

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 experience of the passenger boarding a train at the start of a new journey.

Every aspect of HS2 needs to excel through outstanding design.

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. There have already been significant strides forward in design ambition and quality, with examples including Curzon Street Station, and the Colne Valley Viaduct.

Phase One enabling work is now under way, and Phase Two – which will take HS2 trains beyond Birmingham to Crewe, Manchester, Leeds and Scotland – is at a strategic design stage. We now have the opportunity to learn lessons from Phase One and improve the design process for Phase Two.

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

July 2022



Professor Sadie Morgan
Chair of the HS2 Independent Design Panel

2 Aspirations for HS2

Britain's most ambitious infrastructure project in more than a century is now well under way. HS2 Phase One main works civils contracts have been awarded; designs are coming through; construction partners for Phase One stations have been appointed; train specifications have been released for tender; and designs for Phase Two are taking shape.

Britain's new high speed railway promises great social, economic and environmental benefits – both locally and nationally. Travel around the country will be more efficient; new jobs and skills will be supported; town and city centres will enjoy renewed vitality.

We expect HS2 to create an extraordinary legacy – one that Britain can be proud of. With a wealth of talent from across many disciplines, the HS2 Independent Design Panel is helping to build that legacy. We have set ourselves the challenge of achieving the highest standards in civil engineering, station architecture, landscape design and innovative technology in railway operations. Every design task is critical.

We already see examples of high quality design by HS2 Ltd and those it is working with – for example, the designs for Curzon Street and Leeds stations and the Wendover Dean and Manchester Ship Canal viaducts; the blueprint for rolling stock interiors; and a transformation of the experience of travelling by rail.

I wholeheartedly encourage and support the HS2 Independent Design Panel's continuing involvement as a 'critical friend' to HS2 Ltd as we move ahead towards Phase One completion in 2026 – and ensure that the successes of Phase One inspire similar, and even greater, design quality for Phase Two.

Kay Hughes

Design Director
HS2 Ltd
July 2022



Kay Hughes, Design Director of HS2 Ltd

3 Implementing the HS2 Design Vision

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.

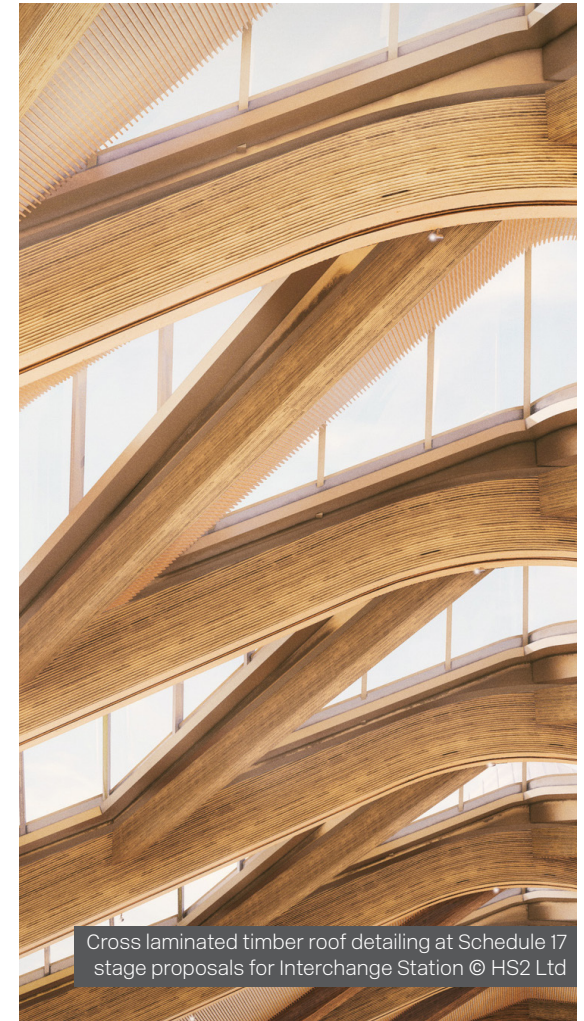
Although the panel is funded by and works closely with HS2 Ltd, it is independent. It has its own terms of reference and a governance structure that supports its independence and establishes its accountability.

A Governance Advisory Panel has been established, meeting quarterly 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
Xanthe Quayle	Deputy chair
David Ubaka	Deputy 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.



Cross laminated timber roof detailing at Schedule 17 stage proposals for Interchange Station © HS2 Ltd

4 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.

5 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 – extending beyond the more usual focus of design review panels on architecture and the built environment.

Issues that the panel may be invited to advise on include:

- 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

Site

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

Potential

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

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

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

6 Panel programme

HS2 is divided into three sections, with different programmes for completion. The map on the right shows the geographic extent of each phase, and the target dates for completion of each phase are below (these are in accordance with HS2 Chairman's Stocktake, August 2019).

HS2 Phase	Completion
• Phase One	2028-31
• Phase 2a	2028-31
• Phase 2b	2035-40

HS2 Ltd has also defined the following design stages for the purposes of managing the programme of design work for each phase.

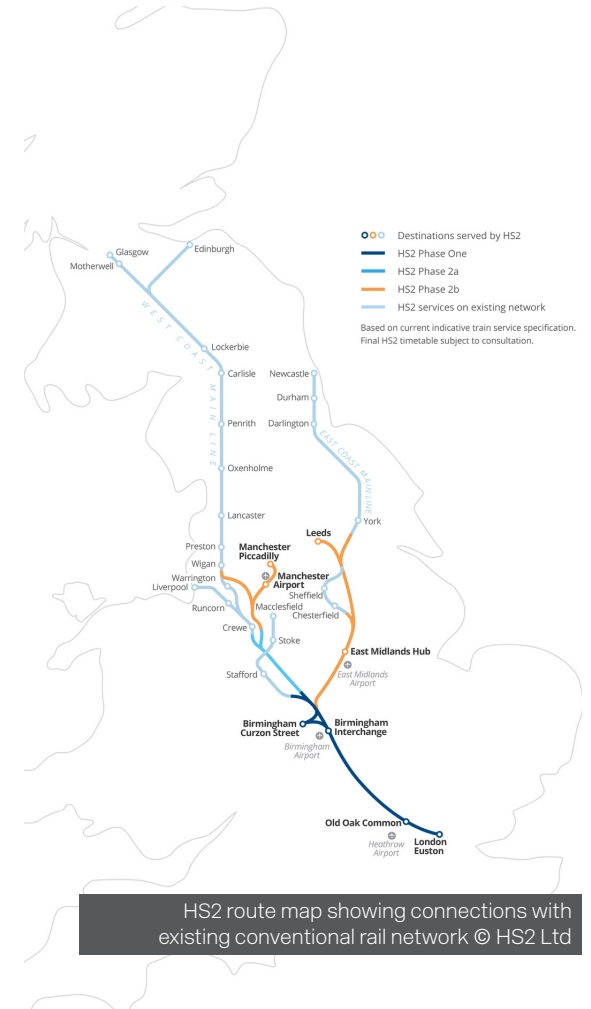
- 1. Parliamentary design** - for the Hybrid Bill / to achieve Royal Assent
- 2. Specification design** - for design and construction contracts
- 3. Employer requirements design** - scope for construction contracts
- 4. Scheme design** - to obtain approvals and permissions to construct
- 5. Detailed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

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

A series of route briefings, tours and workshop meetings were initially held in 2015/2016, attended by both HS2 Ltd staff and selected panel members - this process was repeated for each HS2 phase.

The purpose of this process was to identify projects and topics that would benefit from input from the panel. This included agreeing the design stages (see above) at which each project or topic should be reviewed. Based on this, HS2 Ltd design managers work with project leads to establish a schedule of dates for panel meetings.

Additional route briefings, tours and workshop meetings, have taken place since the 2015/16 where changes to the HS2 programme have necessitated revisions to the programme of projects and topics to be seen by the panel.



7 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 40 design panel members have 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)

8 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.

