High Speed Two (HS2) Ltd

Corporate Plan 2012-2015
and Business Plan 2012-2013
## GLOSSARY

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AONB</td>
<td>Area of outstanding natural beauty</td>
</tr>
<tr>
<td>CIPD</td>
<td>Chartered Institute of Personnel and Development</td>
</tr>
<tr>
<td>DfT</td>
<td>Department for Transport</td>
</tr>
<tr>
<td>EHS</td>
<td>Exceptional Hardship Scheme – a government scheme to assist property owners who are affected by the proposed route and have a pressing need to sell</td>
</tr>
<tr>
<td>EIA</td>
<td>Environmental Impact Assessment</td>
</tr>
<tr>
<td>ES</td>
<td>Environmental Statement</td>
</tr>
<tr>
<td>HS1</td>
<td>High Speed One – the existing High Speed railway between London St Pancras and the Channel Tunnel (formerly known as the Channel Tunnel Rail Link)</td>
</tr>
<tr>
<td>HS2 Ltd</td>
<td>High Speed Two (HS2) Ltd – the Government company set up to develop proposals for a new high speed rail line</td>
</tr>
<tr>
<td>Hybrid Bill</td>
<td>A Bill with characteristics of both a public Bill and a private Bill is called a hybrid Bill. Such Bills are examined in Parliament by a combination of both procedures. See: <a href="http://www.parliament.uk/about/how/laws/bills/hybrid/">link</a></td>
</tr>
<tr>
<td>LEP</td>
<td>Local enterprise partnership</td>
</tr>
<tr>
<td>LWM</td>
<td>London West Midlands</td>
</tr>
<tr>
<td>LMH</td>
<td>Leeds Manchester Heathrow</td>
</tr>
<tr>
<td>NFU / CLA</td>
<td>National Farmers’ Union / Country Land and Business Association</td>
</tr>
<tr>
<td>PSC</td>
<td>Professional services contractor (mainly engineering designers or environmental specialists)</td>
</tr>
</tbody>
</table>
Introduction

1.1. High Speed Two (HS2) Ltd’s Corporate Plan covers the planning period 2012/13 to 2014/15 and looks back at performance in 2011/12. It sets out our key objectives and a high level delivery plan for the three years to 2014/15 and incorporates our business plan for 2012/2013.

1.2. HS2 Ltd is a company, established by the Government in January 2009, to develop proposals for a new high speed rail line between London and the West Midlands; and to consider the case for high speed rail services linking London, northern England and Scotland.

1.3. We delivered a report to Ministers, *High Speed Rail: London to the West Midlands and Beyond*, at the end of 2009 which was published in March 2010.

1.4. From February to July 2011, the Government held a public consultation on its proposed high speed rail strategy and the recommended route for an initial high speed line from London to the West Midlands.

1.5. In January 2012, the then Secretary of State for Transport decided to proceed with plans to build a high speed rail line between London and the West Midlands and on to Manchester and Leeds. HS2 Ltd has been given a remit to undertake work to support a hybrid Bill for the London to West Midlands section, provide a report on options for the Manchester and Leeds routes and support future consultation on the routes.

1.6. HS2 Ltd is overseen by a Board, whose directors are or were:

- Douglas Oakervee – Chairman (appointed 1 April 2012)
- Sir Brian Briscoe – Outgoing Chairman
- Alison Munro – Chief Executive
- Martin Capstick – Department’s Representative
- Andy Friend (to June 2012)
- Mike Welton
- Simon Bowles (temporary appointment: February to June 2012)
- David Goldstone (temporary appointment: February to June 2012)
- Richard Brown (appointed 1 July 2012)
- Godric Smith (appointed 1 July 2012)
- Duncan Sutherland (appointed 1 July 2012)

More detail on the Board is provided at Annex A. Apart from the Chief Executive, all directors are non-executive.

1.7. HS2 Ltd is funded by grant in aid from the Department for Transport. An overview of our organisational structure is provided at Annex B.

1.9. HS2 Ltd is incorporated as a company limited by guarantee. The company has a single member, the Secretary of State for Transport. It is classified as an executive non-departmental public body (NDPB) by the Cabinet Office, as confirmed in the recent Triennial Review\(^1\), and is treated as part of the central government sector by the Office for National Statistics.

1.10. Subject to parliamentary approval of the London to West Midlands scheme, the Government’s intention is that HS2 Ltd should continue to manage the ongoing activities necessary for the provision of the high speed railway network. To enable this, the company’s constitution\(^2\) will be amended at an appropriate point.


\(^2\) The constitution is available from Companies House - [www.companieshouse.gov.uk](http://www.companieshouse.gov.uk) - on payment of a fee.
2. STRATEGIC OBJECTIVES

2.1. HS2 Ltd’s current remit is set out in the then Secretary of State for Transport’s letter of 11 January 2012.  

2.2. The core elements of the remit are for HS2 Ltd to:

- undertake further work and provide advice to enable the Department to deposit a hybrid Bill with Parliament in respect of the London to West Midlands line, including connections to HS1 and to the West Coast Main Line, and, subject to parliamentary approval, to secure powers for the scheme. Activities will include:
  - the delivery of a safe and affordable route design;
  - assessment of the environmental impacts of this design;
  - production of the Environmental Statement; and
  - consultation with relevant bodies and parties on the Environmental Statement and other aspects of the proposals.

- report in March 2012 to the Secretary of State on options for routes from the West Midlands to Leeds and to Manchester with connections to the East and West Coast main lines and a spur to Heathrow. The former Secretary of State announced her intention to publish our advice and the Government’s response in Autumn 2012, and, in the interim, HS2 Ltd’s activities will include:
  - providing advice on options for bringing forward formal public consultation on Phase 2 of HS2 to 2013; and
  - preparation of materials and provision of advice to develop and inform the Secretary of State’s informal engagement and consideration of options.

- undertake further strategic work on the longer-term options for serving Scotland, and the North East of England, as agreed from time to time with the Department

- administer the Exceptional Hardship Scheme (EHS) for the London to West Midlands route and develop and implement a scheme for the preferred Phase 2 routes; and

- manage the proposed safeguarding scheme for the London to West Midlands route

2.3. HS2 Ltd contributes to the delivery of the Government’s commitments on high speed rail and supports the Department for Transport’s wider strategic aims and policies. It specifically contributes to the Department for Transport’s Business Plan\(^4\) priority to “carry out the preparation needed to start construction of the first phase of a high speed rail network for Britain early in the next Parliament”.

**OUR VALUES**

We have agreed a set of core values to which all those working on the programme must subscribe. These are based around the core themes of Safety, Respect, Leadership and Integrity. These values will be incorporated into our performance management process for all staff and contractors.

