



HS2

Corporate Plan 2019 – 2022





We're building a new high speed railway to join up Britain – we're a catalyst for growth, rebalancing the North and the South.

“

It is more important than ever that the region and the north of England as a whole speak with a united voice on High Speed Two and Northern Powerhouse Rail. Crucially we must avoid falling into the trap of accepting there is a choice to be made over whether HS2 or NPR go ahead. There is no choice to be made. Deciding not to go ahead with one or the other would be akin to having the M62 without the M1.”

**Councillor Susan Hinchcliffe,
Chair WYCA and Bradford Council Leader**



London

We'll demonstrate respect, integrity, leadership and safety as we deliver our vision. We're much more than a railway...

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See the HS2 Ltd Annual Report 2018–2019 for further information on the strategic case and business case for HS2, and the benefits the Project will deliver.

Chair's foreword



“

HS2 offers the potential to regenerate Britain, a chance to invest now for the benefit of future UK generations.”

Allan Cook, Chair

When I was asked to become the Chairman of High Speed Two (HS2) Ltd at the end of last year, I regarded the opportunity as a privilege. I was delighted to accept – delighted at the opportunity to work with some of the most talented people in the country and because I think that HS2 is such an important programme for the whole of the UK.

At a time when we are focused on thinking about Britain's future, our role in developing our infrastructure to join up Britain and make it easier for people to move around for business and pleasure is even more important than when the Project was first conceived.

There is also a more personal reason why I felt it was so important to accept the opportunity to work with the HS2 team.

I was born and raised in Sunderland and for the last 40 years our home has been in Scotland. I know only too well the problems of travelling around regions outside the Home Counties. Travel – whether for business or pleasure – should be a pleasant experience. Unfortunately in the Midlands and the North this is not always the case.

Too many talented people still feel that they must move south to develop their careers and achieve their full potential. This has not helped the growth potential of the UK. Sir David Higgins and Sir Terry Morgan both believed that the primary purpose of HS2 is to help rebalance the national economy. I fully agree with their view.

To achieve this, HS2 must link with our existing rail and road network and the future plans of Transport for the North, the Northern Powerhouse and the Midlands Engine. HS2 is not an end in itself; it can act as a catalyst and an enabler for not just a national transport strategy, but also Government's ambitious Industrial Strategy, linking up clusters of expertise and innovation in sectors as diverse as aerospace and pharmaceuticals.

I have also been hugely impressed by the way in which local authorities and business groups have seized the potential of the greater accessibility HS2 offers to translate that national purpose into local growth strategies. They are putting their imprint on the future of the UK.

To deliver on this potential, HS2 has to earn and maintain the trust and confidence of the public. Confidence that we will respond sensitively to the concerns of those we will impact during the construction and operational phases. Confidence too that we will not just mitigate the impact we will have on the environment but, where possible, leave a positive legacy. And confidence, above all, that we will ensure that we deliver HS2 in a way that represents value for money for the taxpayer and deliver a legacy that we can all be proud of.

None of that is easy, particularly for a project of the sheer scale and complexity of HS2. HS2 is the first major railway to be built north of London since the 19th Century. This is incredibly exciting, but the physical and political context is much more complicated than anything our Victorian predecessors faced. Britain is much more densely populated now and we have much higher environmental standards to help protect our planet.

Meeting those challenges is, primarily, the task of our CEO, Mark Thurston and his Executive team. I have been hugely impressed by the skill, focus and commitment they bring to the task.

However, it is my role and that of the Board to support Mark and challenge that delivery programme and continually assess its progress on behalf of our sponsor, the Department for Transport (DfT). I see this as my main task and, with my fellow Board members, I am determined to carry out that task to the best of our collective ability.

HS2 offers the potential to regenerate Britain, a chance to invest now for the benefit of future UK generations. That is why we have received bipartisan support at a national and a local level. But to keep earning the right to make that investment, we must demonstrate that the long-term benefits are significantly better than the short-term cost. We must prove, conclusively, that we and our partners can deliver a world class programme in the most cost effective way possible. That is what this corporate plan aims to do. It is our roadmap to the future.

Allan Cook
Chair

CEO's introduction



“

We better understand the extra demands we are placing on the railway to deliver the maximum regeneration potential.”

Mark Thurston, CEO

This has been the year when HS2 turned the corner from desktop exercise to implementation on the ground, theory to reality.

In Birmingham that has involved land clearance, habitat creation, tree planting, demolitions, utility diversions, road improvement works, compound creation and line upgrades – as well as the start of the biggest land and property acquisition programme this country has ever seen, along with the full-scale community engagement programme that involves. It is a mammoth task.

On Phase 2a, the extension to Crewe, the hybrid Bill has been continuing its progress through the Parliamentary process whilst we continue to develop the scheme design for Phase 2b (Crewe to Manchester and Birmingham to Leeds) to integrate our plans with those of Northern Powerhouse Rail and the Midlands Engine.

As a result of all this work our presence on the ground has become much more noticeable whether at major sites such as Curzon Street and Euston, or at some of over 250 work sites along the route where we have been carrying out work. People can now see HS2 starting.

And that presence is making itself felt in the supply chain as well: 2,000 firms dotted across the UK have contracts with HS2; 70% of them small and medium-sized enterprises (SMEs); 98% of them British. Nine thousand people are now employed working on the Project – a figure which will rise to 30,000 at peak construction: including highly skilled jobs along the line of route for the next decade and a half.

And as an organisation we have spent the last year scaling up our capability, knowledge and working methods to meet the size of that challenge. As a result we better understand what moving from desktop scheme design to implementation means in practice and the implications for cost, scope and schedule.

Having carried out the biggest ground investigation survey this country has ever seen, we better understand what physically is required to build the railway.

Having benchmarked the demographic and physical context in this country compared to elsewhere we better understand the extra demands we are placing on the railway to deliver the maximum regeneration potential for the country as a whole.

Having moved to a new, fully integrated model of working with the supply chain, we also better understand its ability to absorb the demands and scale of the task, as well as the potential for innovation.

And, having worked closely both with central and local government, we also better understand the potential of that regeneration to really transform the economic geography of the country and deliver the benefits at a local and national level that make this investment by the country worthwhile.

This Plan sets out how we have approached that task in the last year – and will do so in the coming three years.

Mark Thurston
CEO



Leaders from Core Cities UK at Curzon Street, June 2019

We are realising potential

HS2 represents a significant investment by the UK taxpayer, that’s why the HS2 Programme has always been about building more than a railway. Our strategic goals provide seven areas of focus.



We will be a catalyst for economic growth.



We will create a step-change for rail capacity and connectivity.



We will be good neighbours and protect the natural environment.



We will foster skills and create and sustain employment opportunities.



We will set new standards for health, safety and security for the construction and operation of the railway.



We will deliver value for money to the taxpayer.



We will set new standards for customer experience.

It’s our responsibility to procure and work closely with a supply chain that delivers HS2’s core benefits across the UK, rebalancing the North and the South. We made significant progress last year...

98%

98% of businesses in the supply chain were UK-registered (benchmark: 95%): that’s 2,145 of 2,186 contracts.

72%

By Q4 2018/19, 72% of our supply chain were UK SMEs: that’s 1,538 of 2,145 contracts. This is higher than Crossrail or the 2012 Olympics.

1,413 SMEs

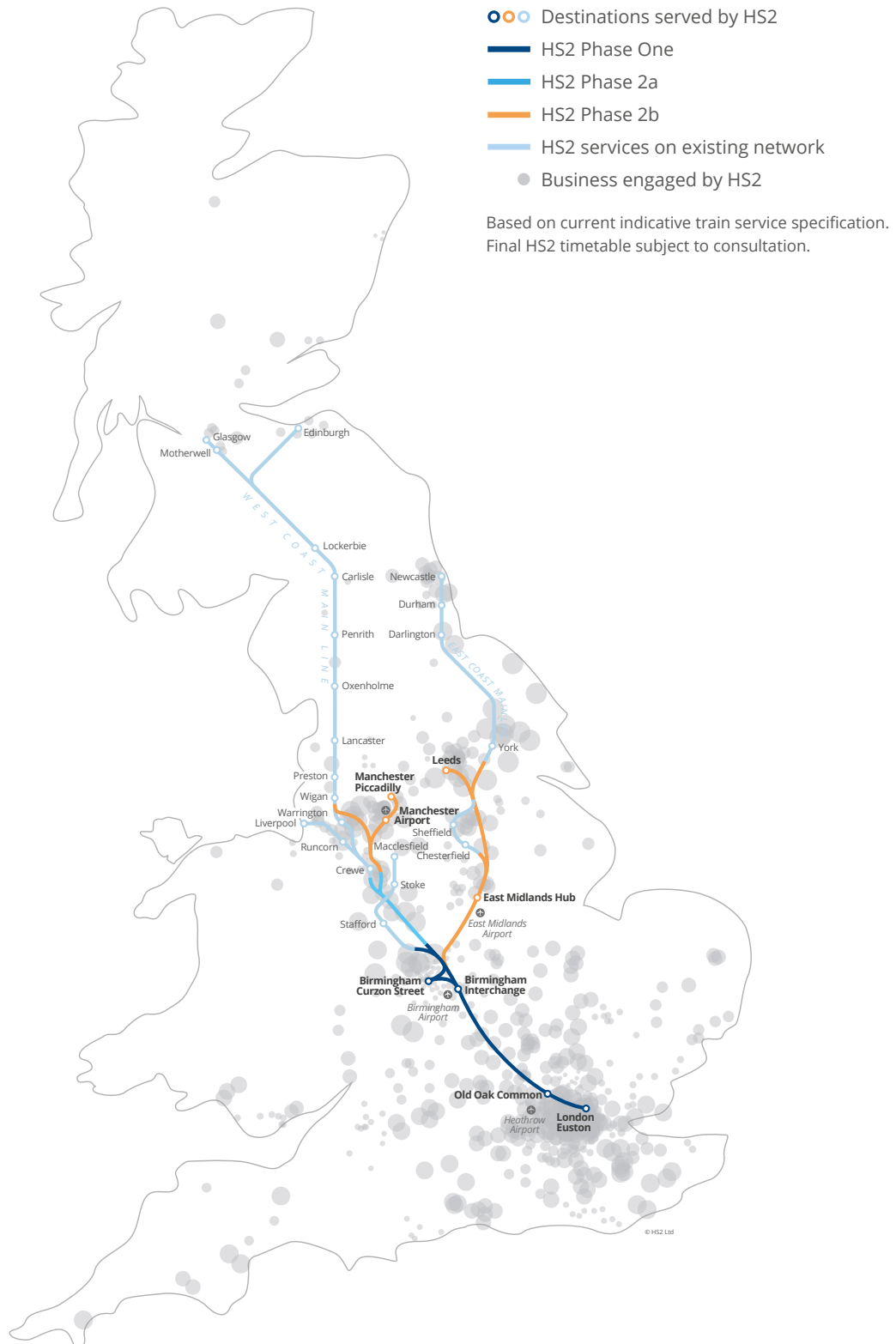
By Q4: 2018/19, there were 1,413 unique SMEs in our supply chain.

