journalists on behalf of HS2 Ltd; talk to them about their role as a design panel member; or discuss any project that they are involved in, without explicit approval from HS2 Ltd.

Any approaches by the media to members of the design panel about its work should be referred directly to the HS2 Ltd media relations team.

The protocol below sets out how HS2 Independent Design Panel members will interact with the media.

## The chair

- The chair of the HS2 Independent Design Panel shall be free to respond to press enquiries.
- HS2 Ltd's media relations team shall be informed of conversations between the chair of the design panel and the press at the earliest opportunity if conversation is deemed likely to result in publication of a story.
- HS2 Ltd media relations team and the design panel chair shall together have responsibility for sanctioning and organising HS2 specific interviews.

## Panel members

- HS2 Independent Design Panel members shall refer all approaches from the media to the HS2 Ltd media relations team.
- If appropriate, the media relations team may ask design panel members to respond to a media enquiry.

## Site-specific design panel and members

- Site-specific design panel members shall refer all approaches from the media to the HS2 Ltd media relations team.
- Site-specific design panel chairs may be asked by HS2 Ltd media management team to respond to a media enquiry.

## Pro-active media activity

The HS2 Ltd media team will initiate and lead all pro-active media activity relating to the work of the HS2 Independent Design Panel. Where applicable it will work with design panel members and associated bodies.

## HS2 Ltd media relations team

020 7944 6149  
Monday to Friday 09.00 – 17.00

020 7944 0550  
Evenings / weekends

# Appendix F: fees and expenses

Design panel members are paid a fee for each review or other meeting undertaken on behalf of the Independent Design Panel. The amount of this fee is set out in the letter of appointment.

Panel members should submit invoices directly to Frame Projects on a quarterly basis. Frame Projects will contact panel members with details of the amount to invoice and when it should be submitted.

The procedures for payment of fees and expenses, including submission of invoices, are set out in the letter of appointment: section 2, Remuneration.

Panel members will be reimbursed for all reasonable and properly documented expenses incurred while performing duties as a member of the design panel, in line with HS2 Ltd's Expenses Policy. HS2 Ltd is publicly funded and has an obligation to manage business expenses prudently and responsibly and to consider public perception.

All design panel members receive a copy of the HS2 Ltd Business Travel and Expenses Policy. This policy is intended to ensure that HS2 Ltd staff are reimbursed for costs that are necessarily incurred in the performance of their duties. It sets out a series of principles and rules within which panel members must operate, and provides a transparent and auditable process. It applies equally to members of the design panel and must be adhered to.

Further advice can be obtained from [HS2Expenses@hs2.org.uk](mailto:HS2Expenses@hs2.org.uk). All expenses are subject to the provisions of the Freedom of Information Act 2000.

Copies of these documents are available from the secretariat, Frame Projects.

# Appendix G: panel biographies

## Governance Advisory Panel

Chair Professor Sadie Morgan OBE, dRMM Architects  
 Vice chair Tony Burton CBE, community and sustainability consultant

## Engineering

Ian Firth, engineering consultant  
 Martin Stockley, engineering consultant  
 Simon Wright OBE, infrastructure and engineering consultant

## Sustainability

Asif Din, Perkins&Will  
 Sasha Krstanovic, mstep

## Landscape architecture

Annie Coombs, landscape consultant  
 Mike Martin, Turkington Martin  
 Xanthe Quayle, Xanthe Quayle Landscape Architects

## Rail operation and customer experience

Patricia Brown MBE, Central  
 Sophie Chapman, Heathrow Express  
 Gillian James, Signal CX  
 Luke Pearson RDI, Pearson Lloyd  
 Paul Priestman, independent consultant  
 Professor Jonathan Sands OBE, The Third Pig Company  
 Ben Terrett RDI, Public Digital

## Placemaking and regeneration

Annabel Keegan, Urban Design and Transport Consultant  
 Peter Maxwell, London Legacy Development Corporation  
 Steven Tomlinson, London and Continental Railways  
 David Ubaka, D.U.P Limited

## Architecture

Harbinder Birdi, Hawkins\Brown  
 Adam Brown, Landolt + Brown  
 Jonathan McDowell, Matter Architecture  
 Joris Smits, Ney & Partners

## Art and culture

Laurie Peake, Super Slow Way  
 Deborah Smith, Arts Council Collection

## Inclusive design

David Dropkin, Independent Consultant  
 Amy Francis-Smith, Inclusive Access Consultant  
 Nisha Kurian, We Made That



## **Prof. Sadie Morgan (chair)**

Director, dRMM

Sadie Morgan is a founding director of Stirling Prize winning architecture practice dRMM. She lectures internationally on the importance of infrastructure which connects back to people and place. Sadie was named 'New Londoner of the Year' by the NLA and has won 'Female Architectural Leader of the Year' at the BD awards and the AJ100 Contribution to the Profession. In 2019, she was awarded a RIBA honorary fellowship and appointed as a member to the Homes England board. She recently founded the Quality of Life Foundation. Sadie was recognised with an OBE in 2020 for services to the advocacy of design in the built environment.