HS2 – creating a world-class high-speed rail network to support growth

Our behaviours support the HS2 values of SAFETY, RESPECT, LEADERSHIP and INTEGRITY

**OUR OBJECTIVES**
- Never compromising safety
- Providing a step change in passenger experience and reliable and integrated travel
- Maximising opportunities for job creation and regeneration
- Seeking innovation, efficiency and elegant simplicity in design
- Conserving natural resources and delivering a low carbon network
- Being a good neighbour who respects the local environment
- Delivering on quality, time and cost

**OUR DELIVERABLES**

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Deposit of hybrid Bill by the end of 2013</th>
<th>Royal Assent for hybrid Bill in 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 2</td>
<td>Consultation in 2013/14</td>
<td>Announcement on preferred route in 2014</td>
</tr>
</tbody>
</table>
3. ACHIEVEMENTS IN 2011/12

Background

3.1. Following the launch of the public consultation *High Speed Rail: Investing in Britain’s Future* in February 2011, the focus of HS2 Ltd’s programme moved onto:

- carrying out one of the largest national consultations ever undertaken by the DfT, and overseeing the analysis of responses by an independent response analysis company;
- reviewing and refining aspects of the London to West Midlands route in response to consultation, in order to provide a suite of advice to the Secretary of State to inform Government’s decision on whether to proceed with a high speed rail line from London to West Midlands;
- working closely with the DfT to produce an economic case (published in January 2012\(^5\)) which considered the overall cost of the scheme and addressed value for money, affordability and deliverability of Phase 1;
- submitting a detailed report to Government on options for Phase 2 of the high speed rail network in accordance with our remit; and
- working with Infrastructure UK on its review of whether and how the cost of construction could be lowered.

3.2. In January 2012, following the Government’s announcement to proceed with the development of a new high speed rail network in the UK an updated remit was given to HS2 Ltd. Under our new remit we have started to undertake further work to provide advice to enable the DfT to deposit a hybrid Bill with Parliament, for London to West Midlands.

3.3. On 29 March 2012 we submitted our report to Government on Phase 2 of high speed rail.

Programme achievements

3.4. Between 28 February and 29 July 2011 we ran the public consultation, *High Speed Rail: Investing in Britain’s Future*. The consultation included a total of 41 events at 31 locations visited by almost 30,000 people. Around 55,000 responses were received from individuals, businesses and organisations across the UK which were analysed by the independent response analysis company, Dialogue by Design\(^6\).

3.5. In August and September 2011, we gave written and oral evidence to the Transport Select Committee for its inquiry into high speed rail strategy\(^7\).

---

\(^5\) See [http://www.hs2.org.uk/economicdocs](http://www.hs2.org.uk/economicdocs)


\(^7\) [http://www.publications.parliament.uk/pa/cm201012/cmselect/cmtran/1754/175402.htm](http://www.publications.parliament.uk/pa/cm201012/cmselect/cmtran/1754/175402.htm)
3.6. Following the close of the public consultation, HS2 Ltd worked with the DfT to define a suite of documents that would be submitted to Government by December 2011. We reviewed the consultation responses and considered a range of potential alternative approaches, including following existing corridors and reduced speed options.

3.7. In November, at the request of the Secretary of State, we expanded our programme to further develop a number of options to reduce impacts on the Chilterns Area of Outstanding Natural Beauty (AONB) through additional tunnelling, green tunnels and alignment changes.

3.8. In January 2012 the Government announced its decision to develop a new high speed rail network, the most significant transport infrastructure project in the UK since the building of the motorways.

3.9. At the end of March 2012 we delivered our Phase 2 options report to Government. The report covers route options between the West Midlands and Manchester and the West Midlands and Leeds. It also includes proposals for serving a station in the vicinity of Heathrow Terminal 5 from a spur off the Phase 1 route. It covers station options for serving Manchester and Leeds city centres and includes station options in South Yorkshire and the East Midlands.

3.10. In addition to a main overarching report to Government on Phase 2 options, we submitted a number of supporting documents which provided more detailed assessment. Three engineering reports provided a detailed description of how route and stations would be constructed and their principal features. An Appraisal of Sustainability Options report provides detail of our appraisal of potential sustainability performance and impacts. In addition, documents providing more detail on our approach to cost and risk and on our approach to engagement with key stakeholders were also provided. An updated appraisal of the economic case for the Y network was published separately in August 2012\(^8\).

3.11. To produce the Phase 2 options report we:

- undertook a detailed engineering, sustainability and demand optioneering process;
- worked with key regional stakeholders, mainly Local Authorities, Passenger Transport Executives and representatives of Network Rail and the Highways Agency on the development of station options and with BAA and Transport for London on Heathrow;
- engaged with statutory environmental bodies, both generally on the sustainability appraisal process and specifically in relation to advice on certain features;
- engaged more widely with key stakeholders on the future high speed rail network including through focused regional forums; and

\(^8\)See http://www.hs2.org.uk/economicdocs
• developed options with the support of expert engineering, environmental and demand consultancies.

Wider corporate achievements

3.12. We continued to administer the Exceptional Hardship Scheme (EHS) which assists those property owners most severely affected by the London to Birmingham route. From the point the EHS opened on 20 August 2010 to 31 March 2012:

• 344 applications had been received including 9 that later withdrew and 77 reaplications
• 303 decisions had been conveyed to applicants
• 62 of these were acceptances
• 47 properties had been purchased by DfT at a cost of £27m, of which 37 had been rented out.

3.13. Our public enquiries team dealt with over 5,000 general enquiries from the public during the year by post, e-mail and telephone, including 234 formal requests for information under the Freedom of Information Act and Environmental Information Regulations.

3.14. Following the Secretary of State’s January announcement and completion of competitive procurement processes, we appointed:

• CH2M Hill, a world class major infrastructure project manager and parent company of leading UK consultancy Halcrow, as our development partner for the next phase of engineering, design and environmental work on the London to West Midlands line; and
• contractors for 16 specialist engineering design, environmental and land referencing contracts under our Professional Services Framework. A list of appointments is at Annex D.

3.15. Around 80 people from CH2M Hill will work on the project with some 800 more engaged through our engineering design, environmental and land referencing contractors. In addition, IT specialists have been appointed to provide an IT system capable of handling the real time exchange of large volumes of engineering data between our delivery partners in line with our early adoption of the Government’s Building Information Modelling standard for the construction industry. The system design builds on that used for Crossrail.

Mobilisation

3.16. Since the January announcement, our focus has been on putting in place all the underpinning arrangements necessary to enable us to deliver our remit successfully. The key areas of activity are described below.

3.17. We have worked closely with DfT on establishing clear project governance arrangements.
3.18. We implemented our new organisational structure, which has been designed to support fully integrated working alongside CH2M Hill, our professional services contractors, and our continued work on the Leeds, Manchester and Heathrow routes.

3.19. By the end of June 2012, we had recruited over 100 people to fill engineering, environment, community and stakeholder liaison, land and property and support function roles, Board level recruitment had been completed by DfT, and the majority of permanent appointments to senior positions in HS2 Ltd had been made.

