

## **EUSTON AREA PLAN**

# **Euston Management Board Terms of Reference**

Updated March 2016

## 1. Role and purpose of the Euston Management Board

### 1.1 The role of the Euston Management Board shall be –

- Support the Euston Strategic Board in its role to promote regeneration and growth in the Euston Area and deliver the aspirations of the Euston Area Plan
- Oversee the production of the Euston Station area Planning Brief, providing tone and direction Agree the project work programme and ensure accordance with the programme and associated risk management framework
- Support the implementation of the Euston Area Plan
- Support the local delivery role of the Euston Strategic Board (as per the recommendations of the HS2 Growth Task Force report)
- Share information held by the constituent organisations and resources where practicable, working collaboratively to produce the Euston Station area Planning Brief, Euston Growth Strategy and any other related workstreams
- Oversee workstreams emerging from the Euston Growth Strategy, supporting its implementation
- To support the Euston Strategic Board in tracking progress of key strategic HS2 Assurances relating to growth and regeneration, as agreed with LB Camden, GLA and TfL in December 2015; discussing any issues with progress should they arise and seeking ways to resolve these with HS2 Ltd. and (where applicable) member organisations; and escalating concerns through appropriate channels should it be necessary.
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### 1.2 The Euston Station area Planning Brief will be adopted as a Supplementary Planning Document to the Camden Local Development Framework and to the London Plan.

## 2. Membership

### 2.1 The Euston Management Board will include senior officers representing the planning, transport and highway authorities reflecting the Euston Station area Planning Brief's intended status as a supplementary planning document to the London Plan and the Camden Development Framework and the importance of the delivery the objectives of the Growth Strategy.

### 2.2 The Euston Management Board shall normally comprise:

- Director (Regeneration and Planning) /HS2 Programme Director London Borough of Camden: Chair
- Assistant Director (Planning) Greater London Authority
- HS2 Sponsor Transport for London Head of Placeshaping, London Borough of Camden

- Euston Project Sponsor(s), HS2
  - Euston Project/Development Managers, Network Rail
- 2.3 Technical support to the Euston Management Board will be provided by other representatives of HS2, Crossrail 2, DCLG, DfT and Network Rail as appropriate, liaising with the Euston Integrated Programme Board on relevant workstreams. The Board will be supported by the Euston Programme Manager.
- 2.4 N.B. This membership is proposed for the implementation stage of the plan to reflect the need to plan for delivery and implementation of the plan with the key stakeholders for Euston Station. Membership may need to be varied over time. Each appointment made by the constituent organisations shall be notified in writing to the Secretary to the Board.

### **Change in constituent organisations**

- 2.5 Any representative who ceases to be an employee of the organisation whom (s)he represents shall cease to be a member of the Board forthwith and the Secretary shall report the name of such person(s) as shall be appointed by the constituent organisation concerned to the next available meeting of the Board.
- 2.6 Failure of a constituent organisation to be represented at three successive meetings shall normally lead to the termination of that organisation's position on the Board, but the Board may agree to a waiver of such termination on receipt of a case for extended leave of absence of the relevant representative or other reasons for the non-attendance.
- 2.7 In the event of the Board concluding that any member has acted or done a thing prejudicial to the interests of Board's vision and Business Plan, the Board may suspend or terminate that member from membership of the Board and/or any of its working groups.
- 2.8 A register of the names and addresses of the Board members shall be maintained by the Secretary and shall also be made available to the public upon request.

### **Role of all members**

- 2.9 Members of the Board shall be expected to participate fully in the business of Board to achieve the Board's Vision and the aims. As such the constituent members' appointed representatives should:
- (a) be of sufficient seniority and authority within their organisation to enable them to contribute to the Board in a significant way;
  - (b) represent the policies or view of their organisation where relevant, rather than any personal view;

- (c) provide information, data and consultation material to the Board as appropriate to inform discussions and decisions;
- (d) ensure they read all agenda papers prior to the meeting so they can make an informed contribution to discussions and decisions;
- (e) ensure that the policies and decisions of the Board are widely disseminated within their organisation and cascaded to staff/members as appropriate; and
- (f) sign up to the highest standards of conduct to maintain the credibility and integrity of the Board. Members shall commit to uphold the Principles for Public Life.