9 Panel process

Role of the secretariat

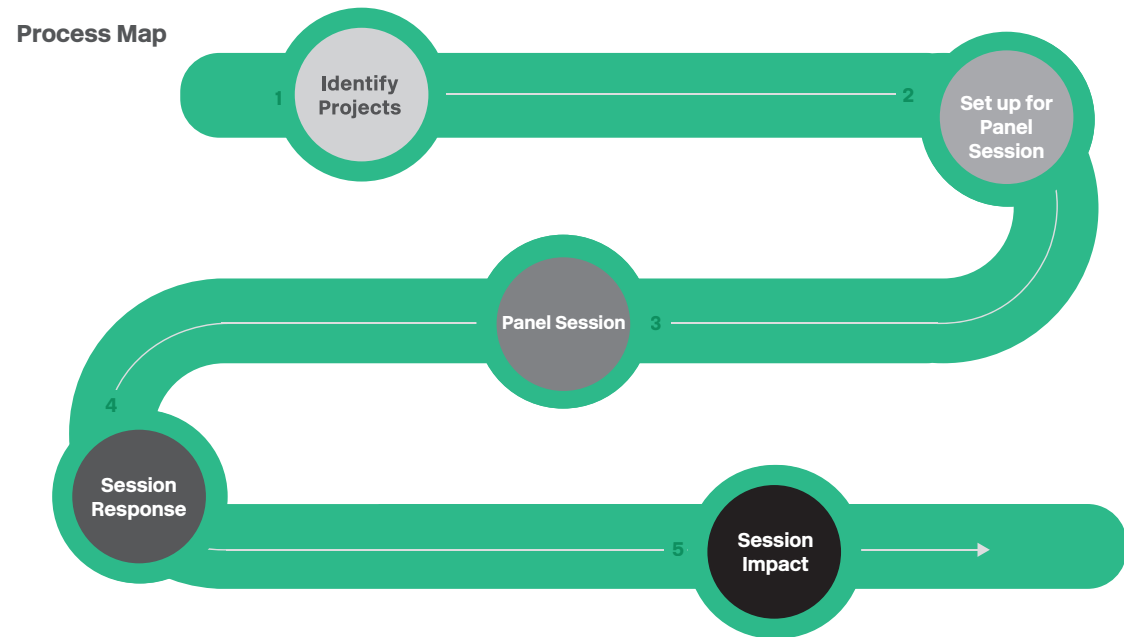
The HS2 Independent Design Panel is supported by an independent secretariat – Frame Projects. The secretariat is responsible for: setting up the design panel; the day-to-day running of the design panel’s activities; and relaying the design panel’s advice to relevant HS2 Ltd staff.

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 (right) 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, and recorded in response forms - 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. This is particularly important to ensure that lessons learnt from Phase One are applied to Phase Two.

10 Types of meeting

There are five different types of HS2 Independent Design Panel meeting :

- **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 will 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 2 hours:

- 15 minutes introductions and briefing on context
- 55 minutes presentations and panel questions / clarifications
- 50 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.



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.



Schedule 17 stage proposals for Old Oak Common Station public realm by Grant Associates © 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 60 minutes, 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 two 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 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

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



Colne Valley Viaduct crossing over the Grand Union Canal, Schedule 17 stage proposals by ALIGN © HS2 Ltd

11 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 have also taken place to inform workshop discussions between the HS2 Independent Design Panel and HS2 Ltd about the topics of future panel meetings. A small group of panel members, including the chair or vice chair, attended tours for Phase One, Phase 2a and Phase 2b.

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 Euston Station with Camden Council and the station design team © HS2 Ltd

12 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 and 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.

13 Communications

Keeping panel members informed

The HS2 Independent Design Panel will be undertaking much work over the coming years. 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 by:

- e-mails from the chair and secretariat
- design panel newsletters (at least nine per year)
- design panel case studies (at least nine per year)
- annual panel update meeting

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.

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.

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.

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
- quarterly chair's reports



Colne Valley Viaduct crossing over the River Colne, Schedule 17 stage proposals by ALIGN © HS2 Ltd

14 Keeping in touch

Panel member questions or comments

If design panel members have any questions about their role as a design panel member – 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

Deborah Denner

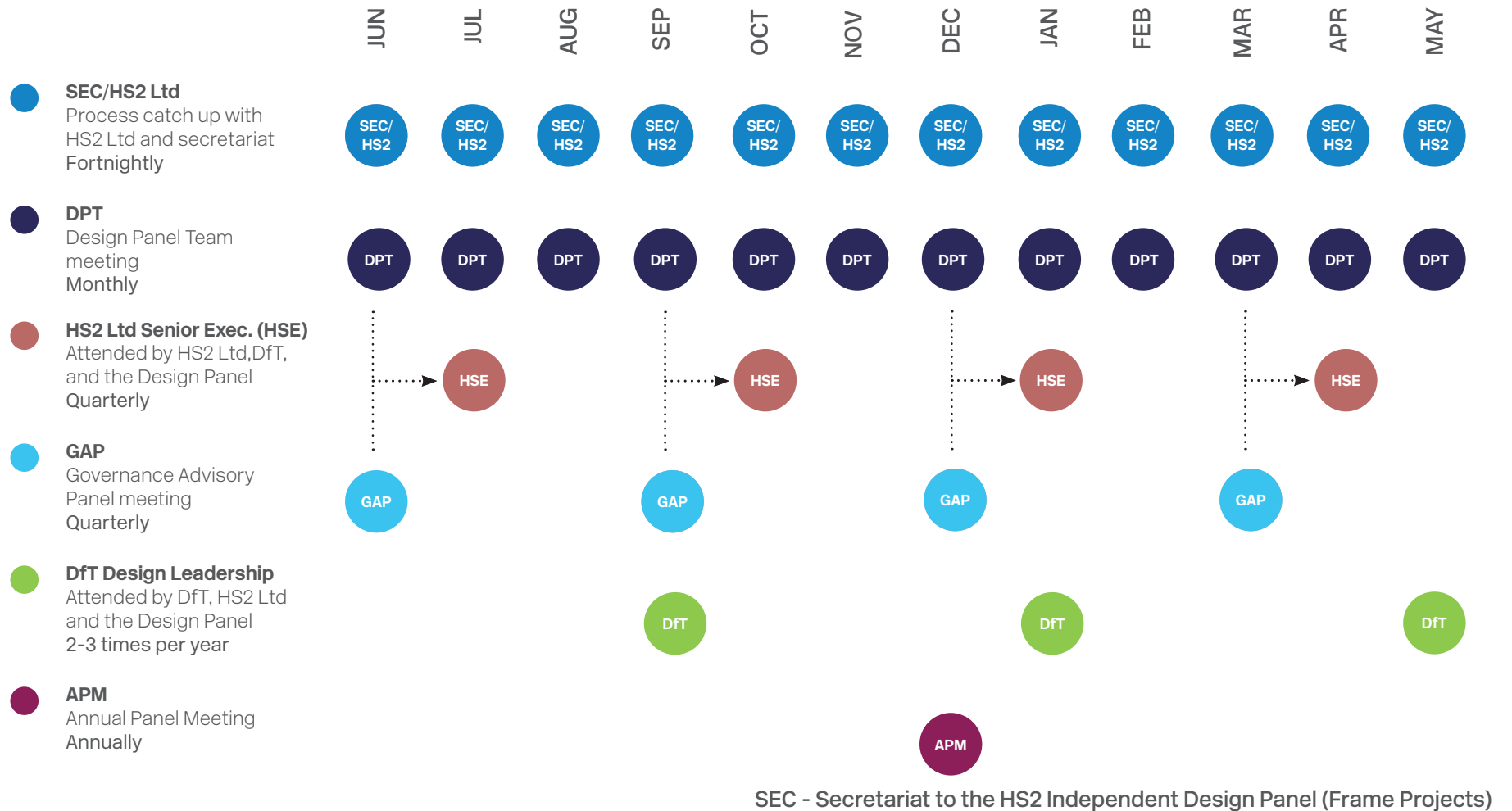
Director
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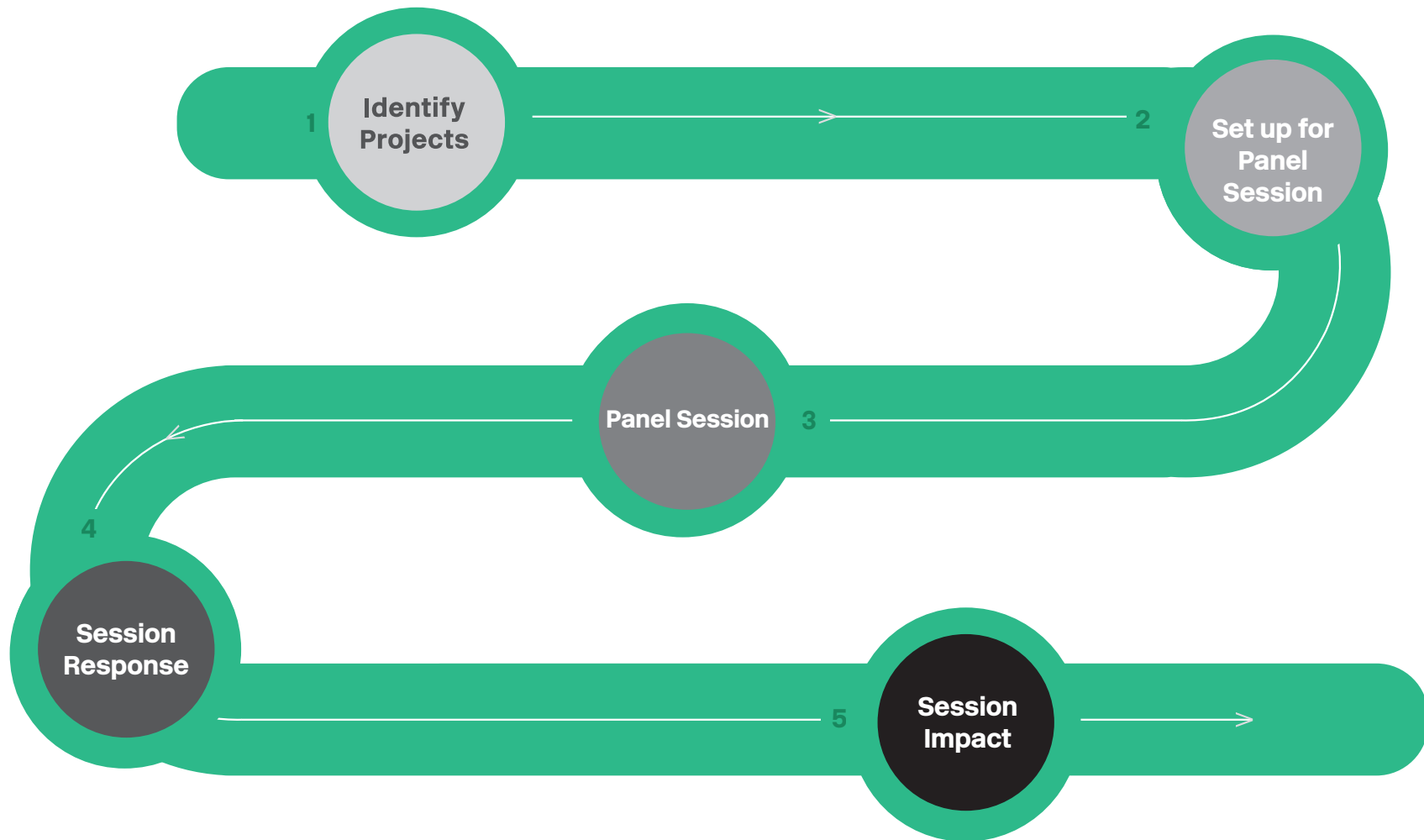
Panel manager
edward@frame-projects.co.uk