3.20. To support rapid mobilisation of the organisation to accommodate the arrival of the delivery partner, contractors and other staff new to the project, we undertook extensive induction and briefing sessions and have ongoing workshops to reach a common understanding of the organisation’s key values, objectives and deliverables.

3.21. A key project management activity, undertaken with CH2M Hill, has focused on developing a project baseline for the London to West Midlands project. The baseline provides both a record of project status, capturing work done to date, and a platform from which to develop the design and manage change in the next phase of the project.
4. WORK PROGRAMME TO 2013/2014 AND BEYOND

**Overview**

4.1. The then Secretary of State for Transport announced the outcome of the consultation and the Government’s decisions on its strategy for high speed rail on 10 January 2012.

4.2. The Government’s proposed network will be delivered in two phases - the first a line from London to the West Midlands, and the second the onward legs to Manchester and Leeds with connections to points further north via the existing East and West Coast main lines.

4.3. An indicative longer-term timetable is provided at Annex C with more detailed explanation provided in paragraphs 4.5 to 4.9 below.

4.4. The former Secretary of State set out the process going forward for Phase 2 in her written ministerial statement of 27 March 2012. This is described in paragraphs 4.11 – 4.14 below.

**Phase 1**

4.5. We will expect to consult shortly on (a) the property and compensation arrangements for property owners affected by the proposed high speed rail line from London to Birmingham and (b) the process of ‘safeguarding’. Subject to these consultations, the route will be safeguarded and property and compensation provisions will apply for the areas identified.

4.6. We will also need to obtain the necessary legal powers from Parliament in order to construct the line. The Government intends to seek the necessary powers to build and operate the new railway through a hybrid Bill, which will set out the land requirements for the London to West Midlands route and provide the necessary legal powers to build and operate the new railway. Before a Bill is introduced into Parliament, we will undertake the next stage of engineering design, which will include more detailed design of the route, its structures, and mitigation measures. This work began early in 2012 alongside environmental work and further development of our Demand & Appraisal model.

4.7. As part of this process, we will prepare an Environmental Impact Assessment, which will provide an overall assessment of the effects the project is likely to have on the environment and possible ways to avoid or minimise any negative impacts. Throughout this work, we will engage with local communities and relevant authorities, and aim to agree measures to mitigate local environmental effects.

---

10 See paragraph 5.2.2 below.
11 This is an established process designed to protect areas on or around the route which have been identified for building transport projects from other conflicting developments. This means that local authorities would have to consult with the Secretary of State and others before granting planning permission.
4.8. Following engagement with local communities and authorities (see paragraphs 5.2 to 5.7 below), an Environmental Statement summarising the results of this work will be deposited alongside the hybrid Bill and, through this, any significant environmental effects will be brought to the attention of Parliament for consideration. The preparation of a hybrid Bill has begun, and it is the Government’s intention to introduce the Bill to Parliament by the end of 2013.

4.9. The Government’s aim is for the Parliamentary process to take about one and a half years from the time the hybrid Bill is deposited in Parliament until it receives Royal Assent in 2015. Following that, there would be a period to prepare for construction, during which, for example, land would be acquired and contracts let. Construction itself would commence around 2017 and take approximately eight years to complete. (The most complex construction activity would be at Euston where works would be expected to take the whole of this period, although, at most places along the route, construction would take around two years.) A period of testing would be needed from around 2024, with a London to West Midlands route expected to open in 2026.

**Phase 2**

4.10. As set out in Chapter 3, we submitted our Phase 2 options to the Secretary of State for Transport on 29 March 2012. The former Secretary of State set out in her written ministerial statement to Parliament of 27 March 2012 her intention to consider this advice objectively and in detail over the coming months, and to publish it in the autumn together with a Government response setting out an initial preferred route and station options. An important part of this process will be for the Secretary of State to consider the views of delivery partners in the cities where stations may be located, including any underpinning evidence which they have identified.

4.11. Following publication of the Government’s response to our advice, we will seek the input of interested parties, including local authorities and MPs, to help further develop the proposals that will go forward for subsequent formal public consultation. When initial preferred route and station options are published in the autumn we will also consult on, and introduce, an exceptional hardship scheme, to assist property owners impacted by the proposals.

4.12. The former Secretary of State also asked us to explore options for bringing forward formal consultation on Phase 2 to 2013 and stated her intention to set out a proposed timetable later in 2012.

4.13. Only once a full public consultation has been launched and completed will any decisions be reached.
4.14. The Secretary of State aims to make a decision on Phase 2 at the end of 2014 and then a further hybrid Bill would be put forward in the next Parliament (beyond 2015).

**Proposed Expenditure**


<table>
<thead>
<tr>
<th>Actual (£m)</th>
<th>Budget allocation (£m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 2009/10</td>
<td>2010/11</td>
</tr>
<tr>
<td>Resource</td>
<td>9.4</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>-</td>
</tr>
</tbody>
</table>

Note 1: Resource expenditure and budgets include administration costs.

**Cost control and value for money**

4.16. The Phase 1 cost estimate of £16.28bn (at 2011 price levels, and including contingency and optimism bias) has been reviewed by CH2M Hill and provides a baseline against which costs can be controlled. Our aim will be to deliver the project within this cost envelope. Any change to this baseline will need to be justified via a change control mechanism.

4.17. A target for the overall cost of the railway sets an objective for the Phase 1 project team to achieve or beat in the preparation of the design. This requires the project team also to identify savings and to make the most efficient use of allowances in the cost estimate.

**Third party funding and revenues**

4.18. Where practical, we will assist DfT in identifying and exploiting opportunities for third party funding to support the affordability and sustainability of HS2 and will highlight any potential for future revenue returns to the taxpayer.

4.19. We will also identify and develop proposals for generating non-rail passenger revenue and returns to the taxpayer within our proposed overall station footprints. While over-site development would be subject to separate planning approval, we would include provision for the potential for such development in our station designs.
Regeneration opportunities

4.20. HS2 Ltd will engage with local authorities and other stakeholders to identify additional potential regeneration opportunities within area planning frameworks, and to develop proposals consistent with such opportunities wherever reasonably practical within the agreed cost envelope.
5. BUSINESS PLAN for 2012/2013

Overview

5.1. There are a number of things we need to achieve over the course of the period from 1 April 2012 to 31 March 2013. More detail is provided in the sections below.

Phase 1

Consultation and engagement

5.2. In preparation for the hybrid Bill and to help those who may be impacted by the proposals, a significant programme of consultation and engagement is being undertaken. HS2 Ltd will work closely with local authorities, communities and stakeholders to develop the design in a way which minimises potential impacts and identifies opportunities for community benefit. Consultations and engagements in the lead-up to the hybrid Bill for the London to West Midland route will include:

5.2.1. Consultation with statutory bodies on the draft Environmental Impact Assessment (EIA) Scope and Methodology - We published a draft scope and methodology document in April 2012 and consulted primarily with statutory bodies, key environmental stakeholders and relevant planning authorities on this technical document that defines the ways in which an EIA for HS2 will be carried out. A revised scope and methodology document was published on 4 September 2012\(^{12}\). This will guide work to develop the Environmental Statement.

