

HS2 through Leicestershire Business Plan

Stage 1:
Pre-Hybrid Bill engagement



January 2020

Working together to get the best for Leicestershire

Foreword



The development and delivery of HS2 is a vast and complex project. It will be the most significant transport infrastructure project to take place in Leicestershire, since the M1 and East Midlands Airport.

HS2 will have both positive and negative impacts on the county. Construction of the new railway line could bring many economic and growth opportunities for the county, from new jobs to improving skills and from developing new homes and attracting new business investment.

However, it will also have an impact on local communities such as loss of homes, businesses and disruption to local travel routes, and disrupt many aspects of public service delivery.

This plan sets out our approach to deliver the first stage of work for HS2, from outlining the proposed objectives and aspirations for the county council, to the submission of the Hybrid Bill

It outlines how we will work with HS2 Ltd to minimise the direct impact of the construction of the new railway on our highways, communities, businesses and the natural environment. This includes managing road closures, diversions routes and construction traffic.

In addition, we will work with HS2 Ltd to mitigate the long-term legacy impact of the railway, ensuring appropriate transport links are maintained and that the natural environment is suitably restored.

It also outlines how we will work with both local and regional stakeholders through the planning, construction and operation stages of the route through Leicestershire, and the opportunities we will seek to benefit the region and county.

Overall our aim is to ensure Leicestershire's residents and businesses are supported with the most up to date information throughout the development of HS2.

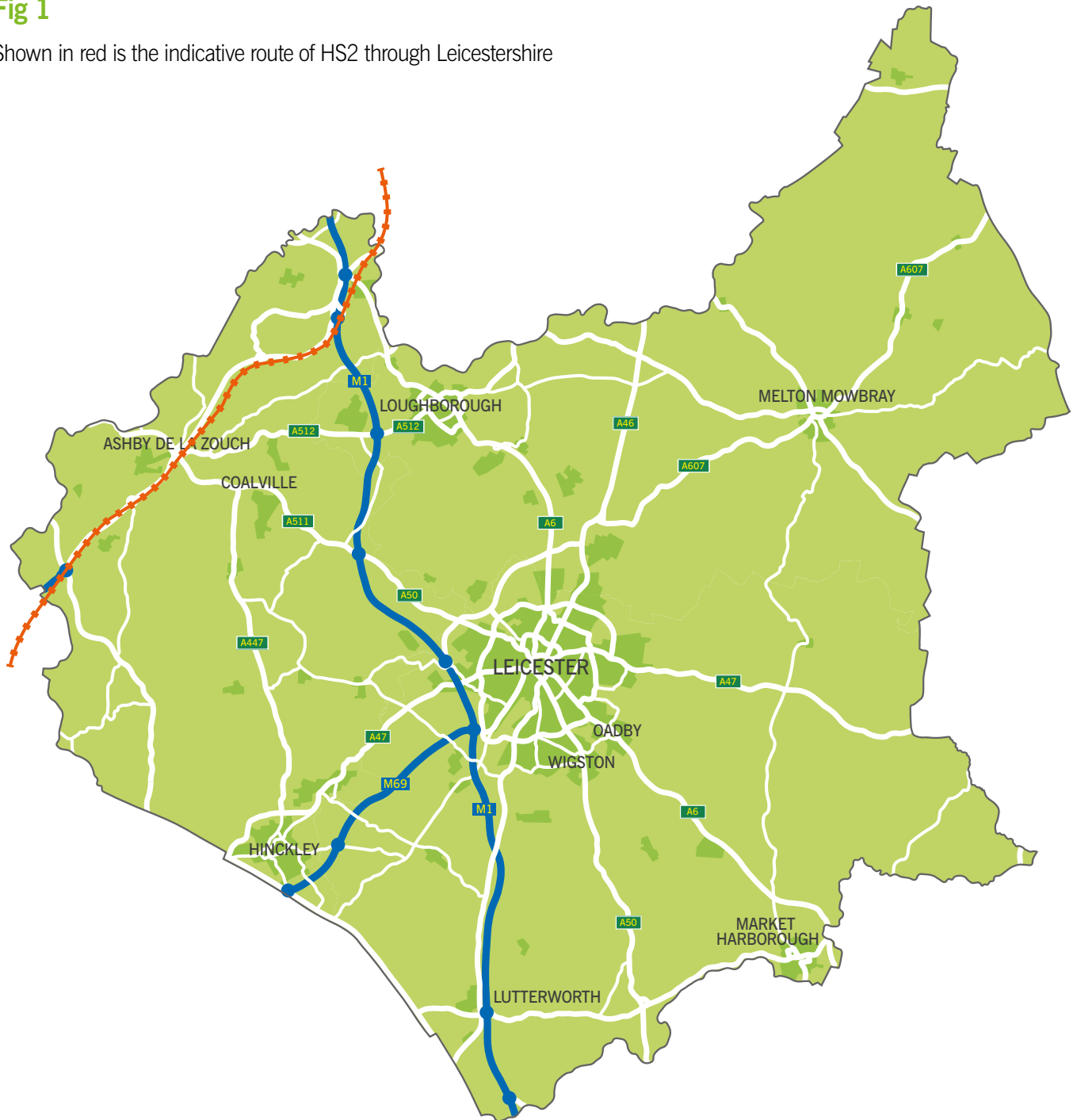
Trevor Pendleton, CC

Cabinet Lead for Growth and Infrastructure , Leicestershire County Council
HS2 through Leicestershire