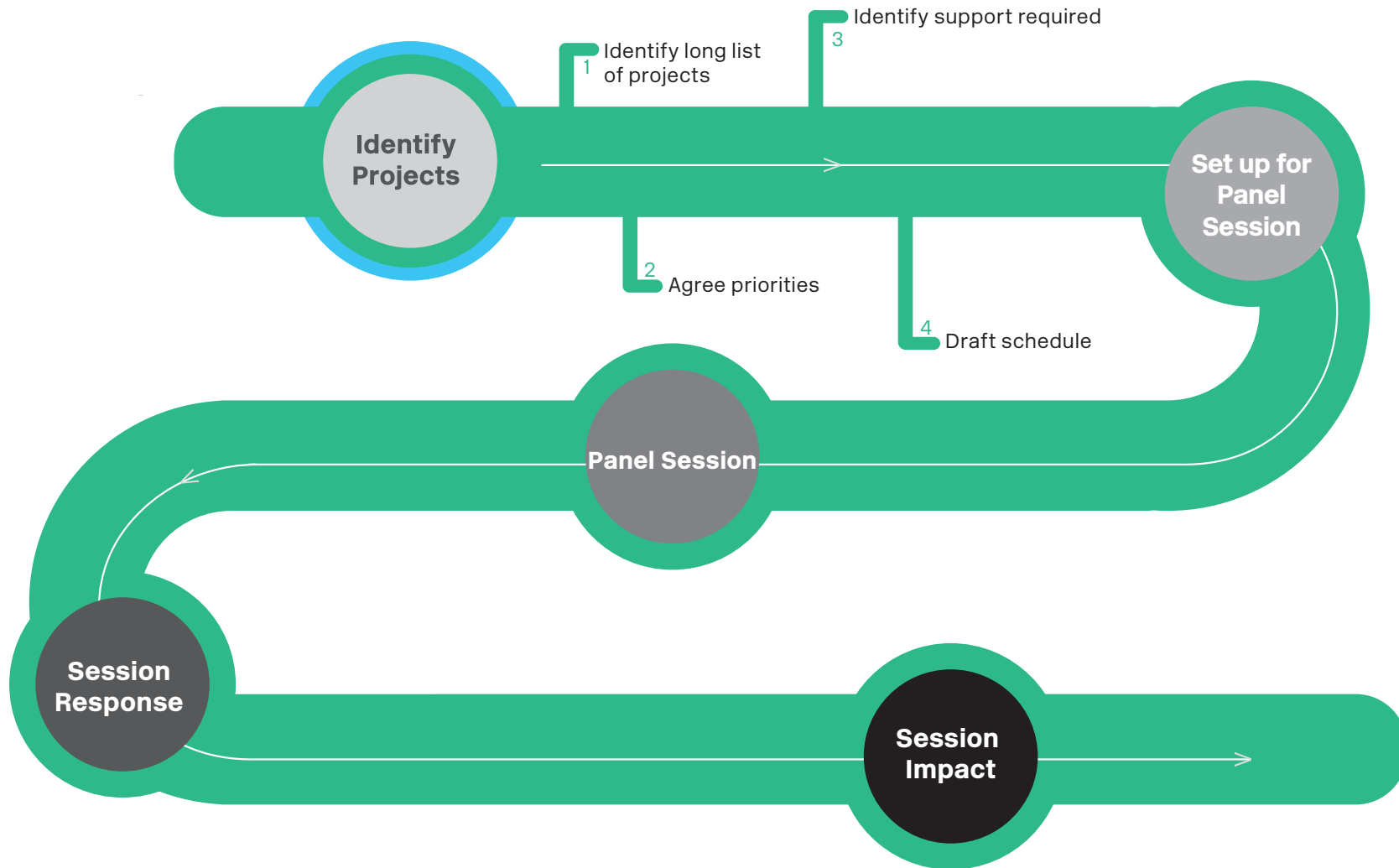


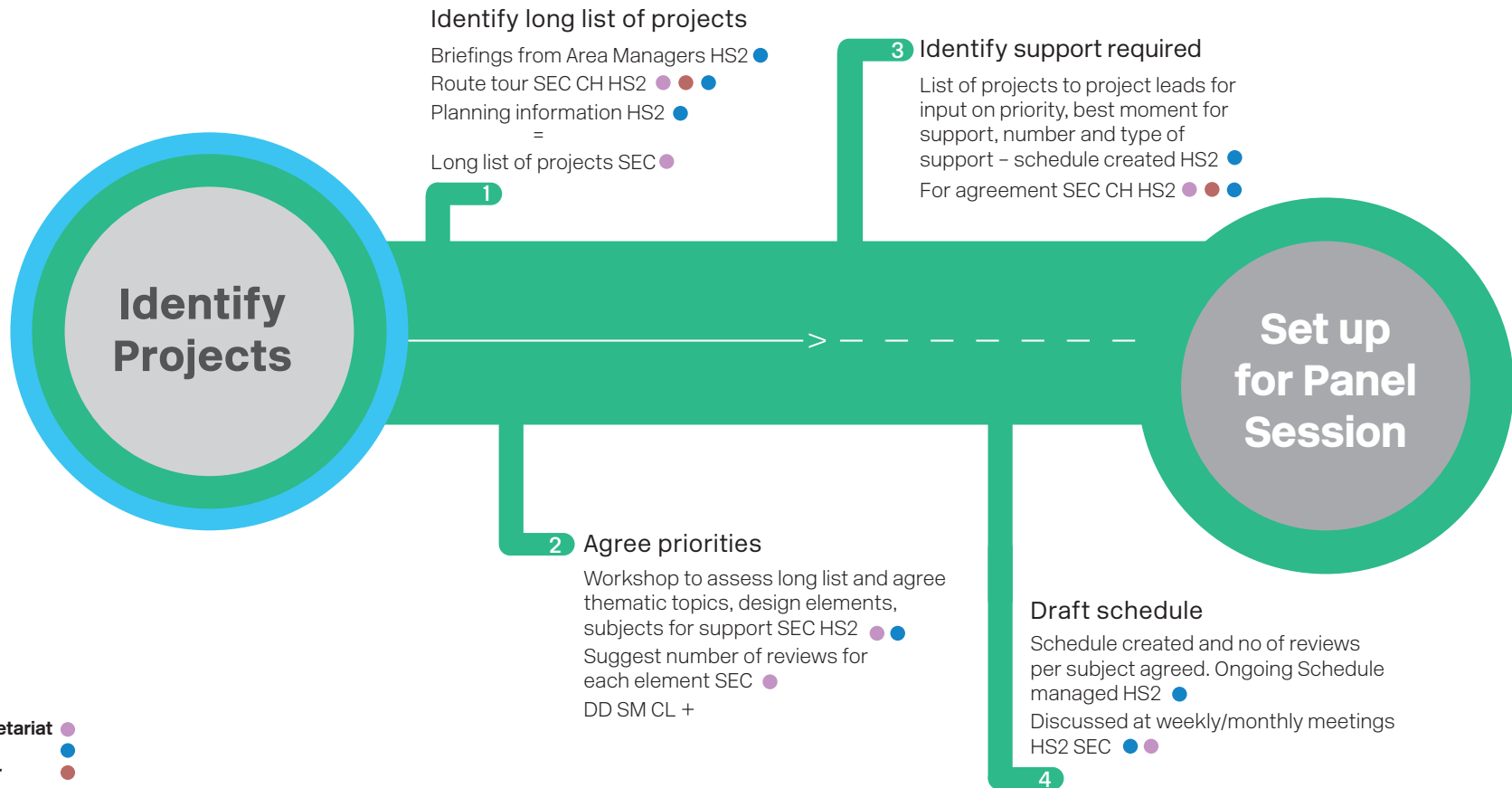
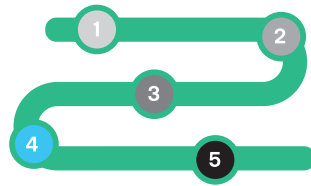
Appendix A: governance meetings