5.2.2. Public consultation on property and compensation - This public consultation, which will be published shortly, will seek views on a range of compensation measures to help those whose properties are along the line of route.

5.2.3. Consultation on safeguarding directions for HS2 - We will consult relevant local authorities and other interested parties on the proposed safeguarding directions. Consultation will begin in parallel with the property and compensation consultation.

5.2.4. Local engagement during the Environmental Impact Assessment process – Between spring 2012 and submission of the hybrid Bill we will engage with communities and organisations with interests along the route to identify the likely significant environmental effects of the proposal, both negative and positive. We will discuss the potential environmental effects of our route with communities in each area, listen to their specific concerns, and discuss possible solutions. The outputs

\(^{12}\) http://www.hs2.org.uk/assets/x/94620
from this engagement will contribute to development of the environmental statement.

5.2.5. **Public consultation on the Draft Environmental Statement** – From spring 2013 we plan to conduct a public consultation on a draft Environmental Statement. This consultation will be used to refine the Statement, which will be submitted as part of the hybrid Bill.

5.3. Close engagement with individuals and organisations that have an interest in HS2 will be necessary to deliver the hybrid Bill to the intended timescale and ensure that appropriate help is in place for those affected by the proposals. To help this process we have established community, planning and environment forums. The various forums are a mechanism for dialogue rather than decision-making itself, but they are intended to ensure that local views are reflected as far as practical in our decision-making.

5.4. Community forums have been established along the line of route from London to the West Midlands as a means of engaging with local communities. Membership of community forums includes representatives of local authorities, residents associations, interested groups and environmental bodies. These forums meet regularly and the aim is for representatives of each local community to work with HS2 to:

- inform local people about HS2 proposals and consultations
- discuss potential ways to avoid or mitigate the environmental impacts of the route, such as screening views of the railway, managing noise and reinstating highways
- identify local community benefits and activities that could be linked to HS2 work for example building a playground over a green tunnel.

5.5. Planning forums have been set up to facilitate discussion between HS2 Ltd and local authority officers on matters such as design development, planning issues, environmental impacts and mitigation principles. They provide a focal point to ongoing engagement with local authorities and their communities through area-based teams. HS2 Ltd will also be having separate sessions to meet directly with elected Council Members.

5.6. The Environment Forum, which will involve Government departments and statutory environmental consultees, is intended to advise HS2 Ltd on a strategic approach to significant environment effects, including the project’s approach to mitigation. In addition, an NGO Environment Forum, meeting in advance of the Environment Forum, will seek the views of a wide range of non-government organisations (NGOs). These forums will provide an important part of a wider programme of ongoing and wider engagement with councils, communities and organisations. HS2 Ltd is setting up five Area Stakeholder and Community Liaison teams for the London to West Midlands route which will be tasked with identifying local priorities and exploring opportunities for community benefits. They will work with the engineers and environmental specialists in the development teams to broker solutions.
5.7. Experience from other significant infrastructure projects such as HS1, the Olympics, Thames Tideway, and Crossrail suggests that HS2 Ltd as the project promoter is best placed to lead almost all the interactions with third parties, whether with Network Rail, TfL, utilities, national and statutory bodies, local authorities or local communities. In addition, these relationships will persist at least for the duration of design, development and construction. Given the fundamental interaction that external parties will have with the HS2 programme for many years, we will continue to focus on building these relationships.

Land and property

5.8. We will seek to engage with all landowners along the entire London to West Midlands route to secure access for ecology and engineering surveys using the National Farmers’ Union / Country Land and Business Association approved access licence scheme.

5.9. The whole of the London to West Midlands route will require comprehensive land referencing to capture and present all interests in land and property in a format and detail that is consistent with the Book of Reference for the hybrid Bill and for Compulsory Purchase following Royal Assent.

5.10. We will continue to administer the exceptional hardship scheme (EHS) for the London to West Midlands route until such time as it may be replaced by a follow-up scheme.

5.11. The management of the HS2 estate acquired under the EHS or any successor hardship scheme will continue to be undertaken by the Highways Agency on the Department for Transport’s behalf.

5.12. We anticipate the HS2 estate will increase with further acquisitions in advance of Royal Assent and the relevant Compulsory Purchase powers and principally via statutory blight provisions for London to West Midlands, and with the launch of a purchase scheme for the Y network. These properties will come under different management arrangements to those properties bought under the EHS and will be managed in accordance with the principles of good estate management and value for money, including, where appropriate, temporary lettings and leases.

5.13. There will be a range of property-related engagement with key property interests and industry bodies such as the Royal Institute of Chartered Surveyors, Country Land and Business Association, National Farmers Union, London and Continental Railways, as well as key stakeholders such as Transport for London and Network Rail.

5.14. In parallel, we will be progressing the initial preliminary engineering design and developing the documentation required to deposit the hybrid Bill - for example the Code of Construction Practice. This Code will set out a series of objectives and measures to protect the environment and limit disturbance from construction activities as far as reasonably practicable. The topics
covered are likely to include such issues as working hours, traffic management, noise and vibration, air quality, waste management, recycling, ecology, archaeology and settlement.

**Our delivery partners**

5.15. We are already working very closely with Network Rail to deliver the project and will be developing a formal agreement with them to make sure roles and responsibilities are clear. Network Rail has several important roles in relation to HS2:

- as owner and infrastructure manager of the classic rail network, where it has a crucial role in construction and operational interfaces
- as owner and operator of Euston station
- as operator of HS1, with valuable experience of high speed rail; and
- as the owner of parcels of land along the route.

5.16. We will also be working closely with Transport for London and local transport authorities to facilitate access to stations and construction. TfL, in particular, has an important role as operator of London Underground at Euston, at the Crossrail project interchange at Old Oak Common and at interfaces with London Overground lines.

5.17. More generally, we will be working with planning authorities and other local partners to facilitate development around HS2 stations.

**Cost control**

5.18. In line with our commitment to controlling costs, there are a number of things we wish to achieve over the course of 2012/13. In the first six months we will focus on laying the groundwork to enable us to respond to the DfT’s requirements, namely the financial, economic and business planning parameters.

5.19. We therefore need to:

- develop and implement HS2 best practice in relation to cost estimation, risk assessment and whole life costing through the company and the frameworks
- look at investment planning in relation to major infrastructure projects
- look at early contractor involvement and other initiatives to anticipate issues that HS2 Ltd could experience in the construction phase.

5.20. We will continue and develop our engagement with bodies such as Infrastructure UK and the Civil Engineering Contractors Association (CECA) to allow us to access industry wide data and best practice.
Phase 2

5.21. Our preparatory activities for Phase 2 are discussed in paragraphs 4.10 to 4.14 above. A more detailed work plan will be developed following the Government’s response to our advice in Autumn 2012.