“

There is a keen interest from Scottish companies in winning work on HS2 and we encourage all companies interested to engage with Scottish Enterprise, access support and be competition ready.”

Scottish Enterprise

Engaged businesses across Britain



We are building strong foundations

The realisation of HS2’s core and wider benefits is spread across the life of the Project, from design, through construction, to railway operation. We are already delivering...

Benefits by design

Every community and region in the UK is different, with its own challenges and ambitions for the future. We’re acting on independent advice from our Design Panel and working with Local Authorities, Combined Authorities and Local Enterprise Partnerships (LEPs) to start integrating and achieving the wider benefits of HS2, such as redevelopment and regeneration around our stations. Construction and business relocations in Birmingham, development plans around Solihull and Old Oak Common, and the appointment of a master developer at Euston, show real change already happening on the ground.

Find out more on pages 14 and 15.

Skills, employment and education

We are responding today to tomorrow’s challenges for the infrastructure and engineering industries’ workforce, and to science, technology, engineering and maths (STEM) education.

Over 9,000 roles are already supported by the HS2 Project. At peak construction, 30,000 people will be needed to design and build the railway. Since Royal Assent in 2017, there have been 324 new apprenticeships created within HS2 Ltd and the supply chain.

All major contracts include Skills, Employment and Education requirements to provide outputs such as apprenticeships, workless job starts, schools engagement and support for the National College of High Speed Rail. In the last financial year, contractors have delivered a total of 816 outputs against a target of 398 set at the start of the year.

Find out more on pages 20 and 21.



Birmingham city centre

Equality, Diversity and Inclusion (EDI)

We are committed to improving diversity in the workforce and we lead by example. In the HS2 Ltd workforce, 18.6% are black, Asian and minority ethnic (BAME) (target 15%); 16.5% have adjustments at a moderate or substantive level (target 3%) and 35.9% are women (target 30%). Last year we won:

- The Minority Supplier Development UK (MSDUK) Inclusive Procurement Award 2018.
- The Institution of Civil Engineers (ICE) Team of the Year Award 2018 (the HS2 Ltd M25 slip roads team).
- The Women in Rail Awards Top Employer 2018.
- The Armed Forces Employers' Recognition Scheme Silver Award.

We expect our supply chain also to achieve excellence in their Equality, Diversity and Inclusion (EDI) practices. In our supply chain to Q4 2018/19: 17% were BAME (target 6%); 4% were disabled (target 3%); and 22% were women (target 17%).

Find out more on page 37.



With the onset of HS2, Birmingham is experiencing investment in infrastructure at an unprecedented scale. Not only will HS2 improve connectivity and journey times to London, but it will be the catalyst for what will be one of the largest urban regeneration schemes in the UK, transforming over 140 hectares of the city centre.”

Waheed Nazir,
Corporate Director, Economy,
Birmingham City Council

Being a good neighbour

The construction of HS2 will improve connections between regions and join up Britain, however it will also unavoidably have impacts on the environment and communities along the route. We are committed to extensive mitigation.

In June 2018 we announced that along the route we will create a ‘green corridor’ of 3,340 hectares, protecting and enhancing wildlife habitats, as well as integrating the railway into the landscape. We are growing over 40 different species of trees and shrubs and have already planted over 300,000 of seven million planned. Last year, Groundwork UK also awarded £2,982,053 from the Community & Environment Fund (CEF) and Business & Local Economy Fund (BLEF) on 49 projects to support affected communities.

We are also committed to legacy funds and are currently supporting: the Road Safety Fund, the Chilterns Area of Outstanding Natural Beauty Panel, the Hillingdon Local Amenity Fund, and the Woodland Fund.

Find out more on pages 32 and 33.

“

HS2 is the most important infrastructure project any of us will see in our lifetimes. Now, more than ever, we must be evangelical about making the case for the completion of the route in its entirety, to help the Midlands and the North reach their full potential.”

Maria Machancoses,
Director of Midlands Connect

Our progress last year

We respected communities.

We championed teamwork and collaboration.

We ensured value for money.

We began work creating a positive legacy for Britain.

1,912

suppliers awarded contracts



400+

apprentices have worked on the Project



2,100+

community engagement events held



£1.5bn

of new deals announced



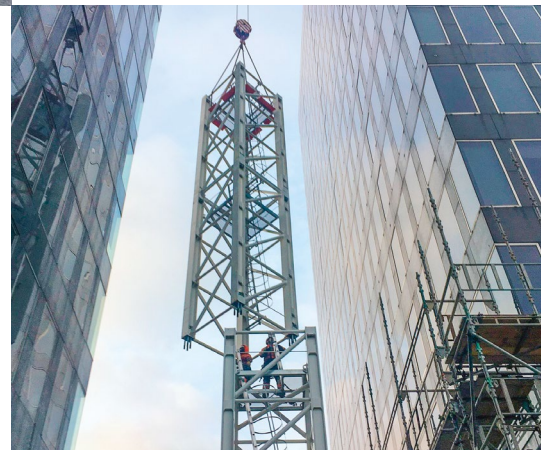
348

properties acquired



49

projects funded by CEF and BLEF



125,000

trees and shrubs planted



Over

16,000

linear metres of utilities diverted

Our progress (2018/19)

Construction: Enabling and Main Works

All along the Phase One route, enabling works have been taking place to prepare sites for the start of the main construction works. At Euston, the construction of a new ground-level taxi rank and cranes supporting the demolition of the two 1970s towers marks the most significant change to the Euston skyline in more than 40 years.

Over
16,000
linear metres of utilities diverted

Nearby at St James Gardens’ burial site the largest archaeological excavation ever in the UK is taking place. We are sensitively exhuming and cataloguing the remains of up 45,000 skeletons buried there between 1788 and 1853.

In the Utilities space a huge number of diversions and constructions are underway on high pressure gas mains, high voltage cables and other critical infrastructure to ensure that services to millions of homes are maintained during the construction of main works.

We have completed a substantial amount of site clearances and demolitions, particularly in the London area. These include Old Oak Common, Willesden Euro Terminal and Euston approach.

Three
290 tonne
container cranes removed
at Willesden Euro Terminal



Demolition works, Euston station

We recently started the demolition of a former railway works in Washwood Heath, which will be the site of a new train maintenance depot.

Remediation of the Birmingham Curzon Street site has progressed, and will continue through 2019 and 2020, ready for the station contract to commence in 2020. The rail logistics hub is expected to process more than six million tonnes of excavated material – the equivalent of taking 300,000 heavy goods vehicles (HGVs) off the roads.

“

Being part of the largest infrastructure project in Europe is a big motivation for me. The scale of what we are doing means my experience on other high speed rail programmes abroad is being put to good use to make sure we build the railway in the right way.”

Juan Fernandez-Aller Horrillo,
Senior Project Engineer, Civils, HS2 Ltd



Curzon Street



Case Study

A new neighbourhood – a regional gateway

The arrival of HS2 into Euston is the most important regeneration opportunity in central London. Work is now underway on the redevelopment of the station that will not only be a game changer for the local community, but will be an essential part of extending prosperity up the new high speed line.

The 54 acre site, equivalent to 65 football pitches, will deliver 19,000 jobs and 1,700 new homes locally. It is the last piece of central London capable of accommodating a new commercial and residential mixed-used district and for many in the wider country, Euston is a front door, a point of arrival and departure.

Last year we appointed Lendlease as the Master Development Partner for the Euston Estate. We have developed our vision for the future and begun our conversation with the local community and travelling public on how they would like to see the station evolve to become fit for the new century and beyond.



We are helping local places meet their future ambitions

Progress is becoming more and more visible, with new tower cranes dominating the skyline and the previously hidden underground taxi rank now rebuilt at the front of the station. Passengers arriving at Euston can now see their station changing before their eyes.

“

The arrival of HS2 gives us a unique opportunity to transform the wider Euston station site, opening up the station to the surrounding community with new streets and public realm as well as opportunities to unlock thousands of new jobs and homes, anchored around a common masterplan vision.”

Mark Thurston,
CEO, HS2 Ltd

Our progress (2018/19)

Preparing the way: Parliament, Land & Property, Procurement

We identified and quantified the commercial development potential for our stations and depots across Phase One. We have formed a new Stations Team, accountable for delivering a strategy for the provision of retail, leisure and business space within our stations. We have identified the potential to deliver 125,000 jobs and 3,500 new homes across the line of route.

We continued to work with communities and businesses along the line of route to acquire the land we need to build and run HS2.

Up to
£3bn
of contracts awarded

We have progressed the Phase 2a hybrid Bill through Parliament on schedule, getting Select Committee underway and resolving the majority of petitioners’ issues through the petitioning and Select Committee process. In addition, we successfully deposited Additional Provision 2 (AP2) for the Phase 2a hybrid Bill in Parliament on 8 February 2019. AP2 comprised a large number of individual changes that accommodates requests from petitioners and the Select Committee as well as further development of the design.

Under a Secretary of State’s Change Confirmation Notice issued in June 2018, we were asked to include the electrification of sections of the Midland Mainline within the Phase 2b hybrid Bill. Amongst other works, this includes the reconfiguration of bridges and track and laying kilometres of new sub-surface high voltage cable. This also includes a connection from HS2 to the Erewash Valley line.



We published our emerging plans for the construction and operation of Phase 2b, maintaining momentum in delivering the benefits of a national HS2 network into the Midlands and the North. The Phase 2b Working Draft Environmental Statement and Working Draft Equalities Impact Assessment was subject to public consultation and was supported by a series of information events across the proposed route.

Possessed
30.5km²
of land routewide

HS2 Ltd and the Department for Transport signed a revised Development Agreement (DA) at the end of 2018. The DA needed a further update to reflect the growing maturity and development of the HS2 Programme. This latest version ensures HS2 Ltd and DfT are both clear on their roles and responsibilities as the Programme moves forward into delivery and as planning steps up a gear for the operational railway.

“

HS2 coupled with NPR will deliver a brand new rail network that will put huge numbers of economic growth areas within easy access of each other. That isn't about economic black holes dragging all investment one way but it is about connecting even greater numbers of people and businesses to each other and new markets.”

Chris Fletcher,
Marketing and Policy Director,
Greater Manchester Chamber of Commerce






Case Study

Building strong foundations with local communities

The Phase 2b hybrid Bill will be the largest piece of legislation ever deposited in Parliament and as such, the consultation on our Working Draft Environmental Statement has been the largest consultation we have run to date. HS2 will be a good neighbour and ensuring communities are involved in the design of the route is an important part of that commitment.

Forty-one information events were held over six weeks, attended by over 6,800 people who were able to speak to a wide range of experts about the Project and its impact locally. Over 330,000 leaflets were sent to households and businesses along the Phase 2b route. We also sent over 3,300 letters to all directly affected properties offering one-to-one meetings as we work towards the deposit of the Bill next year. This offer was taken up by over 400 people who met us face-to-face to talk through their issues.