2.10 In particular, it is the Board's expectation that all Board members will -

- (a) promote the Euston Area Plan (Opportunity Area Planning Framework), the Euston Growth Strategy and Euston Station area Planning Brief;
- (b) help identify resources to implement and realise the vision established in the Euston Area Plan (Opportunity Area Planning framework), the Euston Growth Strategy and emerging Planning Brief;
- (c) add value to, contribute to and advise the Board;
- (d) act in a business-like manner; and
- (e) recognise and respect the intellectual property rights of individual constituent organisations and those organisations represented on the Board's Management and Project Teams.

### **Substitution**

2.11 It is the Board's expectation that constituent organisations shall make every effort to be represented at all meetings of the Board. However, it is acknowledged that in some circumstances members may not be able to attend. In these circumstances, they should submit an apology for absence to the Secretary in advance of the meeting and make every effort to find a substitute or deputy to attend and notify the Secretary of the Board. Substitute members (who shall have all voting rights and obligations as if they are the permanent member) should be of a sufficiently senior level in the constituent organisation to have the same authority to act on the organisation's behalf and make decisions that may affect that organisation, and should be duly appointed according to the practices or rules of the constituent organisation in order to validate their attendance at Board Meetings.

2.12 Members of the Board give of their valuable time free of charge.

### **Period of office of Board members**

2.13 In order to provide consistency and continuity, all current members of the Board are encouraged to remain members for a minimum of two years. The membership of the Board should be reviewed every two years.

## **3. Board meetings and administration**

### **Chairing the Board**

- 3.1 The Chairman shall be the London borough of Camden Director of Regeneration and Planning and the Deputy Chairman of the Board shall be the Greater London Authority Assistant Director (Planning).
- 3.2 In the absence of the Chairman at meetings, the Deputy Chairman shall chair the meeting. In the absence of both the Chairman and the Deputy Chairman at the meeting, the members present shall elect one of their number to chair the meeting.
- 3.3 It is the role of the Chairman of a meeting of the Board to ensure that:-
- (a) the core business of the meeting is dealt with efficiently and thoroughly;
  - (b) all members observe high standards of conduct including respect and tolerance of the views of others;
  - (c) open and constructive discussion is facilitated;
  - (d) all members of the Board members are encouraged to contribute; and
  - (e) decisions are reached by consensus wherever possible.
- 3.4 In addition, in consultation with the Euston Management Board Secretary (the Euston Programme Manager), the Chairman is responsible for ensuring that:-
- (a) the agenda for the meeting reflects the core business of the Board;
  - (b) agenda papers are despatched in a timely manner;
  - (c) Board members are properly informed in order for them to address the business of the meeting either through written reports, presentations or by the attendance of the relevant professionals to advise the meeting; and
  - (d) actions and outcomes are properly recorded and circulated.
- 3.5 The Chairman's ruling with respect to the conduct of discussion and business at meetings of the Board shall be final.

### **Secretarial, co-ordination, policy and administrative support**

- 3.6 The London Borough of Camden shall provide the lead role in facilitating the functioning of the Board by consulting and receiving information, advice and assistance from other constituent organisations wherever practicable.
- 3.7 The Secretary to the Board shall be the Euston Programme Manager. This role includes minute taking, agenda preparation and despatch. Minutes of all meetings will be maintained, and signed by the Chairman (or the Deputy Chairman in his absence), after approval by the Board members as being a correct record of the meeting concerned.
- 3.8 Officers from LBC, GLA and TfL will regularly be in attendance at meetings of the Board to give advice and information as necessary.

Other persons shall attend for this purpose at the discretion of the Chairman.

### **Conduct at Meetings**

3.9 Board Members are expected to carry out the role described above, have regard to the standards set out in paragraph and declare any interest as set out in paragraph below.

### **Declaration of interest**

3.10 Board meeting agendas shall include provision for the meeting to deal with the matter of declaring members' interests before proceeding to the main business on their agenda. All Members must declare any interest in relation to any item on a meeting agenda and not vote, but may speak, if:

- (a) they, their spouse, partner, business interests, or family and friends would gain or lose financially by the decision; and
- (b) their personal interest in the matter creates a real danger of bias by putting their own feelings above partnership interests.