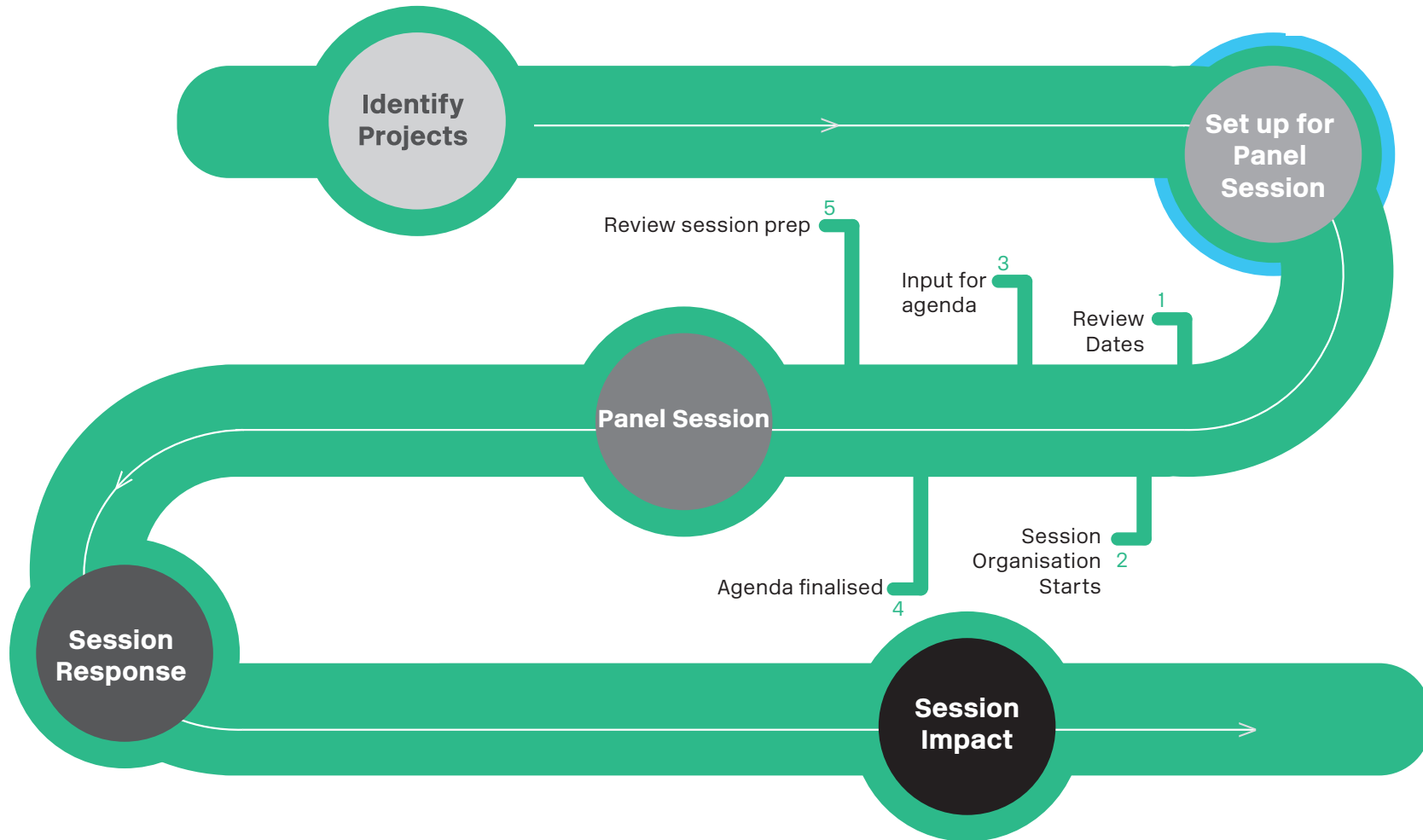
Appendix B: process map

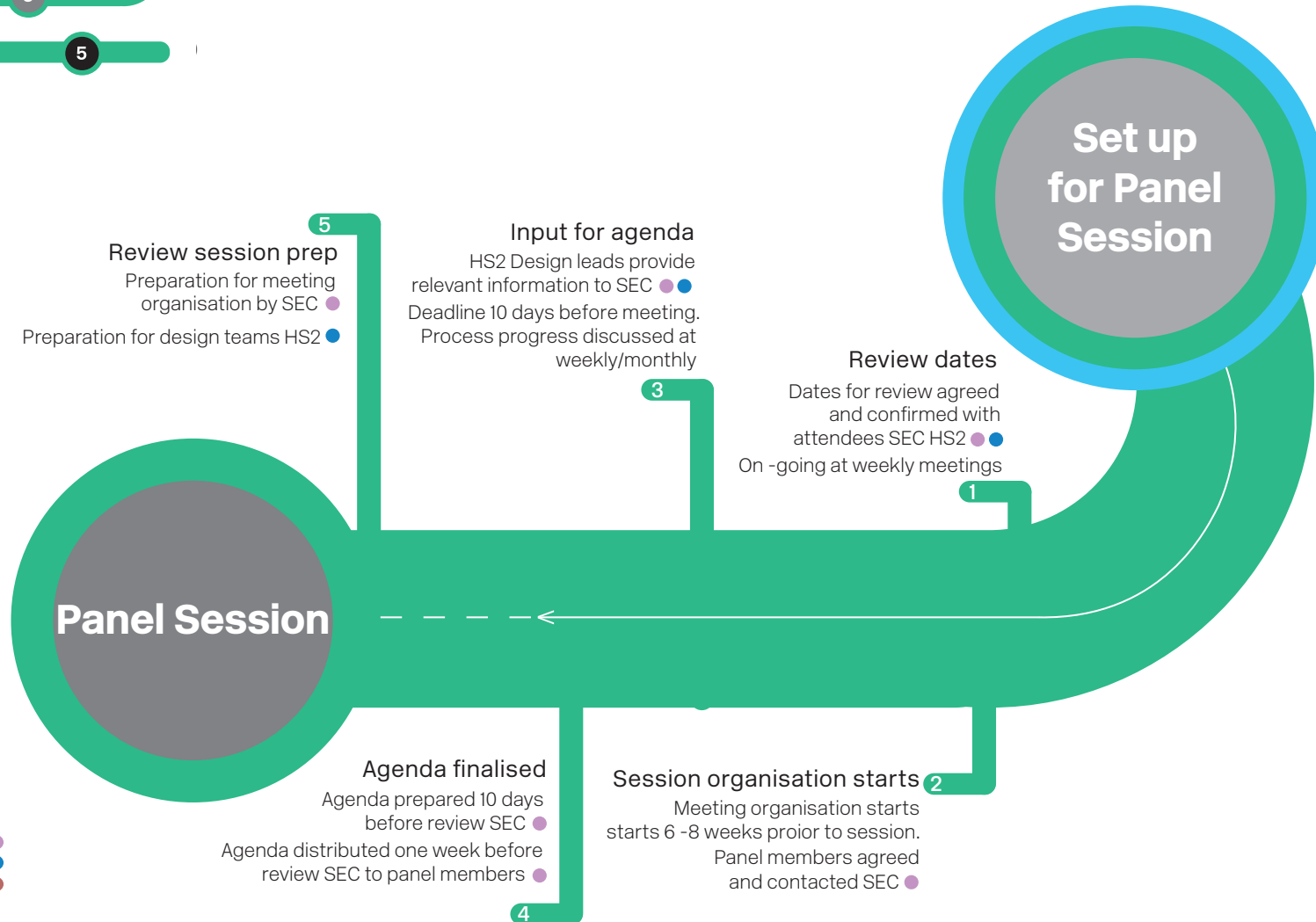
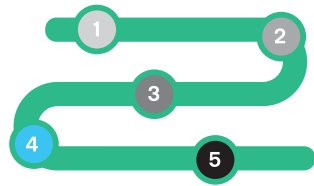