HS2's arrival in Wigan will position us as a transport hub for rail travellers from Lancashire, Merseyside and Cheshire as well as Wigan. We are very supportive of HS2 and welcome the investment it will bring to the borough."

**Councillor David Molyneux,
Leader of Wigan Council**

We are listening and responding to communities

Working with affected communities is the foundation of the railway and we've developed new ways of helping people understand the vast and complex documentation to ensure they have all the information they need. This involved creating new short explainer videos and an online map with searchable addresses and the functionality to help explain the difference between local impacts during construction and subsequent operation of trains.

To this end we received over 37,000 responses that will help to inform the next stage of the design process.

Our progress (2018/19)

Creating a positive legacy for the country: Health & Safety and Skills

In September 2018 we published our Skills, Employment and Education (SEE) Strategy. The Strategy outlines how we are going to maximise the economic benefits of the HS2 Programme via a coordinated programme of skills, employment and education interventions. To drive forward this strategy, we have established a Skills Taskforce, chaired by the CEO to ensure that HS2 leaves a lasting skills and employment legacy for the UK.

Over
400

new and existing apprentices
have worked on the Project

The HS2 Ltd Apprenticeship Scheme recruitment opened in National Apprenticeship Week. Through the scheme we are recruiting 25 apprentices to join the 24 apprentices already working at HS2 Ltd. We also piloted a Jobs Brokerage service in the West Midlands area linking unemployed people to jobs in the supply chain.

Health, Safety, Security and Environment is important to HS2, which is why it forms one of the Company's objectives. We have continued to make significant progress on our health and safety performance. We set ourselves a stretch target of 1.2 for our Health and Safety Performance Index score (from a baseline of 0.6). While we narrowly missed this, we did demonstrate continual improvement in this area.

Over
35

supply chain leaders
attended Meeting of Minds
mental health event

We have invested a considerable amount of effort into occupational health, and in particular mental wellbeing for both HS2 employees and those in our supply chain. We want to raise standards across the industry and will lead by example, making good mental health the norm at HS2 by the end of the Programme. To support this, we have delivered a number of events and interventions to industry leaders, such as our Safe at heart: HS2 Together H&S leadership event in October 2018 (see more on pages 38–39) and a Meeting of Minds event in March 2019.

In terms of security (physical, personal, cyber and information) we have continued to make excellent progress. We have increased our capability and capacity to respond to serious incidents and business continuity events. We delivered our internal compliance programme to ensure the business was ready for the changes in data protection legislation brought about by the introduction of the General Data Protection Regulations (GDPR) in May 2018.

“

Safety is one of our core HS2 values, and for us that is all about caring for our workforce, our passengers and the public, by creating an environment where no one gets hurt. But too often we shout about safety and whisper about health, particularly mental health. That is why we launched our Safe at heart campaign, our aim is to raise standards across the industry. Together we can make a real difference.”

Emma Head,
Safety and Assurance Director, HS2 Ltd



Engineer at Curzon Street

“

I am delighted that Government funding is now empowering a diverse range of exciting projects, helping to unlock the potential of local businesses, regenerate community spaces and bring people closer together right along the route of HS2.

I look forward to seeing even more grants being awarded in the future, and encourage more fantastic schemes to come forward for their share of this significant funding.”

Nusrat Ghani,
HS2 Minister



Case Study

HS2 fund supports new community careers service in Alum Rock, Birmingham

The Community and Environment Fund (CEF) and Business and Local Economy Fund (BLEF) were established to fund projects in the communities that are being disrupted by the construction of HS2.

In Birmingham, the Azad Kashmir Welfare Association received a grant for £74,100 to support a new careers advice and information service for the Alum Rock community. Alum Rock, close to HS2's Washwood Heath development, is one of the most deprived communities in the country with a high level of unemployment and a high proportion of people who do not have English as their first language.

The CEF and BLEF funding will help to employ a multilingual careers advisor. The advisor's role will cover a range of activities including providing expert advice on applying for jobs, guidance on writing CVs and application letters, and training in interview techniques.



HS2 contractor volunteering at Suited for Success, Birmingham

We are helping people to improve their prospects

The careers advisor will also signpost young people and adults to the training and education opportunities that are available locally. Additionally, they will be able to help people with welfare and social services queries.

The project is located at the AK Centre in Alum Rock, with open days taking place at Naseby Youth and Community Centre. These open days will provide local people with the opportunity to find out more about the careers service and to meet with potential employers and representatives from training and educational organisations.

Our progress (2018/19)

Maximising benefits, minimising impacts: Communities and Stations

Over the last year we have held over 2,100 engagement activities in communities along the line of route. These have been visited by over 31,700 people and have provided information, updates and support to those affected by HS2.

Over
2,100
engagement activities held

Alongside these events, we have launched 12 local community websites, covering areas from Crewe to London. These websites have been visited more than 113,000 times and now have nearly 3,600 subscribers.

Over
31,700
attendees at engagement events

In partnership with Arc Theatre, we have delivered construction site safety workshops to more than 4,100 pupils at 53 Primary schools. These workshops focus on teaching children the importance of staying safe when living and playing near construction sites in a fun and interactive way.

The HS2 helpdesk handled a total of 29,541 enquiries over the past year, including 520 complaints. To support people in making a complaint, we revised our How to Complain booklet to meet with Plain English standards. The booklet was awarded the Plain English Crystal Mark accreditation in February 2019.



CGI of Curzon Street station design

Over
29,500
helpdesk enquiries handled

All of these activities contributed to our progress against our 10 Community Commitments. We reported on these to the public in the first six-monthly progress report, covering January to June 2018, published in October 2018. The report covered the period January to June 2018. The next report covering the period July to December 2018, will be published in March 2019.

We have signed agreements with Birmingham City Council (Curzon Street) and Urban Growth Company (Birmingham Interchange station) to fund the design by HS2 Ltd of additional scope at these stations. This will enhance growth and regeneration around the stations and contribute to delivering local growth strategies.

“

We’ve engaged thousands of people over the last year, most notably on the new designs for Curzon Street and Interchange stations. Helping people understand the Project, how they can get involved and the benefits of HS2 makes me really proud to be involved with this transformational venture.”

Rachna Shah,
Community Engagement Executive, HS2 Ltd





Community Engagement event, Newcastle-under-Lyme


Case Study

Engaging communities ahead of ground investigations

The first ground investigations for Phase 2a took place at Whitmore Heath in North Staffordshire in August 2018. Before we started our local engagement managers worked closely with the community in the area, letting them know what was happening and listening to any concerns they had.

We strive to be a good neighbour wherever we are working. Through local engagement, we let all the homes on the Heath know when the work was due to start, what the work would look like and how long we would be there. Importantly, we let people know who to contact if they had any questions. We also had one-to-one meetings with affected households and discussed what we were planning to do with the Parish Council and local community representatives.

This engagement helped us to understand specific local issues, including concerns raised by vulnerable people in the area. Having listened to the community we acted on their feedback by, for example, changing our working hours.



Community Engagement event, Newcastle-under-Lyme

We are helping people to improve their prospects

Once the ground investigations work began, we set up an area within our works compound where people from the local community could come along to talk to us. This direct access to our team helped us to resolve any issues that they mentioned. For example, when an issue around light pollution was raised, we were able to deal with it quickly and resolve the situation for the community.

“

The GI team has done a great job, the crews on the ground were knowledgeable, friendly, clean and tidy, and more importantly patient with the older residents.”

**Local resident,
August 2018**

Our progress (2018/19)

Delivering a service: Design and Partnership Working

HS2’s Design Panel is an independent, non-executive, advisory body set up with a mandate from Government to advise and hold to account HS2 Ltd’s leadership, project teams and partners, in making the right design choices. During 2018/19 we have held 83 Design Panel Workshops. Of these workshops, 52 were related to Phase One, three to Phase 2a and 13 to Phase 2b.

We have a corporate target of accepting at least 80% of Design Panel recommendations. We have currently accepted 95% of Design Panel recommendations, demonstrating our commitment to the process and the value that the Design Panel is having on the Project.

Held
83

Design Panel workshops

We also released Volume Two of our Design Handbook. This volume focused on the integration of stations and rolling stock and was shared both internally at HS2 Ltd and with our supply chain.

Accepted
95%
of Design Panel recommendations

Across Britain we are working in partnership with organisations and local groups to ensure that we’re maximising the potential of HS2 wherever we can.

In Euston, we’re working with a group of organisations dedicated to delivering a vision of a transformed Euston. HS2 is the catalyst for the Old Oak Common and Park Royal Development Corporation in West London. We’re working with them to help deliver plans to create 25,500 new homes, together with up to 65,000 new jobs at the Old Oak Common HS2 interchange.

Up to
65,000
potential new jobs at Old Oak
Common interchange



HS2 Passenger Panel conducting accessibility testing

HS2 Ltd sits on the 'North of HS2 to Scotland Working Group', which is chaired by DfT and has representation also from Transport Scotland and Network Rail. The group is working on steps to improve connectivity for Scotland with HS2.

We are working in partnership with Network Rail to deliver a programme of modifications to the conventional network to enable HS2 to be built and operate. The On Network Works programme is being delivered by a team made up of HS2 Ltd and Network Rail staff who are co-located to ensure the successful delivery of the works.

We are also working closely with Transport for the North (TfN) to ensure that an appropriate level of futureproofing is considered in the development of the Phase 2b scheme. Alongside colleagues from Network Rail and DfT, HS2 representatives attend both working groups and formal governance meetings at multiple levels of programme governance, including Working Group and Delivery Group meetings with representatives of TfN partners.

“

HS2 has the opportunity to revitalise cities. HS2 will have a major impact on the cities that it serves. The key task will be to find ways of integrating some of the largest station structures this country will be constructing into the hearts of our cities and existing communities.”

Harbinder Singh Birdi,
Partner, Head of Infrastructure and Transport
at Hawkins\Brown Architects



CGI of possible Manchester Piccadilly station design




Case Study

Old Curzon Street Refurbishment

We work closely with local authorities and key stakeholders to support local efforts to regenerate towns and cities and attract inward investment.

In Birmingham for example, HS2 is working with Birmingham City Council, Birmingham City University and Historic England to preserve an important piece of Britain's railway heritage – the Old Curzon Street station.

Built by Philip Hardwick in 1838 it boasts a portico arch to mirror that of the Euston Arch at the other end of the first Birmingham-to-London railway. However, this historic building is unoccupied and has fallen into disrepair.

The building sits next to the site of the new HS2 Curzon Street station, so HS2 has worked closely with local stakeholders to protect our national heritage.



I first saw this wonderful building from the train when I came to Birmingham to start my new job over three years ago. It truly inspired me and I have been determined to find a future for it... Curzon Street station was at the cutting edge of railway technology in the 1830s."

Veryan Heal,
Planning Director, National Heritage

We are a catalyst for economic growth

Jointly funded by HS2 and the Greater Birmingham and Solihull Local Enterprise Partnership, the refurbishment will bring the building, which is listed on the Heritage at Risk Register, back to life.