3.11 Further, by their nature, decisions of a constituent organisation may have the effect of benefiting or disbenefiting the organisation that employs or nominates its members, e.g. when decisions are made on bids, projects, funding allocations, etc. that may become available to constituent organisations. It is not practicable to declare such interests (which will be obvious) or prohibit participation in votes or decisions in such cases (formal votes are in any event rarely taken at partnership type bodies such this Board). However, all members will be expected to adhere to the Principles of Public Office, and in contributing to Board decisions, pledge themselves to take a decision reflecting their best assessment of the option(s) which maximise overall benefits to the Euston area in achieving its Vision and implementation, rather than merely seeking to assess benefits or disbenefits to their own particular employing/nominating organisation alone.

### **Frequency of Board meetings**

3.12 Meetings of the Board shall normally be held at least once a month, although more frequent meetings may be held if necessary (e.g. if requested by the Chairman or called for by three or more Board members in writing, submitted to the Secretary).

3.13 A forward programme of dates for at least six months year ahead shall normally be agreed by the Board.

### **Time and Venue of Board meetings**

3.14 Board meetings shall preferably be held, if available, at suitable premises at 5 St Pancras Square (Camden Council) and shall be held at times convenient to the majority of members – normally within main business hours.

### **Agenda Preparation and Despatch**

- 3.15 Items for the agenda are the responsibility of the Chairman of the Board. Any member wishing to submit an item for the agenda must do so in writing, if possible, to the Secretary not less than one week before the meeting date. Acceptance of any items requested after this date will be subject to the Chairman's agreement.
- 3.16 Agendas and associated documentation shall normally be despatched to Board members at least two working days prior to the meeting date to allow Board members to read and absorb material before the meeting. These will be sent out electronically wherever possible in order to save paper, printing and postage costs.

#### **Quorum**

- 3.17 No business shall be transacted at a meeting of the Board unless at least two members of the Board are present.

#### **Decision-making**

- 3.18 All matters arising for formal decision shall be decided by a majority of votes unless there is unanimous agreement on a matter and a formal vote is not required. Each member shall have one vote. In the event of an equality of votes, the Chairman of the meeting shall be entitled to a second and casting vote.
- 3.19 Any member dissenting from a resolution passed by the Board shall be entitled on request to have his/her name recorded in the minutes as having so dissented.

### **4. Euston Strategic Board and Project Team**

- 4.1 The Euston Strategic Board will provide strategic leadership for implementation of the Euston Area Plan (Opportunity Area Planning Framework), the Euston Growth Strategy and the production of the Euston Station area Planning Brief. The chair of the Euston Management Board, or his agreed substitute, will report to the Euston Strategic Board.
- 4.2 The Project Team will be responsible for the day to day work involved in the production of the Euston Station area Planning Brief and Euston Growth Strategy. It will be appointed by and report to the Euston Management Board.

### **5. Performance management**

- 5.1 Evaluation and assessment of the Board is fundamental to effective working and governance. It is important that all partners on the Board are held accountable for achieving the results from the decisions made by

the Board. Regular progress reports shall be presented to the Board to monitor progress and alert members to any potential problems or issues.

- 5.2 It is also important to ensure that the Board, as an evolving partnership, functions effectively and is a sustainable structure, meaning that regular reviews will be necessary. A review shall be conducted on a regular basis with all Board members, considering the way the Board's governance is structured, and the way in which work is conducted.

## 6. Alterations to the governance document

- 6.1 The provisions of this Governance Document may be added to or amended by the Board, provided that, unless alternative arrangements have been made by the Partnership at a previous meeting, such alterations shall not take effect until three days after all Board constituent organisations have been informed in writing of the agreed change and no objections are received from them.

## 7. Dissolution

- 7.1 The Board, and hence its workings groups and the Project Team, can be dissolved at anytime providing that the Euston Strategic Board agrees to the dissolution resolution and that such is subsequently supported in writing by the Euston Strategic board within six weeks [or such other period as shall be decided by the meeting at which the resolution is passed]. A decision to dissolve the Board shall be reported by the Secretary as soon as practicable.