5.22. In the interim HS2 Ltd will be carrying out some further work and briefing to facilitate the Secretary of State’s making of initial preferences. In parallel we will be preparing for subsequent engagement and public consultation. In particular, we will begin the procurement process for external engineering and environmental advisors for the pre-consultation and consultation phases.

Wider corporate initiatives

**HS2 Ltd Expenditure and Staffing for 2012/13**

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget 12/13 £m</th>
<th>Outturn 11/12 £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracts (for project delivery, design &amp;</td>
<td>140.9</td>
<td>25.9</td>
</tr>
<tr>
<td>environmental)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff and staff related costs – including interims</td>
<td>15.0</td>
<td>6.9</td>
</tr>
<tr>
<td>Operational &amp; administrative costs</td>
<td>7.4</td>
<td>1.1</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>9.0</td>
<td>0.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>172.3</strong></td>
<td><strong>34.3</strong></td>
</tr>
</tbody>
</table>

Staff numbers at year end (31st March) 14  
c.350 192

5.23. In order to deposit a hybrid Bill for London to West Midlands in Parliament by the end of 2013 and to publish route and station advice for Phase 2 of the high speed rail network, there are a number of general corporate activities that need to take place.

5.24. The organisational structure and governance for the next phase of the high speed rail programme has now been established and we will continue to focus on rapidly staffing the organisation and mobilising resources into a cohesive team. It will be a key deliverable of the senior management team to establish effective working relationships across a diverse workforce involving seconded civil servants, HS2 Ltd and CH2M Hill directly employed staff alongside the professional services contractors engaged on the project. While initial recruitment will focus on building a well qualified cadre, we will also start to build a talent pool to provide adequate succession planning for the future of the programme.

---

13 Budget and staff numbers for 2012/13 are subject to review.
14 Includes people who are directly employed by HS2 Ltd, secondees and CH2M Hill staff. Excludes staff of other contractors and delivery partners (eg co-located Network Rail and DfT staff and professional services contractors).
5.25. HS2 Ltd operates a performance management system within which objectives are set, performance is reviewed, staff development needs are identified and appropriate training provided. This programme will be extended to all staff within the HS2 organisation to ensure that the objectives set flow directly from HS2’s remit and that they are consistently applied, regardless of each staff member’s employing entity.

5.26. In order to meet HS2 Ltd’s programme needs we will continue to run our procurement activities on a fully competitive basis.
6. KEY PERFORMANCE TARGETS TO 2014/2015

6.1. This chapter discusses how we will measure our performance in seven key areas:

- Health and Safety
- Organisation/people
- Quality
- Time
- Cost / Financial control
- Communication/engagement
- Property

Health and Safety

6.2. Health and Safety is a key priority for HS2 Ltd’s Board and Executive. Our Health and Safety policy confirms our intention to provide leadership by setting and cascading objectives to the supply chain that represent best industry practice. Our induction programme will ensure that every existing and new employee on the project is briefed on best practice generally, supplemented with additional material and training for their specific role. A quality-assured Health and Safety management system will be fully in place by the end of 2012.

6.3. We will measure our accident frequency rate, AFR, of incidents for 100,000 hours worked, which is a standard measure across the construction industry. AFR is defined in terms of the number of reportable incidents under the Health and Safety Executive’s Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR). Our performance target is to achieve zero incidents.

6.4. In line with best practice, we will aim to introduce a system of ‘near miss’ reporting to encourage early identification of health and safety risks.

6.5. We will aim to benchmark these indicators against similar projects at this stage of development (eg Crossrail, Thames Tideway, HS1, construction industry averages).

6.6. At the pre-construction stage, the main Health and Safety risks are likely to arise from undertaking ground surveys and in ensuring that acquired property is safe and secure.

Organisation / people

6.7. HS2 Ltd is committed to ensuring everyone working on the programme is properly trained and continuing professional development is supported. As the programme approaches construction we will set targets for the number of apprentices employed.
6.8. As the organisation continues to grow, we will ensure all new staff and delivery partner undergo a thorough induction process, so that they share a common understanding of our objectives and values.

6.9. As is standard across the public sector, records of diversity of our staff and those applying to posts with us will be maintained and monitored. Commonly used indicators such as staff turnover and sickness absence will also be reported to the Board periodically.

6.10. Our key performance target for 2013/14 onwards is to have:

- 100% of staff objectives set, for all staff, within eight weeks of the start of the year, appointment or change of role; and
- 100% of staff appraisals completed (for permanent staff) within eight weeks from the reporting year end.

6.11. For 2012/13, as part of mobilisation of the new organisation and baselining (see paragraph 3.16 – 3.21), a joint chartering exercise to identify common objectives and values will be finalised in July and staff objectives will be reset at that point. See Values box at end of chapter 2.

6.12. We plan to carry out a survey of staff attitudes in autumn 2012 and at least once a year thereafter to ensure the Board and Executive are aware of how the leadership and management of the organisation is perceived by all staff. We will establish an action plan to address issues that are identified.

6.13. We will monitor pay and reward levels to ensure we comply with the principles of public sector pay policy and are able to attract and retain staff with the necessary skills.

**Quality**

6.14. We will assure the quality of our systems and processes, and work towards ISO 9000 quality standards, through a programme of internal audits, approved and reviewed by our Board’s Audit Committee, and through effective management action to address any shortcomings identified. Our target will be to aim to implement all internal audit recommendations by the dates agreed with our internal auditors in the associated management action plans.

6.15. Our assurance process will itself be set out in a programme assurance plan and a quality management system which will be documented and auditable.

6.16. We will undertake a programme of internal Gate reviews at key project milestones. We will also, as explained in chapter 7, subject our work to peer review by experts in relevant technical fields. Our work will also be subject to technical process review by DfT’s Project Representative and, as with all

---

15 The Project Representative is engaged by DfT to provide independent technical assurance on HS2 Ltd’s project processes and advise on technical issues
key government infrastructure projects, to regular reviews by the Cabinet Office’s Major Projects Authority and HM Treasury’s Major Project Review Group.

**Time**

6.17. We will track our delivery to schedule against detailed project plans. Our Board will monitor our performance against key project milestones, the majority of which are set for us by the Government (see annex C).

6.18. Further milestones will be set for Phase 2 once the Government has responded to our report in Autumn 2012.

**Cost / Financial control**

6.19. Three aspects of cost and financial control will be monitored:

(a) overall project cost – both LWM and LMH phases;
(b) in-year spending during the development phase (to 2015); and
(c) the quality of our financial management.

6.20. Overall scheme costs will be monitored on a monthly basis. The process for cost control and access to project contingencies is formally agreed with the Department.

6.21. We will undertake normal in-year budget monitoring and track monthly our forecast overall spend against the revised Spending Review allocation of funding for the development phase.