HS2 will host an engagement hub on the ground floor, enabling local residents to find out more about the Project. Birmingham City University will use the first floor to house postgraduate start-up businesses, promoting growth and job creation, while Historic England will relocate its offices to the second floor, providing accommodation for around 30 staff.

The project is a great example of how HS2 is working closely with local stakeholders to protect our national heritage and deliver our strategic objectives to promote growth and regeneration. It will create a catalyst for regeneration in the Eastside of Birmingham, many years before the railway itself becomes operational.

Our progress (2018/19)

Fitting HS2 into the national landscape: Environment and Sustainability

In July 2018 HS2 published *More than a Railway*, a document that outlined our goal for creating a Green Corridor alongside the HS2 that will support local wildlife, provide benefits for communities through access and green space, while integrating the railway into the surrounding landscape. As part of this campaign we have created 46 habitat sites to date on Phase One and planted more than 125,000 trees and shrubs this year of up to 7 million planned.

Created
46
habitat sites

Over
125,000
trees and shrubs planted

We have implemented the first plastic free landscaping planting package. This will remove the use of plastic tree guards and cable ties in favour of sustainable cardboard alternatives.

In February 2018 HS2 was awarded the first Building Research Establishment Environmental Assessment Method (BREEAM) Infrastructure strategic stage certificate with an ‘Excellent’ rating for its ambitious sustainability strategy on Phase One of the Project. In December 2018 SCS, our civils contractor for the southern section of the route, submitted their design stage assessment, which is on track to achieve an ‘Excellent’ rating. We envisage that certification will be achieved in 2019.

This achievement supports our ambition to attain a BREEAM ‘Excellent’ rating for all our infrastructure works on Phase One.

Before much of the construction of HS2 takes place, we are conducting an unprecedented amount of archaeological work along the line of route. Our archaeology programme for Phase One is the largest ever undertaken in the UK using more than 1,000 archaeologists.



Archaeology works, Park Street, Birmingham

In Warwickshire, across a 2km stretch of land, we have identified a landscape of multiple ancient settlements, possibly dating from the Iron Age (750BC) through to the medieval period; this area was previously thought to be relatively uninhabited.

The battle of Edgcote was the first major action in the campaigns of 1469–71, the second major period of unrest in the Wars of the Roses. It is one of the poorest documented of the campaigns and battles of the period. Our work is helping to reveal the historic terrain and beginning to enable a more accurate reconstruction of events.

Near Aylesbury, at old St Mary's Church, Stoke Mandeville, we have the opportunity to study over a thousand years of history of a rural population. Looking at the health and make-up of the population will be fascinating; was the population static or was there much movement from other parts of the country?

“

We are very pleased to receive this BREEAM Infrastructure certificate. Our goal with HS2 is to design and build the most sustainable high speed railway of its kind in the world, working in partnership with our supply chain and local communities to leave a positive legacy for future infrastructure projects both in the UK and beyond. This certificate is a testament to our sustainability commitments and to the lasting benefits of the HS2 Project.”

Peter Miller,
Environment Director, HS2 Ltd

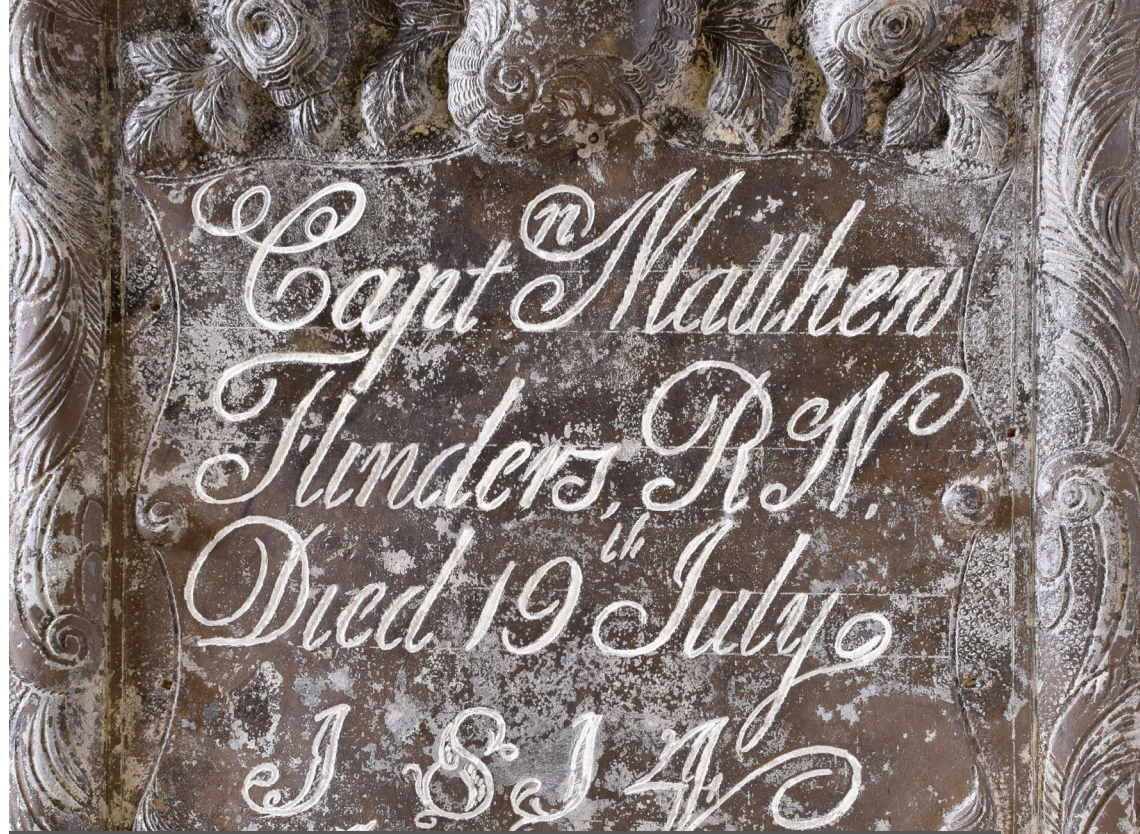
And, at London and Birmingham investigation work is underway at two post medieval burial grounds that will tell us about the lives of the people who lived and worked in these cities at a time of great social, economic and political change.

We are committed to creating new public spaces with the permanent provision of parks, play areas and public rights of way. To support this, we have made £45 million of funding available for local communities along the Phase One and Phase 2a route.

Awarded
£3m
of funding to local projects
along Phase One

The money is available through two funds known as the Community and Environment Fund (CEF) and the Business and Local Economy Fund (BLEF). This funding can improve community facilities and town centres with the goal of supporting community cohesion, local environments and local economies. In FY 2018/19 £3 million was awarded to 49 projects across the Phase One route.

In 2018, a further £6.5 million was made available by the Government towards road safety on the second phase between Crewe and the West Midlands. This is in addition to the £30 million road safety fund that is already available for 13 areas between the West Midlands and London. The money can be used for calming measures, safer pedestrian crossings or safer junctions for cyclists, pedestrians and drivers.



Captain Matthew Flinders' breast plate, discovered in St. James burial ground, London



Case Study

Archaeology

Before we build the bridges, tunnels, tracks and stations, an unprecedented amount of archaeological work is taking place along the line of route. Over the last year, we've been sharing with our communities and the wider public the exciting programme of archaeology we have. From Prehistoric remnants and Roman settlements to undiscovered battlefields and Victorian artefacts, every rich discovery from each historical period is adding to understanding of our common heritage.

In January, HS2 archaeologists discovered the remains of Captain Matthew Flinders, a Royal Navy navigator who first circumnavigated Australia and named it as a continent. His discovery was covered in all the UK major newspapers and news channels and reported in several languages around the world; an incredible opportunity for us to showcase the early stages of this world-leading engineering project.



Thanks to HS2, I have the best job in archaeology bar none. The launch of our archaeology campaign gained global attention and showed the world how we're building a world-class transport system of the future, by first uncovering and respecting our past. Raising the profile of the historic environment profession is something I'm passionate about and we're setting new benchmarks as we go for how we deliver our work and train archaeologists for the future."

Helen Wass,
Head of Heritage, HS2 Ltd

We are rediscovering our shared history

The discovery of Captain Matthew Flinders' remains is an incredible opportunity for us to learn more about the life and remarkable achievements of this British navigator, hydrographer and scientist. He put Australia on the map due to his tenacity and expertise as a navigator and explorer. The Flinders name is synonymous with exploration, science and discovery and HS2, through its archaeology programme, will ensure that we maximise the opportunities for further academic and scientific study.

As well as improving connectivity, generating 30,000 new jobs and creating a network of new wildlife habitats, our archaeology programme shows that HS2 is more than a railway; it's an opportunity to tell the story of our past, create opportunities in the present and leave a lasting legacy for generations to come.

Our progress (2018/19)

Equipping our organisation to deliver: Capability and Governance

Throughout 2018/19 we continued to implement our People Strategy ‘Skilled for Success’. The strategy sets out how we will develop an effective organisation and our delivery capability; develop a talented and diverse workforce and inclusive performance culture; and provide innovative and professional Human Resources (HR) services.

Despite the rescheduling of the reassessment of Enterprise Capability to summer 2019, we have continued to deliver the HS2 Improvement Programme to ensure that we are ready for Notice to Proceed (NTP) and beyond. The Improvement Programme accepted a recommendation from Third Line of Defence (LOD3) to incorporate Organisational Readiness Testing into the assessment of capability. All Capability Areas are on track to achieve Level 3 maturity by NTP, with risks understood and mitigation plans in place. 13 Capability Areas have been mandated to achieve a Level 4 post-NTP with phased target dates.

During 2018/19 we developed and started rolling out leadership and talent interventions to the organisation. This included a new leadership discovery programme, as well as leadership and behavioural competencies that outline the expected behaviours of our leaders, our people and our teams.

We have refreshed the way that we manage talent with the introduction of a more robust talent and succession process at senior levels; and are rolling out technical competencies and job families to assist career planning and retention.

We have implemented a new approach to onboarding, ensuring that those joining our team have more time with their line manager and their colleagues to understand their role in the business. We are supporting our staff and ensuring that they have the required capability and knowledge, through the roll out of new mandatory training so that staff are clear of their responsibilities and expected behaviour, and we are reporting compliance through our new enterprise resource planning system.



Won
4
awards for Equality,
Diversity and Inclusion

We continue to raise the bar across industry with our award-winning approach to equality, diversity and inclusion with HS2 recognised as the best employer for gender diversity practices in 2018. Within our own workforce, women account for 36% of our workforce and BAME 19%, exceeding our corporate targets of 30% and 15% respectively.

36%
of HS2 Ltd employees
are women

We consider that the interests of our business and those employed in it are best served by there being a shared understanding of the objectives, strategy and performance of the business, of its operating environment and of other matters of genuine and mutual interest. To achieve this, in March 2019 we entered into a modern partnership agreement with the Transport Salaried Staffs’ Association (TSSA) for HS2 Ltd staff.