## **Tony Burton (vice chair)**

Community engagement consultant

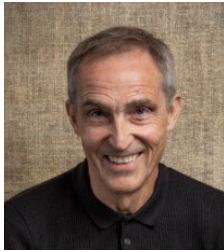
Tony Burton CBE works on a range of community, design and environmental projects and has 30 years of board level experience. Tony is one of the country's leading neighbourhood planners and an Independent Examiner. He is chair of Power to Change – the independent trust that strengthens communities through community business – and a trustee of Nationwide Foundation, CPRE and SMK. He also chairs two community review panels and is an independent member of Tarmac's sustainability panel. Tony advised HS2 Ltd on establishing the Independent Design Panel and was chair of the National Lottery Community Fund during the Covid pandemic. In 2010 he founded Civic Voice – the national charity for the civic movement. Tony was recognised with a CBE in 2012 for services to planning, local government and community.



## **Ian Firth**

Structural engineering consultant

Ian Firth is one of the world's leading bridge designers, with over 40 years of experience in the design of a wide variety of bridges and other structures. His projects range in scale from the little Bridge of Aspiration in London's Covent Garden to the very large proposed Messina Strait Bridge in Italy. Ian obtained most of his professional experience with Flint & Neill (which became part of COWI in 2017), becoming a Partner in 1990. He is a former President of the Institution of Structural Engineers and chair of the British Group of the International Association for Bridge and Structural Engineering. Ian is a trustee of charity Bridges to Prosperity, a regular speaker on the subject of bridge design, and the recipient of several awards.



## Martin Stockley

Engineering consultant

Martin Stockley is a leading authority on the application of engineering in the design of the built environment. As an engineer he has worked on the design of major civil engineering projects, on buildings (both new and historic), streets, parks and public spaces. He was a partner at structural engineers Alan Baxter and Associates for 10 years before founding engineering consultancy Stockley. He has advised the UK Government on the design of schools and on the impact of major civil engineering works in London. He has been an adviser to English Heritage and is vice-chair of the Highways England Design Review Panel.



## Simon Wright

Infrastructure and engineering consultant

Simon Wright is an independent consultant on infrastructure programmes across the private and public sector in the UK and internationally. He is chair of the Independent Technical Review Panel for the multi billion-pound New Hospital Programme. He was Programme Director and then Chief Executive at Crossrail until November 2018, joining from Network Rail where he was Project Development Director. He was also responsible for design and delivery of all infrastructure in the Olympic Park, as well as the operations of the venues and the Athletes Village during the Olympic and Paralympic Games. He is a Fellow of the Institution of Civil Engineers and was awarded an OBE for services to the construction industry in 2012.



## Asif Din

Director of Regenerative Design, Perkins&Will

Asif Din has been involved in the design of low energy buildings and supply chains for over 20 years, including Passivhaus and zero energy developments. He is an architect and has a doctorate in life cycle carbon, and is a member of several research groups including the UK Green Building Council, British Council for Offices and British Standards. He undertakes sustainability reviews for all projects at Perkins&Will, ranging in scale from masterplans to corporate interiors. He has changed design processes to include a circular economy strategies using a systems thinking approach to track environmental project outcomes.



## Sasha Krstanovic

Founder, mstep

Sasha Krstanovic is a chartered mechanical engineer and a fellow of both the Institution of Mechanical Engineers (IMechE) and Chartered Institution of Building Services Engineers (CIBSE). Her focus is low energy and zero carbon design and she has recently been named the Building Performance Engineer of the Year 2021 by CIBSE. Sasha has 25+ years' experience of working for UK and international construction consultancies across different sectors and geographies. In October 2020 Sasha founded mstep, an environmental and MEP engineering design and advisory practice, which is currently working as United Nations (UN) technical representative on the renovation of UN Headquarters in Geneva.