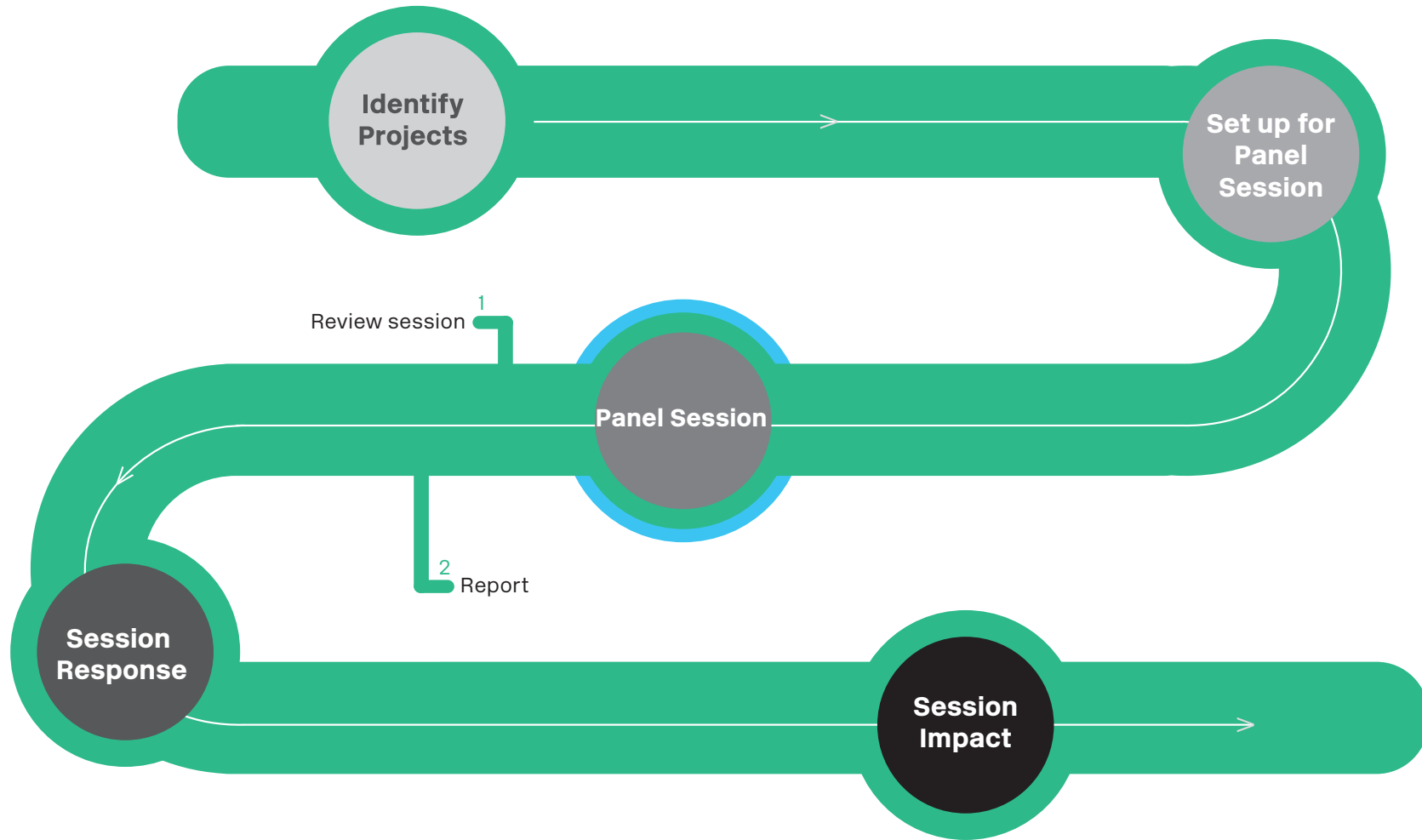


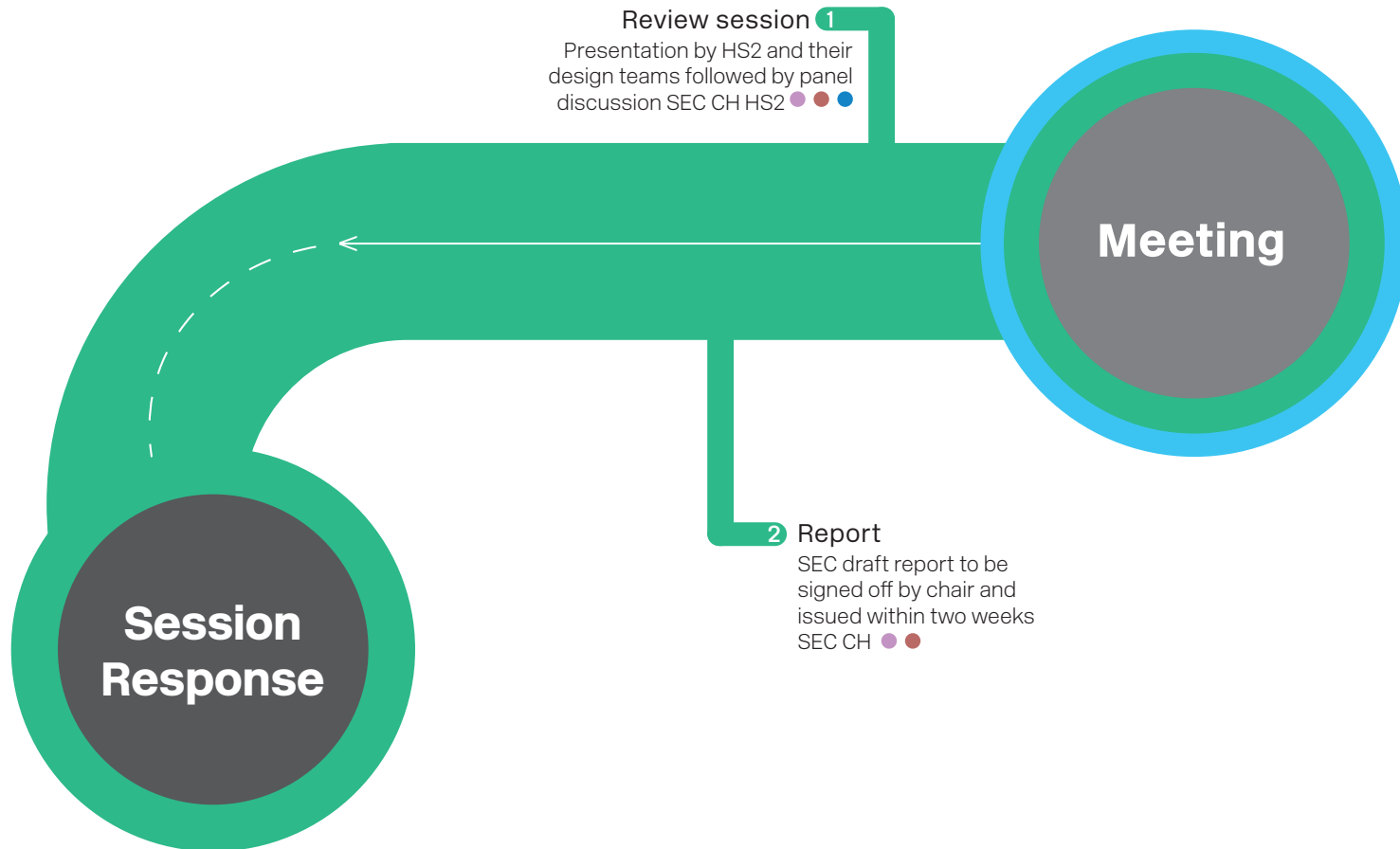
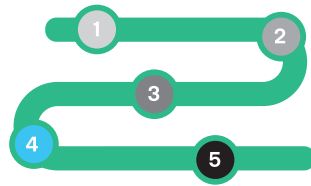
Key
 Secretariat ●
 HS2 ●
 Chair ●