We successfully launched Release 1 of our new Enterprise Resource Planning (ERP) system at the start of October 2018. Release 2 of the system is scheduled to go live in April 2019. In advance of this, User Acceptance Testing has been successfully achieved by HR, Procurement and Finance, and End User Training has commenced.

“

I pay tribute to HS2 for the welcome they are extending to our union and I applaud their commitment to their current and future staff by enabling them to have collective union representation.”

Manuel Cortes,
TSSA General Secretary

“

I enjoy coming into work every day knowing I can make a difference by supporting my team, the Project and those we’re working with and alongside. I feel my skills and contribution are valued and I am in a place where I can develop them further.”

Suzanne Crouch,
Head of Programme Interface, Phase One South,
HS2 Ltd



HS2 Ltd All Staff Briefing



Achieving new and better standards in health, safety and wellbeing, in everything we do, and right across our supply chain, needs events like these to help SMEs and large organisations to recognise shared visions, values and innovative ways to work together.”

Martin Holland,
Health Safety Security & Wellbeing Lead, LM



Case Study

Getting match fit – being Safe at heart

HS2 is an extraordinary project and to deliver it we need extraordinary health and safety. This is a crucial time for us as we move from concept into construction and ensuring everything we do has safety at its heart is crucial as we seek to deliver the safest ever major UK project.

Safe at heart: HS2 Together, held in October 2018 was our inaugural health and safety leadership event where we began the conversation on how we can raise the bar for health and safety standards and leave a positive legacy for the industry to follow. More than 300 leaders from across our supply chain and across the country came together in Birmingham to hear about innovation, best practice and ideas for the future.



HS2 Together health and safety supply chain conference

We are setting new standards for health and safety

We focused on getting the basics right, day in, day out across our supply chain from our Joint Ventures to tier four and five suppliers. A project of our scale demands this level of discipline. The importance of good performance going hand in hand with good health and safety was also highlighted. Creating an environment where people feel supported and safe will drive improvements in how an organisation performs.

A key takeout from the day was how as an industry, we shout about safety, but whisper about health. This needs to change if we are to be truly innovative and raise the bar for the whole industry. As we equip HS2 Ltd for delivery, we can lead the way for others to follow by caring for our people and creating an environment that is supportive of their mental and physical health as well as safety.

2018/19 KPIs at a glance

Construction: Enabling and Main Works

Ensuring value for money

Indicator	Target/measurement	How we did
Demonstrate our commitment to efficiency and benchmarking.	(Phase One) Provide DfT with the necessary information to support the Final Business Case for the Phase One route by the end of December 2018.	Our Main Works Civils Contractors reported at Gateway 4 in September 2018 that the complexity of the design, along with emerging information from ground investigations, were leading to cost and schedule pressures. Gateway 5 was therefore extended to March 2019 to allow more time for design refinement work. As a result we now have a much better definition of the scope, cost and schedule. The initial inputs into the Final Business Case to DfT will now commence in late 2019.
	(Phase Two) Monitor progress against cost efficiency plans for the design and delivery of the Phase 2a and Phase 2b routes.	<p>Phase 2a – Efficiency plans for Phase 2a have been developed and undergone its independent review. We have delivered over £100m of the target efficiency savings to date into the design. We are continuing to identify further opportunities such as scale modelling of Porous Portals and advanced modelling of floodplains that could drive further efficiencies across the whole Project (Phase One, Phase 2a and Phase 2b).</p> <p>Phase 2b – Our work on the current opportunities register for efficiency plans are progressing. Particular focus has been on earthworks and there are a number of new opportunities associated with this that are now being considered. However, recognising the Phase 2b is at an earlier stage of design than Phase One and Phase 2a, we still have more work to do to refine our efficiency plans further and reduce the overall affordability gap.</p>

Securing permission to progress from scheme design to detailed design and construction

Indicator	Target/measurement	How we did
Phase One Main Works Civils Contract Progress.	Complete Gateway 6 for the Main Works Civils Contracts by end of March 2019 in readiness for approval to issue the first 'Notice to Proceed', confirming the target price and scheme design.	Following Gateway 4 submissions in September 2018, we have worked with our Main Works Civils Contracts (MWCC) Joint Ventures to give them more time to better define the scope and mitigate the impact of, cost and schedule pressures. As a result Notice to Proceed has been moved.

Preparing the way: Parliament, Land & Property, Procurement

Hybrid Bill progress – Phase 2a

Indicator	Target/measurement	How we did
Phase 2a Bill progress through Select Committee, to receive Royal Assent by December 2019.	Resolve the majority of petitioners' issues through the petitioning process.	In February 2019 we successfully deposited Additional Provision 2 for the Phase 2a hybrid Bill. A programme of petitioner engagement has been carried out throughout the year and we were able to reach agreements with over 65% of initial petitioners.

Preparing the way: Parliament, Land & Property, Procurement

Hybrid Bill progress – Phase 2b

Indicator	Target/measurement	How we did
Progress towards depositing the Phase 2b Bill by Q3 2019, to achieve Royal Assent by 2022.	Compare the planned versus actual percentage complete of key milestones leading up to Bill deposit.	The Phase 2b hybrid Bill is progressing well towards its deposit in 2020.

Rolling stock procurement

Indicator	Target/measurement	How we did
Progress towards appointing our rolling stock supplier.	Issue the rolling stock ITT to the market.	The Rolling stock ITT was issued to the market on 26 July 2018.

Creating a positive HS2 legacy for the country: Health & Safety and Skills

Health & Safety

Indicator	Target/measurement	How we did
H&S Enterprise index score.	The average across all measures in the index is ≥ 1.2	Our Health and Safety index score for the year was 1.22, exceeding our target for the year.

Skills

Indicator	Target/measurement	How we did
Delivering on our Skills, Employment and Education Strategy.	Deliver on the programme of skills, employment and education interventions outlined in the Skills, Employment and Education Strategy.	Our Skills, Employment and Education (SEE) Strategy was launched in September 2018. We have also established a new Skills Taskforce chaired by the CEO to drive the skills agenda within HS2 Ltd. SEE is embedded in all of our major contracts and our contractors are continuing to meet or exceed the targets they have been set.

Maximising benefits, minimising impacts: Communities and Stations

Community engagement

Indicator	Target/measurement	How we did
Delivering on our commitments outlined in the Community Engagement Strategy.	Deliver on the 10 Community Commitments outlined in the Community Engagement Strategy.	We continue to improve our approach to community engagement, publishing our second report on our progress in April 2019, which brings together a number of case studies to help demonstrate what we've achieved so far.

2018/19 KPIs at a glance continued

Maximising benefits, minimising impacts: Communities and Stations

Stations

Indicator	Target/measurement	How we did
Onboard the Euston Master Development Partner (MDP).	Progress on the agreement and implementation of the Euston MDP's business plan.	The MDP's Initial Business Plan was successfully approved by the Secretary of State on 26 July and notification issued to the MDP on 27 July 2018 by the Landowners' Representative.

Delivering a service: Design and Partnership Working

Quality performance

Indicator	Target/measurement	How we did
Programme Requirements.	Act on 80% of Design Panel recommendations relevant to 2018/19 period.	Through 2018/19, 95% of Design Panel recommendations have been acted on by HS2 and contractor design teams, exceeding our target of 80%.

Fitting HS2 into the national landscape: Environment and Sustainability

Environment at the heart of HS2

Indicator	Target/measurement	How we did
Carbon Emissions.	Forecast change in carbon footprint against baseline for Enabling Works. Contracts (30%); and civil, station and railway system contracts (50%).	All Main Works Civils Contract (MWCC) carbon footprint baselines have been established and are being reviewed, along with estimates from Station Design (SDSC) contractors for Euston, Curzon Street and Old Oak Common stations. Carbon baselines will be comprehensively 'locked' at NTP for MWCC and when Schedule 17 planning approval is gained for SDSC.

Indicator	Target/measurement	How we did
Biodiversity.	Forecast no net loss in biodiversity.	Whilst more work is still to be done to analyse how the final design will fully contribute to the No Net Loss (NNL) in biodiversity, initial data submissions are showing positive progress towards the Project objective.

Equipping our organisation to deliver: Capability and Governance

Robust systems and controls

Indicator	Target/measurement	How we did
Budget Compliance.	Year end out-turn not to exceed 1% of Q3 forecast and to be no more than 5% less than forecast.	Our Final Year Spend was 3.5% less than forecast, and within the target.

Indicator	Target/measurement	How we did
Use of Earned Value Management to monitor cost and schedule performance.	% EV 50% of Phase One delivery spend being monitored by Earned Value Management.	52.6% of delivery spend currently under EV as of March 2019, exceeding our target.

Equipping our organisation to deliver: Capability and Governance

Developing our capability and re-inducting staff

Indicator	Target/measurement	How we did
Demonstrate good governance and company ethics.	Track the number of reports into our whistle-blowing line ('breaches of ethics') and number of fraud incidents.	<ul style="list-style-type: none"> Staff can confidentially report any suspicion of fraud or bribery either to their line manager, directly to the Head of Fraud & Business Ethics or via the 'SPEAK OUT Line' which is open 24 hours, seven days a week. Via our 'Speak Out' reporting line, HS2 Ltd is tracking the number, and nature, of whistleblowing reports. There is a robust reporting culture at HS2 Ltd, which will assist to prevent (and mitigate fraud losses. The Counter Fraud and Business Ethics function reports quarterly into HS2 Ltd's Executive Committee and twice a year into HS2 Ltd's Audit and Risk Assurance Committee.
	Ensure all new starters undertake governance training.	Mandatory Governance Training now forms part of our on-boarding process for all new starters via an e-learning module launched in February 2019.
	Respond to governance audit outcomes.	All actions from the NAO and GIAA audits in (2017/18) have been completed.

Developing our capability

Indicator	Target/measurement	How we did
Demonstrate sufficient capability across HS2 Ltd's enterprise functions to award, manage and monitor the Main Works Civils Contracts and deliver Phase One.	Deliver the Improvement Programme to the satisfaction of the HS2 Ltd Board.	The re-assessment of Enterprise Capability has been re-scheduled to align with changes to NTP timing and to allow for Capability to be further embedded in the organisation. All Capability Areas are on track to achieve Level 3 maturity by the time of NTP. 13 Capability Areas have been mandated to achieve a Level 4 post NTP with phased, target dates.

Indicator	Target/measurement	How we did
FY20 talent management processes defined by March 2019. Succession planning completed for top two levels of organisation including critical roles (ELT/SLT reports).	FY20 talent management approach defined, agreed, and communicated to the business. Critical roles at the Executive and Senior Leadership levels have a defined and identified successor(s).	<p>Our talent management process has been defined and approved, and we have identified critical roles in the organisation (aligned with the end of year performance management process).</p> <p>Talent engagement sessions with line managers/employees, along with e-learning, are scheduled from June 2019, to further support and embed this across HS2 Ltd.</p>

Equality, Diversity and Inclusion

Indicator	Target/measurement	How we did
Seek to exceed industry benchmarks where available.	Percentage of staff who are from Black and Minority Ethnic Groups (BAME); are disabled; are women.	<p>We continue to exceed industry benchmarks and our targets for Equality, Diversity and Inclusion. Our core workforce comprises: 36% Women; 19% BAME; 15% Disabled*.</p> <p>* The Disability data represents the percentage of HS2 Ltd staff that have moderate or substantive adjustments via the Clear Talents tool.</p>

“

Major projects are often asked to deliver against aggressive timescales set early in their lifecycle. They are expected to deliver to schedule and budget and, as they employ public money, to be right first time – resulting in both informed and uninformed criticism when this does not happen, even if the subsequent capabilities are widely valued and ultimately realise the intended benefits.”