## Annie Coombs

Landscape consultant

Annie Coombs is a landscape architect and fellow of the Landscape Institute. She has worked on large scale infrastructure projects, in particular linear projects including road railway and drainage schemes. She is co-chair of the north west's design review panel run by Places Matter. Annie is one of Design Council CABI's Built for Life examiners and a Built Environment Expert as well as an examining inspector for major infrastructure projects with the Planning Inspectorate. She works as an independent consultant and enabler, engaged on green infrastructure and environmental regeneration.



## Mike Martin

Director, Turkington Martin

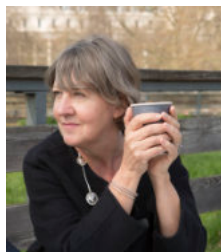
Mike Martin has worked for many years in a multidisciplinary environment as landscape architect and urban designer. He is an advocate of the value of a high quality public realm, and has played a significant role in the development of large scale frameworks including Convoys Wharf, Imperial West and Greenwich Peninsula. Mike has developed particular expertise in the preparation of public realm frameworks, design codes and guidelines as well as the detailed design of streets and public spaces. He is a founding director of Turkington Martin and was previously a director of Whitelaw Turkington. Before this, Mike led design teams at the Greater London Council and Aukett.



## Xanthe Quayle

Director, Xanthe Quayle Landscape Architects

Xanthe Quayle is a landscape architect and founder of Xanthe Quayle Landscape Architects, an independent design studio in West Yorkshire. She relishes stakeholder engagement on projects in the interest of supporting successful outcomes, and raising awareness of the power of good landscape design to transform the quality of people's everyday lives. Her expertise has evolved through work on a broad range of regeneration schemes at national, regional and local levels, commonly with public realm at their heart. Recent projects include a scheme at Holland Park in London and Holmfirth town centre in Kirklees.



## Patricia Brown

Director, Central

As director of Central, Patricia Brown works with cross-sector clients who draw on her understanding of the dynamics of cities and the inter-connection of business, public services and communities. As CEO of Central London Partnership, she championed improvements to urban quality and movement to re-shape London as a better place for people. She lobbied for the pedestrianisation of Trafalgar Square, commissioned the significant Gehl study on public life, and initiated Legible London, the wayfinding system. She is, vice chair of the British Property Federation's Development Committee, chair of the London Festival of Architecture and sits on Great Western Railway's Strategic Advisory Board.



## Sophie Chapman

Surface Access Director, Heathrow Airport Limited

With 30 years' experience in rail and transport, Sophie Chapman has held leadership roles within a number of major projects. These include the transfer of Eurostar operations from Waterloo to St Pancras for the launch of HS1 and the roll out of Eurostar's new fleet of trains. As Business Lead at Heathrow Express, she has overseen the transfer of operations to Great Western Railway and introduced a refurbished fleet of trains. Throughout her career she has led teams delivering and continuously improving industry-leading customer experience. In her current role she is responsible for the transport network at Heathrow Airport, which includes increasing and improving sustainable travel options for passengers and colleagues.



## Gillian James

Chief executive officer, Signal CX

Gillian James is the chief executive officer of Signal CX – an international customer experience consultancy that is passionate about improving customer experience for 'people on the move'. Gillian has led projects for the ideal security experience across all terminals at Heathrow Airport; the refurbishment of the Heathrow Express fleet; and the experience at Eurostar. She has also worked on customer experience projects for train operating companies in the UK as well the Rail Safety and Standards Board. Additionally, she has led customer experience interventions for brands such as John Lewis and Apple. Gillian was a special adviser to the spectator experience for the London 2012 Olympics.



## Luke Pearson

Founding partner, PearsonLloyd

Luke Pearson is an industrial designer and founding partner of PearsonLloyd. The studio works in environments that have demanding spatial, ergonomic and social needs, such as healthcare, aviation, workplace and cities. Clients include Joseph Joseph, Department of Health, Lufthansa, City of Bath, and InterContinental Hotels. Luke taught at the Ecole Cantonale d'Art de Lausanne in Switzerland and ran a programme at the Royal College of Art. He was awarded the distinction of Royal Designer for Industry by the RSA in 2008, and in 2012 he was named as one of the top 50 designers 'Shaping the Future' by Fast-Co Magazine.



## Paul Priestman

Independent consultant

Paul Priestman is a world-leading industrial designer, Chairman and Creative Director of PULI innovation. He is known for envisioning and delivering complex, high-profile transport projects, including for Heathrow T5, Airbus, New Tube for London, Hyperloop Transportation Technologies and Virgin Trains. He is Director of Innovation at China Railway Rolling Stock Corporation, co-chair of the Design Age Institute Design Advisory Panel, ex-president of the Design Business Association, and Trustee of the Design Council. He is an Honorary Fellow of the Royal College of Art and Royal Society of Arts and is a recipient of the London Design Festival Design Medal.