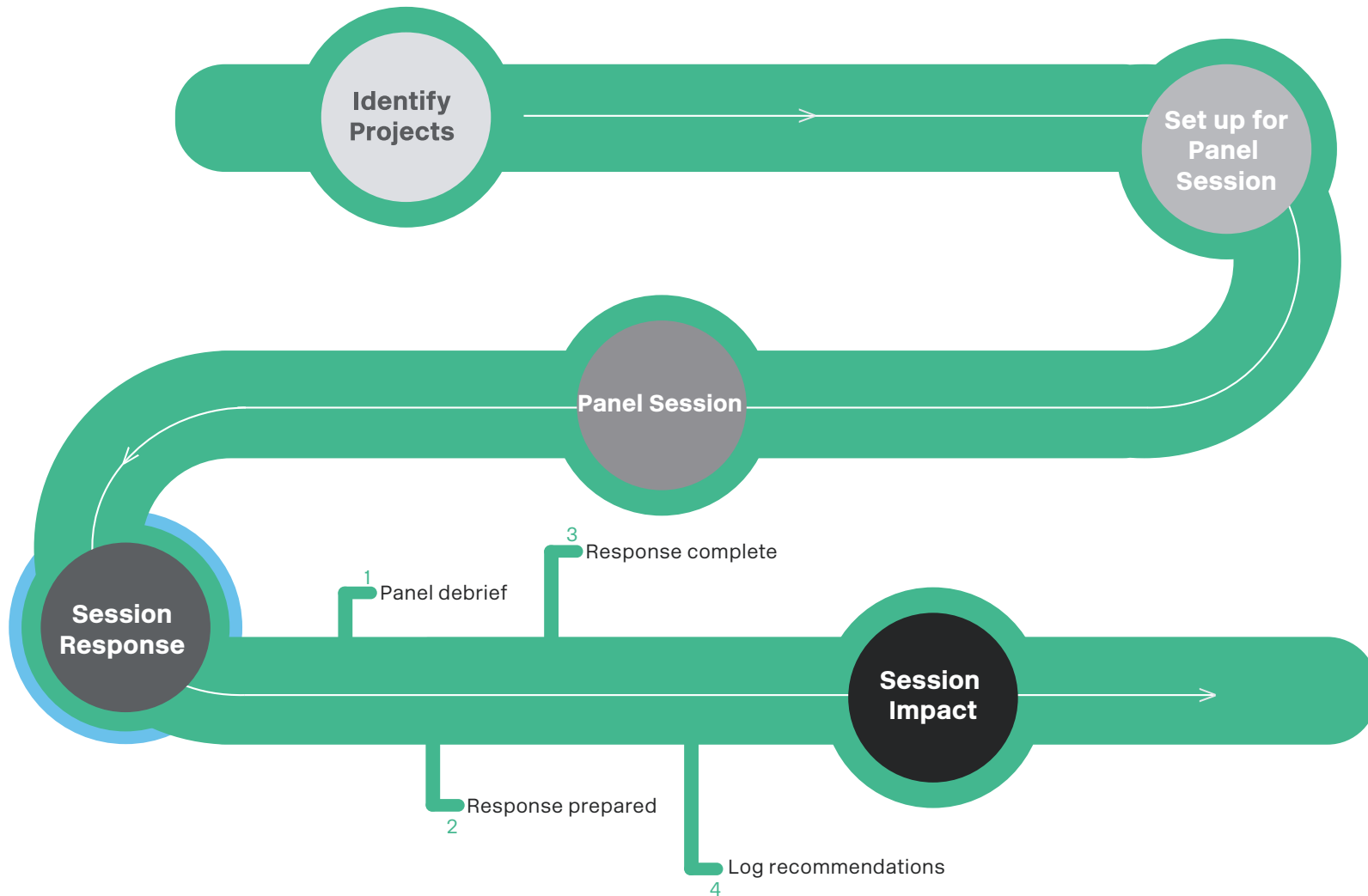


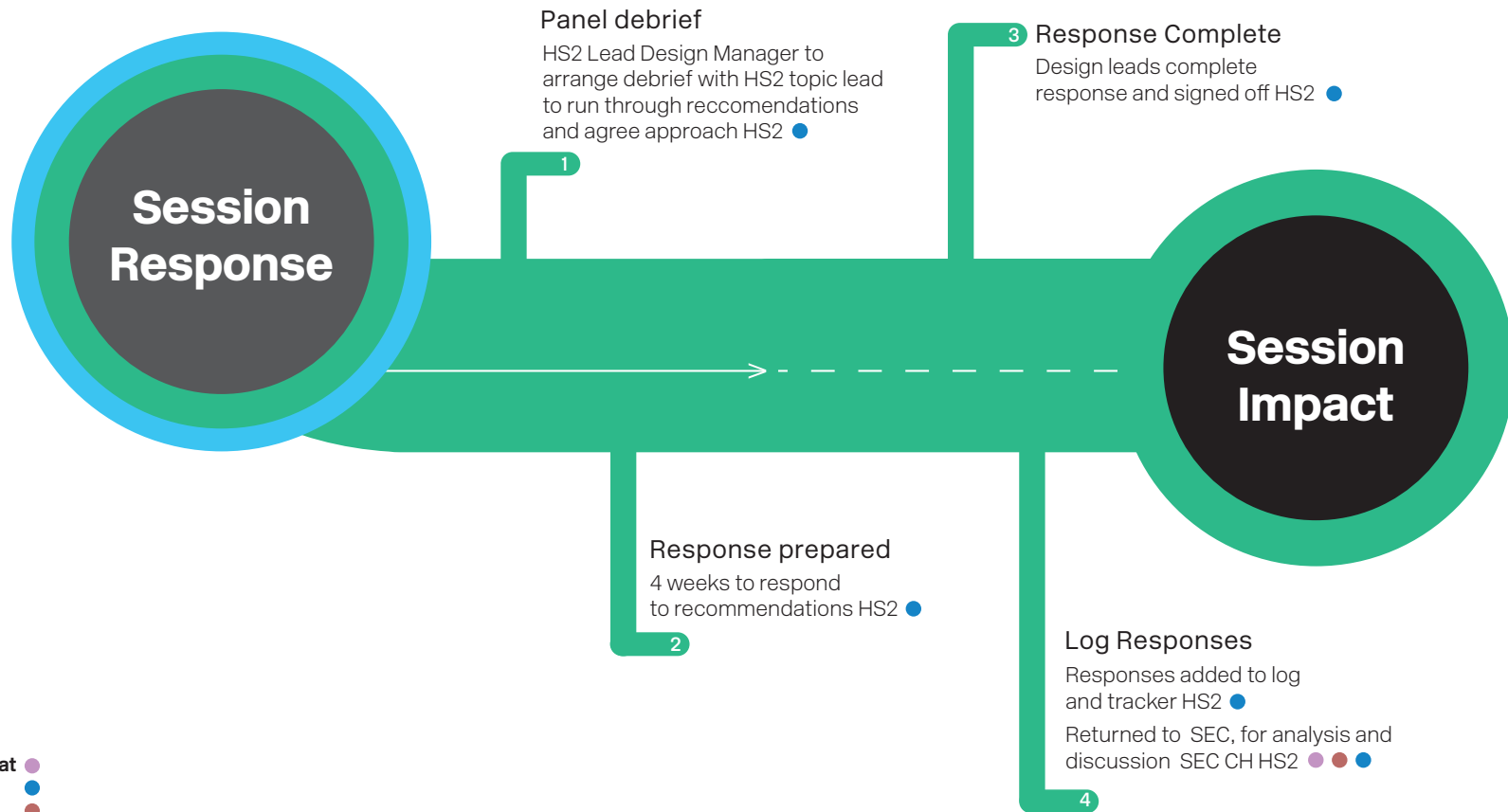
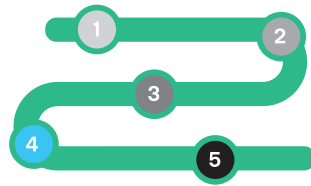
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 HS2 ●
 Chair ●