Lessons from transport for the sponsorship of major benefits
Department for Transport and Infrastructure and Projects Authority

Looking ahead

Tower crane assembly, Euston



Time for essential learning

Delivering major Government infrastructure projects is always going to be a challenging task. They are large scale, technically and operationally complex and require innovation to break new barriers. All this needs to be achieved while winning and maintaining public and political support.

As HS2 transitions from development into the country's largest ever construction programme, it's essential that we learn, not just from our own experiences, but also from other major projects that are underway or completed.

Despite extensive governance, reporting and assurance arrangements, the delivery of each of the Crossrail, Northern and Thameslink projects have experienced issues. This has meant that although they have delivered on many of their anticipated benefits, in some areas they have not delivered to their intended plans or have caused disruption in doing so. We have many positive lessons to take from projects such as these. It's also crucial that we understand the significant issues that they experienced so that we can improve our delivery of HS2.

This year, we will therefore be assessing these learnings and also examining ourselves against five areas identified by the Department for Transport and Infrastructure and Projects Authority as essential for best practice project delivery: accountability, behaviours, control of schedule, costs and benefits, systems integration, and entry into service. This way, we will be sure that our project benefits from the lessons of other projects and that we are ready to meet the challenges ahead. It is only by taking the time to do this that we will be prepared for Notice to Proceed, and ultimately deliver standards of excellence and realise the full benefits of HS2 for the user and taxpayer.

Looking ahead (2019 – 2022)

Construction: Enabling and Main Works

The next three years will see an unprecedented amount of construction of civil engineering work commence across the line of route, particularly in Phase One. Main Works Civils will move into stage 2, where Notice to Mobilise (NTM) and then Notice to Proceed (NTP) will be given to our joint venture construction partners. The work that they will undertake will eventually support over 240km of track that will link Birmingham and London.

Stage 2 will be an intensely exciting time with boring starting on 41km of tunnels, work on 20km of viaducts will start and a further 146km of embankments and cuttings will begin to take shape.

Along Phase One more than 400 demolitions are planned over the next year including the towers at Euston. Each demolition is a complex project requiring us to conduct surveys and mitigation, liaise with Local Authorities and stakeholders, and ensure that as much waste as possible is reclaimed as per our Construction Demolition and Excavation Waste Strategy.

By 2020/21, Phase One utilities work diverting and replacing services will be complete and by the end of the financial year, the remainder of our enabling works will be complete and all of our Phase One procurements will be complete.

Looking further ahead, 2021/22 will see a number of key Phase One construction milestones. These include the completion of the Bromford tunnel and the Colne Valley viaduct.

In Phase Two, we will commence work across the Phase 2a route to improve highways, accesses and move critical utility supplies. These works will allow our main contractors to commence work efficiently once their contracts are awarded.

The main civil works contracts will be awarded and work will commence to construct the main HS2 Phase 2a route. This work includes the construction of embankments, cuttings, bridges and tunnels.



Construction work, Old Oak Common

“

From day one, we have been very proud to work on one of the most emblematic major projects in the world. Since our C1 contract award, we have achieved several milestones, working ever more collaboratively, as one team amongst JV partners, with the HS2 Client and the supply chain.

At this stage, everyone at C1 Align is excited to engage in our early construction works where we plan to bring exemplar practice and innovative value in many areas including: an iconic 3.4km viaduct across the Colne Valley and twin 16km tunnels under the Chilterns. This construction work will generate approximately 3,500,000m³ of soil that will be excavated and recycled, also provide £400 million of contracts for British SMEs over the next few years and most importantly, we will be providing jobs to over 1,400 individuals throughout the Project's lifecycle. These and a number of other benefits are part of the legacy that we will leave to the people of the UK, working closely with HS2 and the local communities all the way.”

Daniel Altier,
Project Director, C1 Align Consortium



Construction work at Willesden Euro Terminal-London Rail Logistics Hub

Looking ahead (2019 – 2022)

Preparing the way: Parliament, Land & Property, Procurement

An exciting period of progress lies ahead for the Parliamentary process of Phase Two. We have already deposited AP2 for Phase 2a and in 2019/20 we will complete the Commons and Lords Select Committees and achieve Royal Assent of the Phase 2a hybrid Bill.

Alongside this, 2019/2020 is also a critical period for Phase 2b. Following completion of Initial Preliminary Design at Control Point 2 in 2018, the extended Interim Preliminary Design will continue through 2019 to include the electrification of sections of the Midland Mainline (MML) and Northern Powerhouse Rail (NPR) connections into the scheme. The Interim Preliminary Design for Phase 2b is due for completion in the latter half of 2019.

In 2020, we plan to deposit the hybrid Bill for Phase 2b. This will include an accompanying Environmental Statement (ES). The ES will report the findings from the Environmental Impact Assessment (EIA) of the construction and operation of the proposed scheme. The EIA fundamentally aims to get the best result for the environment by ensuring that Parliament is fully informed about the likely significant environmental effects of the Project and the means of avoiding, reducing or managing those effects. In the years following its deposit, we will continue to work on and develop the Phase 2b hybrid Bill through additional provisions where required.

As the HS2 Programme progresses and the size of the Project grows, our supply chain will need to grow with it. To meet the increasing scale of supply chain opportunities, we will build upon the successes of Phase One to mobilise suppliers' appetite for Phase One and focus on Phase Two, with more engagement to inform and ensure strong competition from businesses across the country in the resulting procurement activity. Over the coming years we will be working with Trade Associations, Local Enterprise Partnership, Chambers of Commerce and other business networks to reach out to as many businesses across the country as possible.

During the next three years we will reach a number of key procurement milestones. We will commence procurement of our high speed railway systems contracts. The bid assessment for our rolling stock supplier will be completed and we will award the contract in spring 2020. We will select our suppliers for cross-passageway doors. Our search for suppliers for the new Birmingham Interchange station and Curzon Street station in the heart of Birmingham will also commence.

We will begin the process of securing outline planning permission for commercial development around Euston station. A masterplan for Washwood Heath Depot will be completed and marketing plans completed for all Phase One stations. We will continue to work with partners around Phase Two stations on their design development, and complete station designs ready for hybrid Bill submission.

In the second quarter of 2020 we will launch the Invitation to Tender for our Asset Information Management System. We will be looking for bidders to think about how we manage our assets through their entire lifecycle to ensure they will drive efficiency and give us a Whole Life Value understanding of the railway. This in turn will help us to reduce costs and improve safety when the railway is in operation. This is because our workforce will only have to carry out work depending on a risk-based approach as it needs to be done, reducing the time spent on the active railway.

Compulsory Purchase Order Powers for Phase One expire in February 2022 and therefore all acquisitions by compulsory purchase need to be completed by this date. Our Land and Property programme will continue to ramp up to meet both permanent and temporary acquisition requirements.

“

Improving transport links is central to unlocking the North’s economy and maximising economic opportunity.

Transport links in the North are significantly constrained. Networks are increasingly becoming crowded and congested, journeys are slow and unreliable and the infrastructure provision is relatively dated which provides limited capacity to accommodate growth. Together HS2 and Northern Powerhouse Rail provide an opportunity that will signify a step change in the provision of transport in the North.”

**Councillor Judith Blake,
Leader Leeds City Council**



Looking ahead (2019 – 2022)

Creating a positive legacy for the country: Health & Safety and Skills

We're continuing to increase our Health & Safety Performance Index (HSPI) target and we'll continue to stretch our health and safety performance across all aspects. We'll develop the three themes identified from our October 2018 H&S conference – getting basics right; H&S performance; and HS2 Together so that we can create the conditions needed to be ready for main works and Phase Two.

We're going to continue to support Phase One and Phase Two to ensure that our Safe at heart strategy is delivered and embedded. We'll continue to develop our approach to safety leadership and baseline safety culture within our organisation and our supply chain. We'll be supporting Land and Property with the huge acquisition programme, ensuring safety is at the heart of all actions.

Over the next three years we will continue the focus on mental health. We hosted a Meeting of Minds event in March 2019 to start a leadership conversation. Senior leaders across our supply chain met to discuss how as an industry we can do more to address mental wellbeing. We will develop our approach and continue to deliver support and actions that will contribute to improved mental health across HS2 for the life of the Programme and improve standards across the wider industry.

During the build stage of the Main Works Contracts from 2020, 4% of our contractors' workforce will be required to be apprentices. SEE requirements will also apply for the stations construction partner contracts, railway systems and rolling stock contracts, which will drive forward our apprenticeship numbers towards our target of 2,000 over the lifetime of the Project. Contractors will also



HS2 stand at Big Bang Fair

be required to look at a broad range of interventions to support worklessness, as well as professional development and schools engagement. To support these requirements HS2’s jobs brokerage will be fully operational in all three areas for Phase One and our schools engagement programme for both primary and secondary schools will have been rolled out in both Phase One and Phase Two.

In March 2019, we showcased a virtual reality train experience at the Big Bang Fair at the National Exhibition Centre in Birmingham, demonstrating the different jobs that will be needed to construct and operate the railway. We will develop this work this summer by hosting work experience students and placements across different business areas. Having launched our Secondary School Programme, EPIC, in early 2019, we will be launching our Primary School Programme, Zoom Rail, later this year.

We’ll continue to work closely with the National College for High Speed Rail and link our supply chain with apprenticeships. In March 2019 a final plan was agreed to support and facilitate the Euston Construction Skills Centre.

“

Being an apprentice at HS2 has given me valuable exposure to the industry that I wouldn’t have got at university. I love coming into work and learning from people who have amazing experience.”

Euan Carlin,
Apprentice, HS2 Ltd



HS2 Ltd apprentices at the National College for High Speed Rail

Looking ahead (2019 – 2022)

Maximising benefits, minimising impacts: Communities and Stations

The construction work already visible at Euston, Old Oak Common and Curzon Street will increase as we make progress towards building these new stations. HS2 is already acting as a catalyst for regeneration and renewal around these stations. For instance, in the Government’s Spring Statement, £250 million of funding was announced for our partners to kick-start development to create more than 25,000 new homes and up to 65,000 new jobs around the Old Oak Common HS2 interchange. In Birmingham, the Curzon Street area has attracted £724 million of investment as a direct result of HS2. Further north, Leeds has attracted more than £500m of investment attributable to HS2 since the route was announced.