## Professor Jonathan Sands

Chair, The Third Pig Company

Jonathan Sands is chair of The Third Pig Company, a collective which creates and manages great places to work productively and enjoyably. For over 30 years he was the owner and chair of Elmwood, a leading brand design consultancy, working with clients including GlaxoSmithKline, Loblaw, Tesco and Heineken. Elmwood also worked for several train companies such as Trans Pennine and Gatwick Express, developing their brand identities. He is a former chair of the Design Business Association, a past member of the RSA Council, and member of the Design Council where he chaired the Design Skills Advisory Panel. He is a visiting professor at the University of Huddersfield and has received an OBE for his outstanding services to the creative industries.



## Ben Terrett

Designer / CEO, Public Digital

Ben Terrett is a designer and CEO, at Public Digital which helps governments and large organisations adapt to the internet era. He is a governor of the University of the Arts London and an adviser to the London Design Festival. He was previously director of design at the Government Digital Services where he led a multidisciplinary team working on GOV.UK. He has won various awards including the Design Museum's 'Design of the Year', and a D&DA Black Pencil. He joined the Cabinet Office when Government Digital Services was set up to deliver the recommendations in the 'Digital by Default' report. In 2018 he was awarded Royal Designer for Industry, the first ever for Service Design.



## Annabel Keegan

Technical Director, PJA

Annabel is an Associate Director at PJA and leads their Place team based in their Birmingham office. She is a qualified urban designer and transport planner with a background in architecture and has over 20 years' practical experience. She has a passion for developing public realm masterplans, and her multi-discipline background allows her to work creatively to deliver high quality and innovative design solutions. She is a member of numerous national design review panels and is an experienced Building for a Healthy Life assessor.



## Peter Maxwell

Placemaking Director

Peter Maxwell is an architect, town planner and urban designer. He has director level experience leading the implementation of design-led major projects within the private sector, local and central government. This has included acting as the urban design client for a \$2.4bn new rail infrastructure project in Auckland, New Zealand. He was previously Director of Design for the London Legacy Development Corporation, leading the redevelopment of Queen Elizabeth Olympic Park. His advisory roles include chairing the Quality Review Panels for Harlow and Gilston Garden Town, and Epping Forest District Council, and he is also a Design Council Built Environment Expert.



## Steven Tomlinson

Head of Placemaking, London and Continental Railways

Steven Tomlinson joined London and Continental Railways to lead station design, delivery and integration. He is responsible for the masterplanning of mixed used housing-led developments around stations across England. Recent projects include the Croydon Station Strategic Regeneration Framework, and rail-led area wide masterplans in Stafford and Chester. Steven was formerly design principal at the London Legacy Development Corporation. He has shaped significant change in areas surrounding the Queen Elizabeth Olympic Park including Bromley by Bow and Hackney Wick and Fish Island. He has also served as a member of the Redbridge Design Review Panel.



## David Ubaka

Director, D.U.P Limited

David Ubaka is an architect and urban designer with both public and private sector experience in transport infrastructure, public realm, housing, heritage centred regeneration, masterplanning, strategic design guidance, policy creation, and stakeholder engagement. In a previous role with the GLA / TfL he provided design leadership and advice on major transport, regeneration, and public realm projects. He was also involved in founding Urban Design London to develop better design understanding in London local authorities. He continues to champion design as a chair or panel member for Design Council, Historic England and the London Boroughs of Hounslow, Havering, Haringey, Tower Hamlets and Barking and Dagenham.



## Harbinder Birdi

Creative Director, Birdi & Partners

Harbinder Birdi is founder of Birdi & Partners – a London based consultancy providing expert advice on the design, procurement and delivery of projects within the infrastructure sector. He is the former Head of Infrastructure at Hawkins\Brown Architects, where he led the design and delivery of the Stirling Prize winning Tottenham Court Road station on The Elizabeth Line, and coordinated the delivery of Bond St and Liverpool St stations. He also led the design for the central section of Thames Tideway Tunnel. He is a fellow of the RIBA and ICE and is a Professor at University of Cambridge where he lectures on inter-disciplinary design and role of good design in major infrastructure projects.



## Adam Brown

Founding partner, Landolt + Brown

Adam Brown has over 25 years' experience in designing and leading major infrastructure projects. He previously worked with John McAslan directing projects including the King's Cross Western Concourse, and Camden's Roundhouse. His practice Landolt + Brown has delivered award-winning projects, including completed stations at Hackney Wick, West Hampstead Thameslink, and Twickenham. He is currently working with Network Rail on passenger facility upgrade projects at London Victoria, London Bridge and London Charing Cross. He is a Mayor's Design Advocate, and a Design Council Built Environment Expert.