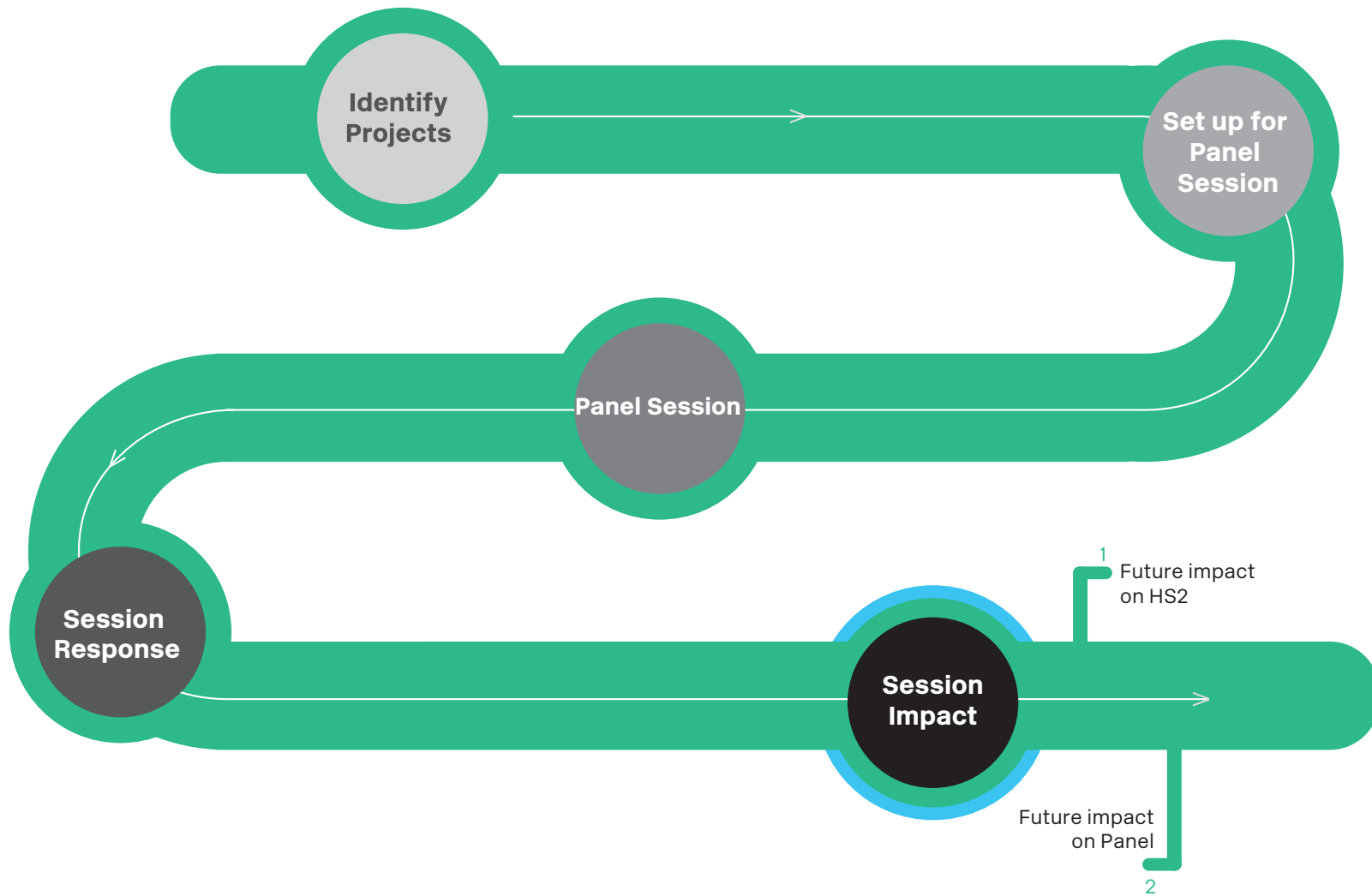


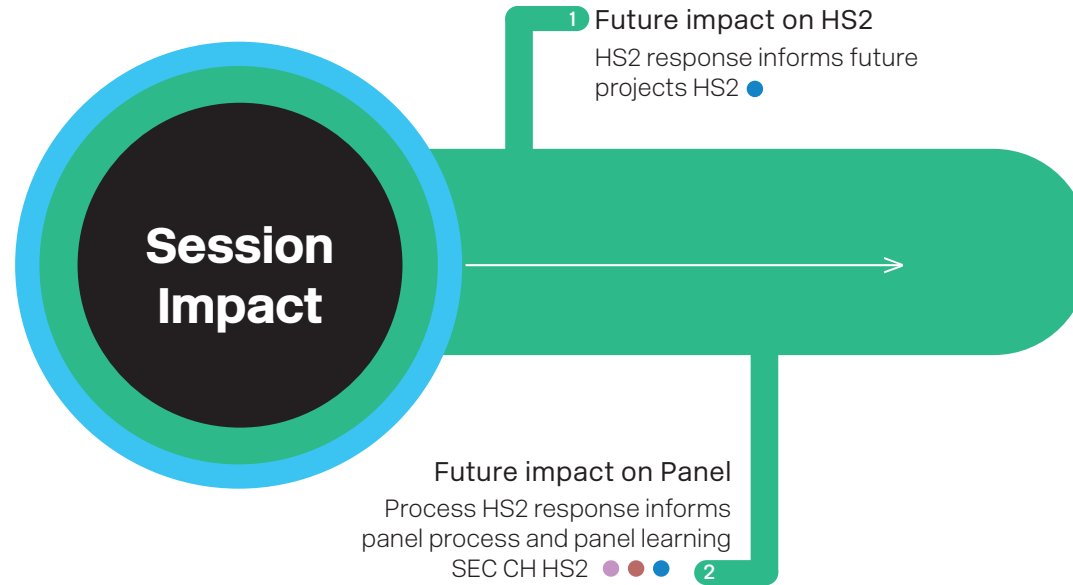
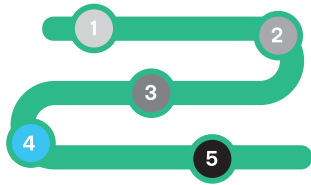
Key
Secretariat ●
HS2 ●
Chair ●





Key
 Secretariat ●
 HS2 ●
 Chair ●





- Key
- Secretariat ●
 - HS2 ●
 - Chair ●

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; monthly 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. 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, dRMM Architects
Vice chair	Tony Burton, community and sustainability consultant
Deputy chair	Xanthe Quayle, Xanthe Quayle Landscape Architects
Deputy chair	David Ubaka, D.U.P Limited

Procurement / design management

Caroline Cole, Colander
Simon Wright, Infrastructure and engineering consultant

Civil / structural engineering

Chris Hendy, Atkins
Phil Jones, Phil Jones Associates Ltd
Professor Hanif Kara, AKT II / Harvard Graduate School of Design
Martin Stockley, engineering consultant

Sustainability

Asif Din, Sustainability Director, Perkins&Will
Kirsten Henson, KLH Sustainability
Sasha Krstanovic, mstep
Deborah Nagan, Handley House

Landscape architecture

Annie Coombs, landscape consultant
Eric Hallquist, Allies and Morrison
Mike Martin, Turkington Martin
Professor Kathryn Moore, Birmingham City University

Placemaking and regeneration

Peter Maxwell, London Legacy Development Corporation
Sam Richards, planning consultant
Steven Tomlinson, London and Continental Railways

Rail operation and customer experience

Patricia Brown, Central
Sophie Chapman, Heathrow Express
Clive Grinyer, Independent consultant
Gillian James, Signal CX
Luke Pearson, Pearson Lloyd
Paul Priestman, Independent consultant

Digital and creative design

Professor Jonathan Sands OBE, Elmwood
Ben Terrett RDI, Public Digital

Architecture

Dav Bansal, Glenn Howells Architects
Harbinder Birdi, Hawkins\Brown
Adam Brown, Landolt + Brown
Professor Tom Holbrook, 5th Studio
Nisha Kurian, We Made That
Jonathan McDowell, Matter Architecture
Fiona Scott, Gort Scott
Joris Smits, Ney & Partners

Art and culture

Jason Bruges, Jason Bruges Studio
Laurie Peake, Super Slow Way
Deborah Smith, Arts Council Collection

Inclusive design

David Dropkin, Independent Consultant
Ann Sawyer, Access=Design



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 – as well as CPRE London and TCV Chestnut Fund. 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.



Xanthe Quayle (deputy chair)

Director, Xanthe Quayle Landscape Architects

Xanthe Quayle is a landscape architect with experience in urban design. She founded 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, most recently at Holland Park in London and Sowerby Bridge in Calderdale.



David Ubaka (deputy chair)

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.



Caroline Cole

Director, Caroline Associates

Caroline Cole founded Colander Associates a consultancy that bridges the divide between clients and their consultants – working with clients to identify and work with the best design teams for their projects. She was one of the UK's first design managers with Olympia and York at Canary Wharf. She is a trustee of the Ove Arup Foundation, a member of The Edge, a fellow of the RSA and a honorary fellow of the RIBA. She set up Equilibrium Network, an interdisciplinary group of influential women working across the built environment. Caroline has judged several awards including the RIBA Manser Medal and the RIBA Awards.



Simon Wright

Infrastructure and engineering consultant

Simon Wright is an independent consultant working on infrastructure programmes across the private and public sector in the UK and overseas. He is also a member of the Shadow Sponsor Board for the restoration and renewal of the Palace of Westminster. He was Chief Executive at Crossrail until November 2018, joining from Network Rail where he had been Project Development Director. He was also responsible for design and delivery of all infrastructure on the Olympic Park, as well as the operations of the venues and the Athletes Village throughout 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.



Chris Hendy

Technical director, Atkins

Chris Hendy is Head of Bridge Design and Technology in Atkins, providing technical leadership to 650 bridge engineers worldwide. He has been responsible for some of Atkins' most complex bridge projects. These include the design of the Dubai Metro viaducts, the strengthening of the cable stayed Penang Bridge, the design of bearing replacement works to the Forth Road Bridge, and the design of the award-winning post-tensioned balanced cantilever New Medway Bridge. In 2012 he was awarded the Royal Academy of Engineering Silver Medal. He was awarded the Institution of Civil Engineer's Gold Medal in 2016. He is chair of the BSI bridge committee, the UK's Steel Bridge Group and fibUK. He has contributed to the next generation of design Eurocodes, and has written three books on bridge design.



Phil Jones

Chairman, Phil Jones Associates

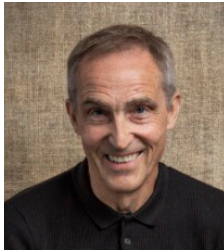
Phil Jones is a Chartered Engineer with over 35 years' experience in traffic engineering, transport planning and urban design. Since he founded Phil Jones Associates in 2003, the PJA group of companies now provides services in transport planning, engineering and placemaking across the UK and in Melbourne, Australia. Phil's experience includes preparing transport strategies for major developments and leading street improvement and urban design projects in villages, towns and cities. He contributes to several design review panels, including the Ealing Design Review Panel, and Folkestone and Hythe Place Panel.



Professor Hanif Kara

AKT II / Harvard Graduate School of Design

Hanif Kara combines structural engineering practice with teaching, currently as Professor in Practice of Architectural Technology at Harvard University. He is a fellow of RAE, RIBA, ICE, IStructE and the RSA; on the board of trustees of the Architecture Foundation; a former CABE Commissioner; and served as a member of London Mayor's Design Advisory Group. As design director and co-founder of AKT II he has worked on numerous award winning, pioneering projects. Selected examples include the Energy Centre, Queen Elizabeth Olympic Park; Birmingham New Street Station; Peckham Library; Bloomberg Headquarters; Central Park Bridge, Queen Elizabeth Olympic Park; and The Francis Crick Institute. He was awarded an OBE for services to architecture, engineering and education in 2022.