As construction work increases in Phase One and the hybrid Bills for Phases 2a and 2b move through the Parliamentary process over the upcoming years, the need for timely, informative engagement with our communities will continue to grow.

Over 2019/20 our focus will be on increasing share of voice and breadth of our reach. This means reaching communities who have lower awareness of the Project and ensuring that we engage with the diverse range of people who will be impacted by the Project in the coming years.

The next step in doing this will be through the upcoming Community Engagement Roadshow. The roadshow trailer will visit town centres, fetes and large events in an effort to reach and engage with a wide range of people. This will be an excellent opportunity for us to build positive relationships and promote the benefits of HS2 to audiences we may not have previously reached.

High on the list of priorities is embedding our 24/7 Helpdesk at our headquarters in Birmingham, where they will be working alongside community engagement team members. We will also be



Children at allotment funded by HS2

running a campaign to raise awareness of the Helpdesk to ensure that this service is understood and accessible to all who need to use it.

Our Playing it Safe workshops and Growing Spaces project received positive feedback from those who took part in them. Initiatives such as these demonstrate our commitment to making health and safety a priority for staff and communities. We're therefore keen to offer the benefits of them to more people and so will be exploring extending them to wider areas along the HS2 route.

It's important to us that we better understand what being a good neighbour really means to those impacted by the Project. To achieve this we will be building our insight further through focus groups, feedback forms at events and by benchmarking our progress and achievements against others to ensure we are developing, improving and learning from the best.



How we and our contractors behave is as important to the railway's success as delivering the Project on time and ensuring value for money for the tax payer.

Our aspiration is to be a good neighbour every single day, by respecting the people and communities we impact and being sensitive to their needs, earning our social licence to operate."

Julie King,
Director of Community Engagement, HS2 Ltd



Community engagement event, Ruislip

Looking ahead (2019 – 2022)

Delivering a service: Design and Partnership Working

Each station and main works contract is required to deliver an arts strategy as part of their designs for HS2. Work is progressing to ensure each contract takes an integrated arts and design approach to delivering the HS2 Design Vision.

A programme of arts and cultural projects has been devised to support community and stakeholder engagement, celebrate local arts and heritage and respond to local cultural aspirations.

We have recently released our HS2 Ltd Identity Guidelines for Hoardings to our supply chain. Over the coming years, our supply chain will be able to meet requirements for HS2 branded hoardings which communicate Project messaging, as well as working together with Community Engagement teams and local communities to create unique designs using our Space to play guidance. This will ensure that obligations to communities due to undertakings and assurances are met and, wherever possible, opportunities for engagement are maximised. Hoardings designs will be created sensitively and with the needs of the communities uppermost in mind, while allowing for collaboration with local artists, businesses, schools and community groups.



For HS2 to be a genuine success, its benefits must be felt across the region. West Midlands Combined Authority is undertaking a once-in-a-generation transformation of transport infrastructure, improving connectivity to HS2, making it a truly transformational scheme.”

Andy Street,
Mayor of the West Midlands



CGI image of Old Oak Common station design

In 2019/20, subject to the DfT awarding the franchise, we will begin to onboard the West Coast Partnership (WCP) shadow operator function, supporting its mobilisation and integration onto the Programme. The WCP will work with HS2 Ltd to develop the passenger proposition and begin the design and preparation of HS2 services. They will also start the work to develop the West Coast Main Line timetable, taking advantage of the extra capacity provided by HS2. This will ensure the two services are closely aligned, creating more seats for passengers and improved connections, freeing up space on existing rail lines and generating jobs and economic growth throughout the country.

As we progress and develop design across the HS2 Programme, the HS2 Independent Design Panel will continue in their role acting as a critical friend and making recommendations. We will work in partnership with our supply chain to continue to develop and refine design in-line with the Project requirements and the HS2 Design Vision. Together, we will also continue to improve the design culture of both HS2 Ltd and our supply chain.

“

By 2042, it is estimated the HS2 Phase 2b line will be worth almost £4 billion to the East Midlands Economy and will have created 74,000 jobs.”

Elizabeth Fagan,
Chair for D2N2 Local Enterprise Partnership



Hoardings designs at Park St, Birmingham

Looking ahead (2019 – 2022)

Fitting HS2 into the national landscape: Environment and Sustainability

As our main civil engineering work progresses, so will our various landscape, habitat and woodland creation initiatives. We will continue to build on our existing work to deliver our goal of creating a Green Corridor along the HS2 route. To assist with this we will work with Government agencies to devise a web based platform to identify Green Corridor project opportunities that HS2 can support. As part of the Green Corridor we have been creating a number of new habitat sites. This work will continue and, as the sites mature, we will begin translocating protected species into them.

Our historic environment programme will continue with activities taking place up and down the Phase One route. This includes continuing archaeological investigation work at three burial sites (St James' Gardens, St. Mary's Church and Curzon Street), works to listed buildings and archaeological mitigation works, vegetation clearance, translocating ancient woodland soils, and planting woodland compensation sites.

For Phase 2a, the next three years will see the start of the historic environment programme following Royal Assent. This section of HS2 has a different archaeological record compared to more southern parts of England. The Trent Valley is well established as a location for intensive settlement, but the uplands to the north appear to have a more limited identified archaeological record, particularly before medieval times.

The route to Manchester and Leeds will add new knowledge to the HS2 transect, revealing in particular our industrial past. The archaeological research for the UK's biggest ever environmental impact assessment will continue into 2020 and will build on the lessons and understanding from previous phases about our past.

So far the Green Corridor has focused on Phase One. However, this year we will issue the growing order for the first Phase 2a trees. This will allow us to begin the creation of the Phase 2a Green Corridor in 2020, starting with the creation of around 70 early environmental mitigation sites. Also in Phase 2a, we will start to implement the Phase 2a Historic Environment Research and Delivery Strategy which will kick off the next phase of our archaeology programme.

In Phase 2b, we will continue to conduct environmental surveys to support the environmental impact assessment. In 2020 we will quantify the carbon footprint of Phase 2b within the Environmental Statement which will be included alongside the Phase 2b hybrid Bill deposit. As the hybrid Bill moves through the consultation and Parliamentary processes, we will continue to support it whilst conducting ongoing environmental surveys and updating assessments to support any additional provisions.

Keeping the environment at the heart of HS2 means that we will look at all aspects of our potential impact on the environment. In the next year we will further develop and embed HS2 Ltd's carbon management system into the organisation. This will include investigating opportunities for us to minimise our energy demand and consumption, and in doing so minimise the associated carbon emission and cost. We will continue to progress this work alongside the West Coast Partner when they are appointed, to identify the preferred railway operation electricity procurement approach.

By implementing stricter vehicle and Non Road Mobile Machinery (NRMM) Standards (for example, HGV Euro 6 compliance across the route), ensuring the implementation of the Code of Construction Practice we will manage air quality emissions. To support this we will collaborate with our supply chain to reduce the need to move material by road.

Our collaboration with the Environment Agency will also continue. Together, we will work on opportunities for the beneficial reuse of earthwork materials from the scheme in flood defence schemes being delivered by the Environment Agency.

“

We have allocated £3 million of funding through the Community and Business Funds (CEF and BLEF) over the last two years and having worked on the development of these funds since 2013, I'm so pleased to see communities along the line of route now benefiting from them. I joined HS2 straight from university and even after six years on the Project each day still presents a new challenge!”

Louise Portelly,
Environmental and Town Planning Manager,
HS2 Ltd



Children in playground funded by HS2 Community and Environment Fund

Looking ahead (2019 – 2022)

An organisation fit to deliver: Capability and Governance

We've achieved unprecedented levels of equality, diversity and inclusion data from our supply chain partners. We'll continue to focus, support and work internally with our supply chain to offer equal opportunities to all and improve equality, diversity and inclusion across our industry. As we move into Main Works Civil Construction, we'll reorganise our business model to ensure that we're fit for purpose to move onto the next stage of our Programme lifecycle. This will be defined and implemented in accordance with our internal governance process.

We'll also deliver a new leadership strategy that will help identity and support future talent by providing the leadership tools, training and skills needed to develop staff ready for their future roles. Alongside this strategy we'll launch and embed a new engagement strategy that will support us in the roll out of our improved HR service. We'll communicate this to our people and make sure they're aware of improved support and training which will raise internal capability and productivity.

We're developing a mature business resilience function across our supply chain. The function will be based around an incident management framework and will include an incident control room at our headquarters in Birmingham. We'll continue to work alongside police forces, Government security agencies and our supply chain so we can manage and mitigate potential disruptions and incidents.

We'll also implement an employee relations performance assurance framework with our tier 1 suppliers to ensure that they have employee relations processes that are fair; transparent; and drive continuous improvement across the supply chains with whom we work.

Assurance in HS2 supports the delivery of accurate and timely information to our stakeholders about our ability to deliver against our strategic objectives, the efficiency and effectiveness of our policies and business processes, and the status of our compliance with legal and statutory obligations. Assurance allows HS2 Ltd to demonstrate that we have the right risk management framework, control environment, and governance framework in place to achieve our Programme goals. Our Integrated Assurance and Approvals Plan allows us to plan, coordinate and resource assurance activities and link these to governance and approval points throughout the lifecycle of the HS2 Programme.