## Jonathan McDowell

Director, Matter Architecture

Jonathan McDowell is co-founding director of Matter Architecture, and previously of McDowell+Benedetti. He is particularly concerned with the civic, cultural and placemaking opportunities in the design of public realm and infrastructure projects. He has designed several award-winning bridges including Murdoch's Connection and Scale Lane bridges in Hull, and Castleford Bridge; is a member of DRPs including Design South East, Yorkshire & Humber, LB Hackney and LB Islington; has also been juror on several international awards and acts as independent design adviser.



## Joris Smits

Managing director, Ney & Partners

As an architect and bridge designer, Joris Smits' career has been strongly influenced by his civil engineering background. As managing director of Ney & Partners, he is responsible for the branch in the Netherlands, based in Delft. His understanding of structural design has profoundly defined him as an architect. Since the start of his career Joris has designed 325 bridges and other structures including 31 movable bridges, 170 pedestrian and bicycle bridges and 124 traffic bridges. Of these, 113 designs have been built. He is also an Associate Professor at Delft University of Technology, faculty of Architecture



## Laurie Peake

Director, Super Slow Way

Laurie Peake is a curator specializing in large scale arts projects in public spaces, and enabling artists to collaborate with communities. She is currently director of Super Slow Way, one of Arts Council England's Creative People and Places programmes. She was a director of the Liverpool Biennial, where she developed strategic partnerships to deliver commissions with international artists in public spaces across Merseyside. Notable projects include Antony Gormley's Another Place on Crosby Beach. She has worked with Alsop Architects on a host of regeneration projects in post-industrial towns and cities across the north of England.



## Deborah Smith

Director, Arts Council Collection

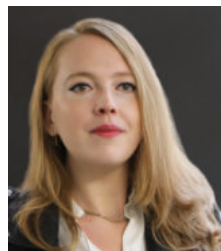
Deborah Smith is a curator and consultant who explores different strategies for collaboration and the presentation of interdisciplinary practices. Smith was director of the Arts Council Collection, the most widely circulated national collection of modern and contemporary British art, interim Head of Programmes at the Serpentine Galleries, and associate curator at Arup. Recently she curated the VR/online exhibition Excavation: Macro to the Micro, vortic.art She is a judge for the Museum + Heritage Awards, a Shadow Board Member of The Box in Plymouth, and a University of Warwick Art Collection Committee member.



## David Dropkin

Inclusive design consultant

David Dropkin provides inclusive design consultancy to master planning and architectural teams working on both new developments and existing buildings. His expertise includes design appraisal, technical guidance, stakeholder involvement and the development of access strategy and policy in the UK and internationally. He has a keen interest in challenging perceptions about disability and believes in delivering projects that embrace seamless provision for disabled and non-disabled people alike. He is a BSI Committee Member (B/559-Access) and co-author of the Metric Handbook chapter on access and inclusion.



## Amy Francis-Smith

Architect & Accessible Design Consultant

Amy Francis-Smith is a multi-award-winning Disabled Architect, Inclusive Designer, and Access Consultant. As a Senior Architect at Pinnegar Hayward Design and former Vice President of the Birmingham Architectural Association, she champions legislative change to enhance accessibility in the built environment. Amy advises on accessibility, policy, and design strategy. Her experience spans multiple sectors including residential, healthcare and civic spaces. She is a prominent speaker and educator, and chairs the Housing Committee for the West Midlands Combined Authority's Disability Taskforce. Amy is a Design Council Specialist Expert, and has RIBA-published works on diversity in architecture and has been celebrated as a RIBA Rising Star.



## Nisha Kurian

Associate, GLA

Nisha Kurian is an Associate at We Made That and a programme leader on RE—SET—GO, an initiative that will offer more than 150 people from under-represented backgrounds the experience, skills and connections to prepare for employment in built environment professions. Nisha's approach to architecture has a social focus, centred on engaging with people and places and empowering communities to participate in shaping the built environment. She has led a variety of projects, ranging from the refurbishment and extension of an essential community asset at East Street Exchange in Southwark to a transformational masterplan for Purley Way in Croydon.



Frame Projects  
Secretariat to the HS2 Independent Design Panel  
[www.frame-projects.co.uk](http://www.frame-projects.co.uk)  
020 8164 9980

**HS2** INDEPENDENT  
DESIGN PANEL