6.22. The quality of our financial control systems will be tested as part of the system of internal audits discussed under Quality above.

6.23. Government’s aim is that all suppliers to the public sector should be paid within 30 days. Performance during 2011/12 was that 96% were paid within 30 days. We will aim to achieve 98% in future years.

**Communication / engagement**

6.24. We will continue to measure our performance in responding to general correspondence within 20 days, in line with DfT’s internal target, and to statutory requests under the Freedom of Information Act (FoI), Data Protection Act (DPA) or Environmental Information Regulations (EIR) within the statutory 20 day limit.

6.25. For general correspondence we aim to respond within 20 days on 90% of occasions. Overall performance in 2011/12 has been around 95%. The Board will monitor performance monthly.

6.26. Our performance on answering FoI/EIR in 2011/12 – at around 70% - was affected by a high volume of technical requests during the consultation
period, coinciding with HS2 Ltd technical experts being heavily engaged at roadshows. All outstanding FoI/EIR requests were dealt with by the end of August. In the second half of the year the number of requests was lower and performance improved to around 90%.

6.27. We will consider further how to measure the effectiveness of our consultation and engagement work – for example through local surveys.

**Property**

*Exceptional Hardship Scheme*

6.28. We act as an agent for the Department in providing the secretariat for the exceptional hardship scheme (EHS). We will measure the time we take to deal with applications against our internal target. The EHS guidance sets an aim of three months from application to decision, which is followed by a further period to complete the purchase. The time taken to deal with individual applications varies significantly depending on how the applicants themselves decide to proceed and the complexity of the issues considered by the Department.

*Acquisition and management of property*

6.29. A number of processes will need to be gone through as each property is acquired including valuation, risk assessment, and preparation of an estate management plan for the property, which will include future actions to be undertaken for example, renting out, demolition or securing site boundaries to prevent misuse.

6.30. Once a significant number of properties is being managed, a key indicator will be that all our properties have an estate management plan in place.
7. EXTERNAL CHALLENGE AND PEER REVIEW GROUPS

Challenge Panels and Review Groups

7.1. Prior to 2012, HS2 Ltd worked with three external challenge panels which provided independent expert scrutiny on three different elements of our work. These groups were the:

- Analytical Challenge Panel (ACP)
- Strategic Challenge Panel (SCP)
- Technical Challenge Panel (TCP)

7.2. As the project moves to the next stage, we have reviewed the way these panels will operate in future with the following outcome:

7.3. The Analytic Challenge Panel will continue to provide independent expert advice on economic and transport modelling, meeting roughly four times each year.

7.4. The work of the Strategic Challenge Panel has come to an end, given the Government’s decision to proceed with the high speed rail policy, and the Panel’s last meeting was held in February 2012. Any future policy forum of this nature will be a matter for discussion with the Department for Transport. HS2 Ltd hopes to engage individual members of the former panel from time to time to discuss particular issues.

7.5. The former Technical Challenge Panel was focused largely on peer review and challenge of the engineering and environmental specifications and assumptions, including costs and mitigation. As the HS2 project grows, more focused groups addressing specific areas of design and a separate environmental group will provide more comprehensive review. Given the changing nature of HS2 Ltd’s role – promoting and developing the scheme – these groups will provide a more collaborative and advisory function as well as challenge where required. Recent membership of the TCP is shown at Annex E.

7.6. A new Technical Review Group will provide the highest level industry and academic independent technical peer review of HS2 Ltd’s activities across the key broad engineering functions of civil engineering design; construction; railway control systems; traction power and rolling stock technology. The aim is to provide a framework structure to support the hybrid Bill and Phase 2 consultation with constructive challenge and an independent perspective on how we develop our engineering methodologies. The establishment of such an independent group should also allow HS2 Ltd to demonstrate the robustness of its engineering proposals and help to gain wider cross industry support for the project.
7.7. The **Sustainability and Environment Review Group** (SERG) will provide a peer review of our approach to environmental impact assessment (EIA) and sustainability management in preparing for the hybrid Bill, challenge our thinking and give us an expert, and in some cases independent, perspective on how we develop our methodologies. It will scrutinise our proposed approach, to assess whether it meets the requirements of legislation, including the EIA Regulations as applied by Parliament’s Standing Orders, and delivers value for money and a balanced approach to key environmental aspects of the development of high speed rail. This would include HS2 Ltd’s approach to:-

- environmental assessment
- environmental mitigation,
- environmental control measures
- sustainability policy, and
- planning matters.

7.8. The Group will review HS2 Ltd’s approach to environmental assessment and sustainability and provide highly experienced input to the development of assessment, mitigation and management to ensure the engineering design and Environmental Statement supporting the hybrid Bill are informed by the best advice available. The Group does not replace external consultation, instead providing an additional step to access best in class advice and experience.

7.9. The current membership of SERG is shown at Annex E.

**Consultation peer review group**

7.10. Since our initial consultation on the London to West Midlands route, the **Consultation Peer Review Group** has re-formed with revised terms of reference.

7.11. The group provides independent peer review and challenge to the planning and implementation of the HS2 Ltd’s consultation and engagement activity.

7.12. The panel is made up of professionals in both the public and private sector, alongside HS2 Ltd and Department for Transport officials. Membership is shown at Annex E.

7.13. The group’s views will be sought on:

- major components of the consultation and engagement strategy to ensure they accurately and intelligently reflect the content and scope of each consultation and engagement, comply with Cabinet Office guidelines, are consistent with best practice for consultation and engagement of this nature, and are likely to deliver the intended outcomes;
- our ongoing implementation of each consultation and engagement stream, once it has started, to ensure it aligns with the strategy and delivers the intended outputs;
- shaping consultation questions to facilitate useful and focused responses, analysis of feedback and reporting; and
- use of communication strategies and approaches, including social media networks.
ANNEX A – ROLE OF HS2 LTD BOARD

The Board’s responsibilities are set out the HS2 Ltd Framework Document. In summary, the role of the Board is to:

- ensure effective governance of the company and that the company makes decisions, at the right time, and properly manage risks
- shape, challenge and direct the agenda for the company delivering stated priorities
- monitor performance and risk, making choices (or recommendations to ministers) on priorities / risk appetite
- oversee the health of our relations with our stakeholders and commercial partners

The Board meets monthly and has two standing sub committees.

The Audit Committee, chaired by Mike Welton, provides independent assurance to the Board that effective arrangements are in place for risk management, governance and internal control. The Committee oversees all assurance work, including that of HS2 Ltd’s internal auditors.

The Remuneration Committee, chaired by Richard Brown (Andy Friend until June 2012), reviews HS2 Ltd’s pay policy and its views are sought on the remuneration of senior executives.