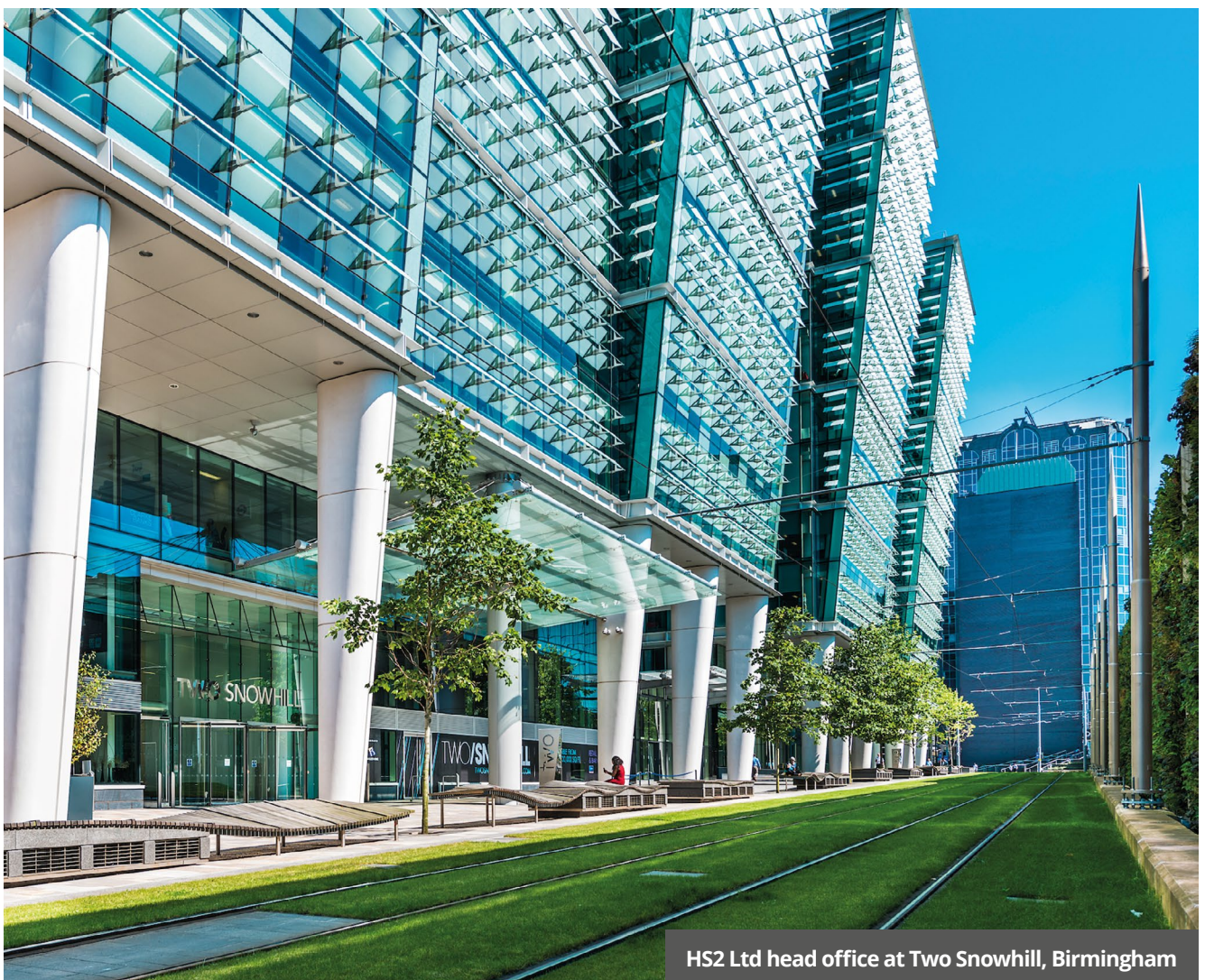
Amongst the key activity in the coming years is the assurance of the Delivery and Commercial models for Phase 2a and 2b. Through this we will ensure that the models we choose deliver the best value for money. We will also conduct Baseline (BL) assurances, including BL7 for Phase One, BL2 for Phase 2a, and BL2 for Phase 2b. Baselines support the business case for the Programme. BL2 in Phase 2b, as an example will support the deposit of the hybrid Bill to Parliament in 2020.

We'll also continue to embed best in class equality, diversity and inclusion practices across our own organisation and through our supply chain, ensuring our organisation and supply chain represent the communities in which we operate. During 2019/20 we will also achieve silver Clear Assured accreditation for our recruitment and talent processes.

“

Working for HS2 is a defining moment for my career. Being part of such a transformational project is a proud achievement and the new skills and experiences I'm gaining are putting me in a great position to become a senior leader in the future.”

Aron Silva,
Project Manager, Track and Power, HS2 Ltd



HS2 Ltd head office at Two Snowhill, Birmingham

2019/20 KPIs at a glance

Are we safe?

KPI	Target/measures
1. Improved Health and Safety Performance Indicator (HSPI)	• H&S Performance with HSPI > 1.5.
2. HS2 to continue to provide visible leadership across the industry on Mental Health and Wellbeing, as well as Safety	• HS2 Leadership Safety Programme in place. • Wellbeing Strategy and plan in place and being delivered.

Are we on time?

3. Phase One Schedule Performance	SPI for 'live' projects on Phase One >= 0.9.
4. Phase One Notice to Proceed	Achieve NTP for MWCC by the end of 2019.
5. Phase 2a Bill Progress	Receive Royal Assent for Phase 2a by end of 2019.
6. Phase 2b Progress	Complete Baseline 2 by Jan 2020 for Phase 2b.

Are we on budget?

7. Phase One Full Business Case	Complete Phase One FBC to achieve NTP for MWCC.
8. Phase One Cost Performance	CPI for 'live projects on Phase One >= 0.9.
9. Annual Budget Performance	Year end out-turn not to exceed 1% of P7 forecast and to be no more than 5% less than forecast for capital spend and 1% for resource spend.

Are we a good neighbour?

10. Minimise disruption through timely land and property acquisition programme	> 80% of Advance Payments ready to be paid on time > 90% of land possessions taken on time.
11. Public Response Performance	Queries and complaints acknowledgement within two working days and Stage 1 complaint responses within 20 working days.

Capability and Capacity

12. HS2 Ltd. organisation operating model	Complete HS2 Improvement Programme and Project Evolve to demonstrate organisational readiness for NTP.
13. Equality Diversity and Inclusion	Maintain current gender and BAME balance and target gender balance improvement of 4% (from 36%) and 2% improvement in BAME (from 19%).
14. Talent and succession management	Maintain succession plans for Exec +1 and establish plans for SLT +1.

“

...the North of England is latent with potential, not least Liverpool's port. We can do so much more to help the national economy, but we need the investment in our transport connectivity to catalyse this renaissance. Both HS2 and HS3 are vital in this regard. The point of HS2 is not only to speed up journey times. That is a by-product. The real reason is to provide much-needed extra capacity it adds to our rail network, particularly for freight, building the first north-south rail line since Victorian times.”

Joe Anderson, Mayor of Liverpool

We are joining up Britain



Tram outside Birmingham New Street station

We are joining up Britain

Today, Britain is less an island of opportunity than it could be. Too many people struggle to find work they can get to easily from home. Businesses can struggle to find the right employees, services and markets they need to grow.

HS2 will transform the way we think about travelling around Britain. With faster journeys, distances shrink, making it easier for people and goods to get around. This will build a fairer, more balanced economy and expand opportunities for people and businesses – where they can look for a new job or find people with the skills they need, where they can study, or even just have the opportunity to see more of our country.

Home is where the heart is. Research by Ipsos MORI for HS2 Ltd found that people are more inclined to travel for longer than they are to move home for a new job. Over half of commuters say that if travel were faster they would be happy to work further away from home with an average maximum commute of an hour. 40% are prepared to travel for even longer for the right job.

HS2 has been working with mySociety to investigate the liberating reach of HS2. mySociety is a not-for-profit social enterprise that uses new technologies to empower citizens: including Mapumental which can map journeys in time rather than distance. The following maps compare HS2's indicative service schedule with the service available using the existing transport network for trains leaving around 8am in the morning rush hour. The maps show how far you would be able to travel to work or study within an hour from major HS2 stations today compared with once the new high speed network is fully operational. For example, an hour's commute on HS2 would mean you could live in Birmingham and work in the centre of Leeds, York, Sheffield, Nottingham, Derby, Manchester, Preston, Wigan, or London – or vice versa.

Within an hour from 8am Birmingham New Street/Birmingham Curzon Street

Key

Currently within an hour

- 1 Coventry
- 2 Warwick
- 3 Redditch
- 4 Worcester
- 5 Wolverhampton
- 6 Stafford
- 7 Tamworth
- 8 Burton-on-Trent
- 9 Derby
- 10 Crewe

Within an hour with HS2

- 1 West London (OOC)
- 2 Central London (Euston)
- 3 Manchester Airport
- 4 Manchester Piccadilly
- 5 Wigan
- 6 Preston
- 7 Lancaster (65 mins)
- 8 East Midlands Hub
- 9 Sheffield
- 10 Leeds
- 11 York



We are joining up Britain continued

Within an hour from 8am Birmingham International/ Birmingham Interchange

Key

Currently within an hour

- 1 Milton Keynes
- 2 Rugby
- 3 Coventry
- 4 Warwick
- 5 Northfield
- 6 Dudley
- 7 Wolverhampton
- 8 Tamworth

Within an hour with HS2

- 1 West London (OOC)
- 2 Central London (Euston)
- 3 Manchester Airport
- 4 Manchester Piccadilly
- 5 Preston
- 6 East Midlands Hub
- 7 Sheffield
- 8 Leeds



Within an hour from 8am Manchester Piccadilly

Key

Currently within an hour

- 1 Huddersfield
- 2 Glasgow
- 3 Macclesfield
- 4 Stoke-on-Trent
- 5 Sandbach
- 6 Warrington
- 7 Wigan
- 8 Chorley
- 9 Darwen
- 10 Hebden Bridge

Within an hour with HS2

- ... 1 West London (OOC) (63 mins)
- ... 2 Central London (Euston) (67 mins)
- 3 Interchange
- 4 Central Birmingham



We are joining up Britain continued

Within an hour from 8am Leeds

Key

Currently within an hour

- 1 York
- 2 Doncaster
- 3 Rotherham
- 4 Barnsley
- 5 Manchester
- 6 Bradford
- 7 Ilkley
- 8 Harrogate

Within an hour with HS2

- 1 Interchange
- 2 Central Birmingham
- 3 East Midlands Hub
- 4 Sheffield



Within an hour from 8am London Euston

Key

Currently within an hour

- 1 Rochester
- 2 Seven Oaks
- 3 Crawley
- 4 Woking
- 5 Maidenhead
- 6 Tring
- 7 Stoney Stratford
- 8 Hitchin
- 9 Bishops Stortford
- 10 Chelmsford
- 11 Rugby

Within an hour with HS2

- 1 Interchange
- 2 Central Birmingham
- 3 Stafford
- 4 Crewe
- ... 5 Manchester Airport (63 mins)
- ... 6 Manchester Piccadilly (67 mins)
- 7 East Midlands Hub



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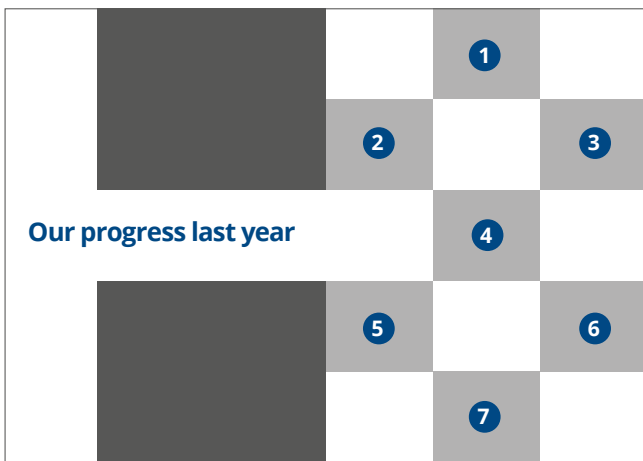
Page 49: Leeds City Council

Photograph captions

Front cover: Archaeology site, St James' Gardens, London (top)

Construction work, Curzon Street, Birmingham (bottom)

Page 11:



- 1 Community Engagement event, Leigh School
- 2 Construction work at Curzon Street, Birmingham
- 3 Community Engagement managers, Whitmore Heath
- 4 Construction work at Willesden Euro Terminal-London Rail Logistics Hub
- 5 Station design event, Birmingham
- 6 Tower crane assembly, Euston, London
- 7 Crowders Nursery

Back cover: Tower crane assembly, Euston (top)
Construction work, Curzon Street, Birmingham (bottom)



Department for Transport

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