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.



Asif Din

Sustainability director, 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 has a doctorate in life cycle carbon, and is a member of several research groups including the UK Green Building Council, and London Energy Transformation Initiative (LETI). He undertakes sustainability reviews for all projects at Perkins&Will, ranging in scale from masterplans to corporate interiors. He has changed design practices to include a circular economy strategy document, LCA or a zero operational carbon costed report at the end of RIBA Stage 2 for all projects.



Kirsten Henson

Director, KLH Sustainability

Kirsten Henson is the founding director of KLH Sustainability, a sustainable built environment consultancy based in London. She has contributed to various masterplans, strategies and research over her 20-year career, and implemented sustainability innovation on numerous award-winning projects including the Queen Elizabeth Olympic Park and the Centre for Sustainable Chemistry (University of Nottingham). She is a technical adviser to the International Olympic Committee, focussing on the sustainable design and construction of temporary and permanent facilities. She is also the co-convenor of the University of Cambridge's recently launched course: Sustainable Real Estate and is a regular lecturer at numerous Universities.



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.



Deborah Nagan

Independent consultant

Deborah Nagan has long experience of using her multi-disciplinary experience to create, and advocate for high quality design. Her focus is landscape and sustainability, but her project and design review experience includes large scale infrastructure (airports, Crossrail and Network Rail) as well a range of architectural and landscape design projects. She was Global Sustainability Lead at Handley House, embedding sustainable governance and promoting environmentally and socially sensitive design. She previously founded Uncommon Land; leading a team of twelve landscape and architecture professionals. She is a Design Council Expert, and member of the Oxford Design Review Panel.



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 CABE'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.



Eric Hallquist

Head of landscape architecture,
Allies and Morrison

Eric Hallquist leads the landscape architecture studio at Allies and Morrison. He has a particular focus on the design of public realm. Great cities, he argues, are defined by the quality of their open spaces. Public realm should not only be memorable but should be integral to tackling environmental issues such as air quality, water management and carbon sequestration. As a landscape architect, Eric finds himself acting as a curator as much as a designer, drawing on the best inputs from all disciplines to create beautiful, well designed places for people.



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.



Professor Kathryn Moore

Birmingham City University

Kathryn Moore is Professor of Landscape Architecture at Birmingham City University, and was President of the International Federation of Landscape Architects (IFLA) from 2014 to 2018. She has published extensively on design quality, theory, education and practice. She has taken a lead role in redefining the relationship between landscape, culture and governance, finance, health and community engagement within the context of the Birmingham region. As president of IFLA, she was a member of the steering committee and founding partner of the World Design Summit held in Montreal in October 2017.



Peter Maxwell

Director of design, London Legacy Development Corporation

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 is currently 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.



Sam Richards

Planning consultant

Sam Richards is an independent consultant – advising, writing and speaking on planning, transport and the public realm. As Head of Urban Integration at Crossrail he led and managed the largest programme of urban realm improvements associated with an infrastructure project in this country. He also led Crossrail's work on integrated design reviews and on identifying the property impacts of the new railway. Previously he worked at Transport for London as Chief of Staff to the Commissioner and Head of Land Use Planning, negotiating on strategic planning applications such as the Shard, Greenwich Peninsular, and Kings Cross. He is a co-chair of Transport for London's design review group.



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.



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

Business lead and director, Heathrow Express

With 25 years' experience in rail, primarily at Eurostar and Heathrow Express, 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 role 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.



Professor Clive Grinyer

Independent consultant

Clive Grinyer is an independent consultant who advises on service design and customer experience, working with a variety of organisations including the Cabinet Office and technology companies. He was previously Director of Service Design for Barclays. Clive has worked for innovation consultancy IDEO and was a founder of design consultancy Tangerine. He set up Samsung's European design studio, and was head of design for Orange France Telecom. He is an adviser to the All-Party Parliamentary Design and Innovation Group, a visiting Professor at the Glasgow School of Art, and an external examiner at the Royal College of Art.



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, founder and former chair of PriestmanGoode, and is known for envisioning and delivering complex, high-profile transport projects. Paul has led projects 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 (CRRC), Co-Chair of the Design Age Institute Design Advisory Panel and 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, Elmwood

Jonathan Sands is chair of Elmwood, a leading brand design consultancy. He has been at the helm of Elmwood for 30 years working with clients including GlaxoSmithKline, Loblaws, Tesco and Heineken. Elmwood has 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.



Dav Bansal

Partner, Glenn Howells Architects

Dav Bansal is a Partner at Glenn Howells Architects, responsible for the development and review of projects and the strategic direction of the practice. He has significant experience of residential and commercial projects, as well as urban regeneration and masterplanning. Dav has overseen the masterplan for the Royal Wharf development in Newham, and has led on award-winning office buildings including Birmingham's Two Chamberlain Square and Eleven Brindley Place, and One St. Peter's Square in Manchester. He is currently overseeing the masterplan for Paradise Birmingham and Martineau Galleries which is located opposite Curzon Street station.



Harbinder Birdi

Creative Director, Birdi & Partners

Harbinder is founder of Birdi & Partners – a consultancy providing 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 for 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, lectures on inter-disciplinary design, and has extensive experience of collaborating with artists. He is also a member of the ICE Transport & Mobility expert panel developed to shape government policy.



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.



Professor Tom Holbrook

Founding director, 5th Studio

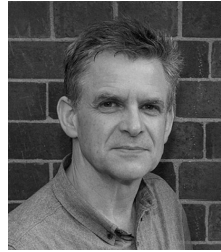
Professor Tom Holbrook co-founded 5th Studio as a spatial design agency, working across the fields of architecture, urban design, infrastructure and landscape. His work has been published internationally, and has been recognised by a wide range of awards, from landscape and urbanism through to the design of buildings. He is Professor of Architecture and Industry Fellow at RMIT University. He directed the spatial study for the Oxford-Milton Keynes-Cambridge corridor for the National Infrastructure Commission, and is currently directing work on a number of Olympic Fringe projects in East London.



Nisha Kurian

Associate, We Made That

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.



Jonathan McDowell

Founding director, Matter Architecture

Jonathan McDowell is co-founding director of Matter Architecture. He is interested in the civic, cultural and placemaking opportunities in the design of bridges and other public realm projects. He has been involved in the design of several bridges including the award winning Scale Lane swing bridge in Hull, and Castleford Bridge. His practice was BD Infrastructure Architect of the Year in 2014. He sits on several design review panels including for Design South East and the London Boroughs of Hackney and Islington. He was on the Yorkshire and Humber region design review panel. He is an independent client design adviser on a range of projects including bridges and infrastructure.



Fiona Scott

Director, Gort Scott

Fiona Scott co-founded Gort Scott in 2007. She places great value on strategic design thinking from the earliest stages of a project. She is known for her pioneering research involving high streets and town centres and the geography of London's economy. Her directorial role at Gort Scott is in the integration of wider architectural, societal, cultural, environmental and policy influences in the focus and trajectory of the practice, as well as accountability. She also oversees research and development, and special projects. Fiona is one of the London Mayor's Design Advocates, working with City Hall to help support London's evolution.



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



Jason Bruges

Founder, Jason Bruges Studio

Jason Bruges is internationally renowned as a pioneer of the hybrid space between art, architecture and technology. His artworks are site-specific, 'sculptural barometers' that tap into the emotional tapestry of a community or place by translating live feedback into living, breathing, spatial interventions. Combining architecture with a high-tech, mixed-media palette, Jason explores spectacle, time-based artworks and dynamic immersive experiences. He studied architecture at the Bartlett (UCL, London), then worked at Foster + Partners and Imagination. In 2002, Jason set up Jason Bruges Studio where he works with a talented team to deliver integrated public art projects world-wide.



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 the director of the Arts Council Collection, the most widely circulated national loan collection of modern and contemporary British art. She has worked as curator for a number of decades, exploring different strategies for collaboration and the presentation of interdisciplinary practices. She has delivered exhibitions alongside large-scale commissions, residencies and publications, interwoven with programmes of learning, engagement and interpretation. Projects have been developed in museums, galleries, schools, hospitals and in the public realm with a host of amazing and inspirational artists.



David Dropkin

Inclusive design consultant

David Dropkin provides inclusive design consultancy to masterplanning 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 Design Council Expert, co-author of the Metric Handbook chapter on access and inclusion and supports the Civic Trust as an assessor and national panel member.



Ann Sawyer

Director, Access = Design

Ann Sawyer is an architect and access consultant. She set up Access=Design in 2005. She has extensive experience covering design, audit and management of accessible built environments, strategic access planning and project brief preparation. Notable projects include a new campus for Imperial College, the new Brent Civic Centre, and a wide variety of residential schemes. She taught on the MA in Inclusive Environments at the University of Reading. She is the author of 'The Access Manual', and wrote 'Easy Access to Historic Buildings' for English Heritage. She is a member London Borough of Haringey and LLDC design review panels.



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