More background on our Board members is provided below:

Douglas Oakervee (Non- Executive Chairman from 1 April 2012) has had a distinguished career as a Civil Engineer and has vast experience of delivering major projects. These have included his role as Chief Tunnel Engineer of the Hong Kong Mass Transit Railway Authority, then Senior Resident Engineer and later Construction Manager for the tunneled sections of the Railway in North Kowloon and the Tsuen Wan Extension. He went on to set up his own company, undertaking in Hong Kong the Tai Po Gas Reforming Works and associated submarine pipelines, the Eastern Harbour Crossing and the Kwun Tong By-pass. In 1991 he was appointed to the Hong Kong Airport Authority as Project Director and had overall responsibility for planning, design, procurement and construction of the new Hong Kong International Airport on a man-made island in the South China Sea.

More recently, he became Director of P&O’s London Gateway Port in 2004 and from December 2005 Executive Chairman of Crossrail Ltd, until his retirement in May 2009. In July 2009 he was appointed Chairman of Laing O’Rourke Construction (Hong Kong) Ltd, charged with establishing the business in Hong Kong and South East Asia. In 2003 he was installed as The Institution of Civil Engineers’ 139th President and was awarded the Institution’s prestigious Gold Medal in 2008. He was until December 2010 Chairman of Engineers Against Poverty and in June 2011 was elected as the International President of the Lighthouse Club, the charity supporting the
Construction Industry. He was awarded the OBE in 2000 and the CBE in 2010.

**Sir Brian Briscoe** (Non-Executive Board Member and, until March 2012, Non-Executive Chairman) is a widely experienced public sector leader, consultant and Board member, with a background in local government and planning. A Non-Executive Director of High Speed Two since March 2009, he has also chaired the Independent Transport Commissions for Reading and Cambridgeshire, and was a member of the Cabinet Office Capability Review team for the Department for Transport. Until June 2006 he was Chief Executive of the Local Government Association, having formerly been Chief Executive of Hertfordshire County Council and County Planning Officer for Kent.

**Alison Munro** (Board Member) is Chief Executive of High Speed Two. Previously she was a Director in the Department for Transport. Alison also spent several years as a senior manager in the Department’s railways group, including as client for the High Speed 1 project, leading the arrangements for delivery of the second section from Ebbsfleet to London.

**Andy Friend** (Non-Executive Board Member) is currently Chairman of the InfraMed Investment Committee, an advisor to companies on infrastructure and major projects and a Trustee of Oxfam. Andy was previously Chief Executive of John Laing Plc, a Non-Executive Director of Financial Security Assurance UK Ltd, the Department for Transport and Partnerships UK and is a former chief executive of the City of Melbourne. Andy stood down from the Board in June 2012.

**Mike Welton** (Non-Executive Board Member) is a chartered civil engineer and a Fellow of the Royal Academy of Engineering and the Institution of Civil Engineers. Mike is Chairman of Southern Water and Chairman of Premier Oil plc and he sits on the advisory board of Montrose Associates and the board of Morrison Utility plc. Mike was previously Chief Executive of Balfour Beatty plc and is a past Chairman of Hanson plc and the UK Government’s Railway Sector Advisory Group.

**Martin Capstick** (Non-Executive Board Member) is Director of High Speed Rail in the Department for Transport. A civil servant, he has experience of policy development on a range of transport and environmental issues.

**David Goldstone** (Non-Executive Board Member) has been Director of Finance at the Government Olympic Executive (GOE) within DCMS, responsible for the £9.3bn Olympic budget, since 2007. Previously he served as Finance Director of Partnerships UK, joining as part of the incorporation of the Treasury Taskforce where he also chaired the Project Review Group for its first 2 years. Prior to joining Partnerships UK, David served as the initial Chief Executive of Partnerships for Schools and the first Chief Executive of Partnerships for Health. A CIPFA qualified public sector accountant, David’s early career included work as a public sector Auditor, at Price Waterhouse.
and on secondment at the Private Finance Panel. David was appointed to the Board on a temporary basis between February and June 2012.

Simon Bowles (Non-Executive Board Member) is currently Director General & Chief Finance Officer (CFO), HM Revenue & Customs and a member of HMRC’s Executive Committee and Board, and a Commissioner. A trained chartered accountant, he was previously Chief Financial Officer at Fiberweb plc and has held various senior financial positions at RAC plc, BOC Group plc and Arthur Andersen & Co. Simon was appointed to the Board on a temporary basis between February and June 2012.

Richard Brown (Non-Executive Board Member) Richard Brown was Chief Executive of Eurostar from 2002 – 2010, overseeing the successful launch of HS1 from St Pancras International and building Eurostar into an internationally respected travel brand. He was previously Commercial Director of National Express Group plc and Chief Executive of its Trains Division and, prior to privatisation, was a Director of British Rail’s InterCity business. He has worked in the railway industry for 35 years. He is a Past President of The Chartered Institute of Logistics and Transport, and of Railteam b.v., the alliance of European High Speed Train Operators. He is currently Non Executive Chairman of Eurostar, Chairman of Catalyst Housing Group and a Vice President of the French Chamber of Commerce in Great Britain. Richard was appointed to the Board in July 2012.

Godric Smith (Non-Executive Board Member) is currently Director of Government Communications for London 2012. From 2006 to 2011 he was Director of Communications for the Olympic Delivery Authority. He worked at Downing Street for 10 years from 1996-2006 including as the Prime Minister's Official Spokesman from 2001-2004. He was awarded a CBE in 2004. Godric was appointed to the Board in July 2012.

Duncan Sutherland (Non-Executive Board Member) has undertaken a number of senior development roles working with Local Authorities; as Director of City Development in Coventry, and as Chief Executive of the property and investment arm of the City of Edinburgh Council. For the last 12 years, he has worked with Local Authorities and developers to realise large scale, long term regeneration projects. He is also appointed by Scottish Ministers as a Non Executive Board Director of the Scottish Canals Board. He is Executive Chairman of Sigma Inpartnership Ltd. Duncan was appointed to the Board in July 2012.
ANNEX B – OVERVIEW OF HS2 LTD ORGANISATIONAL STRUCTURE

Chief Executive
Alison Munro

Chief of Staff’s Office
Christopher Reynolds

Commercial Director
Beth West

Technical Director
Andrew McNaughton

London – West Midlands Director
Roy Hill

Leeds, Manchester & Heathrow Director
Ian Jordan

External and Parliamentary Relations Director
Clinton Leeks

Finance and Corporate Services Director
TBA
### ANNEX C - HS2 LTD INDICATIVE LONGER-TERM PLAN

<table>
<thead>
<tr>
<th>Year</th>
<th>Phase 1: LWM</th>
<th>Phase 2: LMH</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td></td>
<td>Cons. &amp; Pub.</td>
</tr>
<tr>
<td>2014</td>
<td></td>
<td>Cons. &amp; Pub.</td>
</tr>
<tr>
<td>2015</td>
<td></td>
<td>Cons. &amp; Pub.</td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td>Cons. &amp; Pub.</td>
</tr>
<tr>
<td>2017</td>
<td></td>
<td>Cons. &amp; Pub.</td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td>Cons. &amp; Pub.</td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td>Cons. &amp; Pub.</td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td>Cons. &amp; Pub.</td>
</tr>
<tr>
<td>2021</td>
<td></td>
<td>Cons. &amp; Pub.</td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td>Cons. &amp; Pub.</td>
</tr>
<tr>
<td>2023</td>
<td></td>
<td>Cons. &amp; Pub.</td>
</tr>
<tr>
<td>2024</td>
<td></td>
<td>Cons. &amp; Pub.</td>
</tr>
<tr>
<td>2025</td>
<td></td>
<td>Cons. &amp; Pub.</td>
</tr>
<tr>
<td>2026</td>
<td></td>
<td>Cons. &amp; Pub.</td>
</tr>
<tr>
<td>2027</td>
<td></td>
<td>Cons. &amp; Pub.</td>
</tr>
<tr>
<td>2028</td>
<td></td>
<td>Cons. &amp; Pub.</td>
</tr>
<tr>
<td>2029</td>
<td></td>
<td>Cons. &amp; Pub.</td>
</tr>
<tr>
<td>2030</td>
<td></td>
<td>Cons. &amp; Pub.</td>
</tr>
</tbody>
</table>

16 This indicative longer-term plan is provided for illustrative purposes and may be subject to further revision in line with any decisions from Government.
ANNEX D

Main Engineering and Environmental contractors

Lot 1 of HS2 Ltd’s Professional Services Framework covering civil and structural design services

Arup - Euston Station contract to completely transform the station and support regeneration of the surrounding area.

Mott Macdonald - London Metropolitan Area contract for the design of approximately 25 km of new high speed rail line from the redeveloped Euston station through North-West London. They will also work on the link to HS1 and a new 14 platform interchange station at Old Oak Common.

Atkins - Country South contract covering the design of approximately 91km of the route through Buckinghamshire, Northamptonshire and Oxfordshire, which includes the Colne Valley viaduct and the Chilterns tunnelling.

Capita Symonds Ineco JV – Country North contract covering approximately 78km of high speed rail through Warwickshire and Staffordshire, and the connection to the West Coast Main Line.

Arup - West Midlands Metropolitan Area design contract for approximately 22km of the route, Curzon Street Station complex; Birmingham Interchange Station; Washwood Heath Rolling Stock Maintenance Depot; and a people mover from the Interchange station to the NEC/Airport.

Lot 2 – Railway Systems Design Services

Parsons Brinckerhoff – will undertake both contracts for railway systems design services

Lot 3 – Environmental Services

ERM-Temple Group-Mott MacDonald Consortium will carry out the Environmental Impact Assessments (EIAs) for the London metropolitan area and Rural South section of the route covering: Buckinghamshire, Hertfordshire, Oxfordshire and Northamptonshire.

Atkins will carry out the EIA for the Rural North section covering Warwickshire.

Arup supported by URS will carry out the EIA for the West Midlands metropolitan area covering Birmingham and Solihull.
ANNEX E

Membership of External Review Groups (see chapter 7 for functions)

Analytical Challenge Panel

Prof. Robert Cochrane  Transport planner and visiting Professor, Imperial College London
Prof. Peter Mackie  Research Professor, Institute for Transport Studies, Leeds University
Prof. Henry Overman  Director, Spatial Economics Research Centre, LSE
Dr. David Simmonds  Director, David Simmonds Consultancy Ltd
Prof. Roger Vickerman  Director, Centre for European, Regional and Transport Economics, University of Kent
Tom Worsley  Visiting Fellow, Institute for Transport Studies at University of Leeds

Technical Review Group

Prof Chris Baker MA, PhD, FICE, FIHT, FRMetS, CEng.  Professor of Environmental Fluid Mechanics, Director Birmingham Centre for Railway Research and Education, University of Birmingham
Keith Berryman  Former Managing Director, Crossrail, and currently part-time paid adviser to HS2 Ltd
Clive Burrows FREng  Director of Engineering, First Group
Alan Dyke  Former Chief Engineer and MD, Channel Tunnel Rail Link Project (HS1), now an Independent Consultant
Prof Robert Mair CBE FREng FRS  Cambridge University
Hugh Norie OBE FREng  Government’s Agent for Channel Tunnel Rail Link
Prof Roderick Smith FREng  Chair, Future Rail Studies at Imperial College and Vice President of the IMechE
### Sustainability and Environment Review Group

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michelle Francis</td>
<td>Environment &amp; Sustainability Advisor to HS2 Ltd</td>
</tr>
<tr>
<td>(Chair)</td>
<td></td>
</tr>
<tr>
<td>Dr Riki Therivel</td>
<td>Partner, Levett-Therivel</td>
</tr>
<tr>
<td>Ted Allett</td>
<td>Director, Ett All Limited</td>
</tr>
<tr>
<td>Prof Peter Guthrie</td>
<td>Prof of Engineering for Sustainable Development, Cambridge University</td>
</tr>
<tr>
<td>Peter Head BCBE</td>
<td>Chair, Institute for Sustainability and Executive Chairman of the Ecological Sequestration Trust</td>
</tr>
<tr>
<td>Rupert Furness</td>
<td>Head of Environmental Strategy, DfT</td>
</tr>
<tr>
<td>Nicholas Evans</td>
<td>Partner, Bircham Dyson Bell, legal advisors to HS2 Ltd</td>
</tr>
<tr>
<td>Andrew McNaughton</td>
<td>Technical Director, HS2 Ltd</td>
</tr>
<tr>
<td>Peter Miller</td>
<td>Head of Environment, HS2 Ltd</td>
</tr>
<tr>
<td>Christian Bonard</td>
<td>Route Wide Environment Manager, HS2 Ltd</td>
</tr>
<tr>
<td>Paul Johnson</td>
<td>Director, Arup-URS, Environmental Overview Consultant</td>
</tr>
<tr>
<td>Stuart Coventry</td>
<td>Director, Arup-URS, Environmental Overview Consultant</td>
</tr>
</tbody>
</table>

### Consultation Peer Review Group

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nicola Leggatt</td>
<td>Divisional Director for Jacobs</td>
</tr>
<tr>
<td>John Parkinson</td>
<td>DfT senior civil servant with experience of consultation on aviation policies</td>
</tr>
<tr>
<td>Jeremy Redhouse</td>
<td>Business owner in the private sector, specialising in communications and content marketing</td>
</tr>
<tr>
<td>Tony Thompson</td>
<td>DCLG Planning and Development Management. Formerly of HS2 Environment Team</td>
</tr>
<tr>
<td>Chris Waite</td>
<td>Former planning officer of Kent County Council</td>
</tr>
<tr>
<td>Suzannah Kinsella</td>
<td>Former Head of Public Engagement at COI</td>
</tr>
</tbody>
</table>