HS2 through Leicestershire

Fig 1

Shown in red is the indicative route of HS2 through Leicestershire



Contents

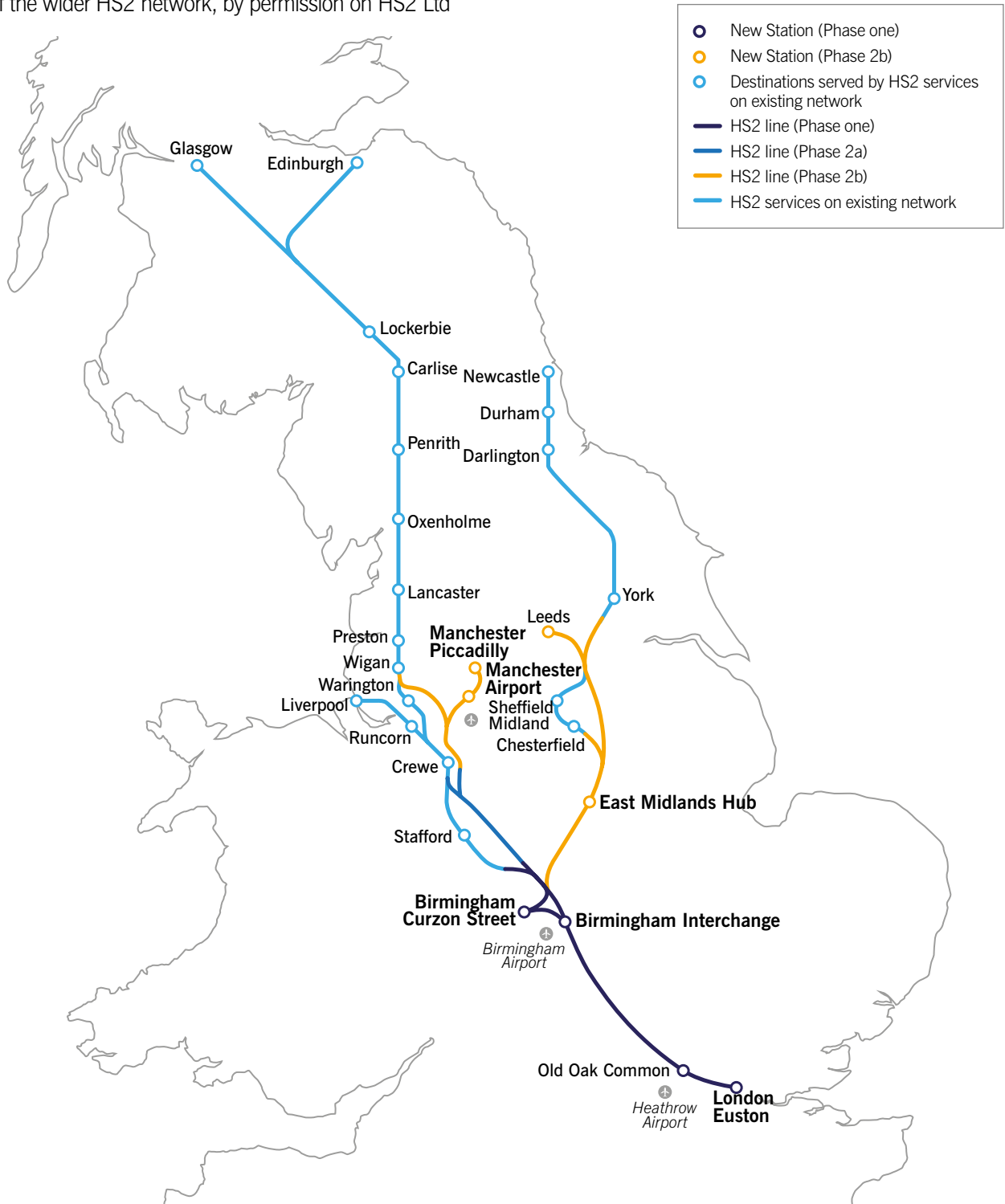
Background	6
Leicestershire Vision	8
HS2 Priorities for Leicestershire	9
Leicestershire HS2 Objectives	9
Monitoring HS2 Objectives	9
Monitoring and review	9
Objectives	9
Delivering these objectives	12
Leicestershire Governance	12
Resources	14
Working with Partners	15
East Midlands Governance and Strategy	15
Conclusions	17
Appendix 1	18
Mitigation	18
Economy	18
Communication	18
Sustainability	18
Appendix 2	21
Background	21
What do we mean by engagement	22
Objectives and aspirations for Leicestershire	23
Engagement and communication plans	25
Evaluation	25
Appendix 3	26
What does success look like	26

Background

1. High Speed 2 (HS2) is currently the largest rail infrastructure project in Europe, and is a key piece of new rail infrastructure for the UK. Intended to be the backbone of our rail network, it will directly connect eight out of ten of Britain's largest cities and is expected to create numerous economic benefits for the UK. HS2's proposed network is as shown in Fig 2

Fig 2

Image of the wider HS2 network, by permission on HS2 Ltd

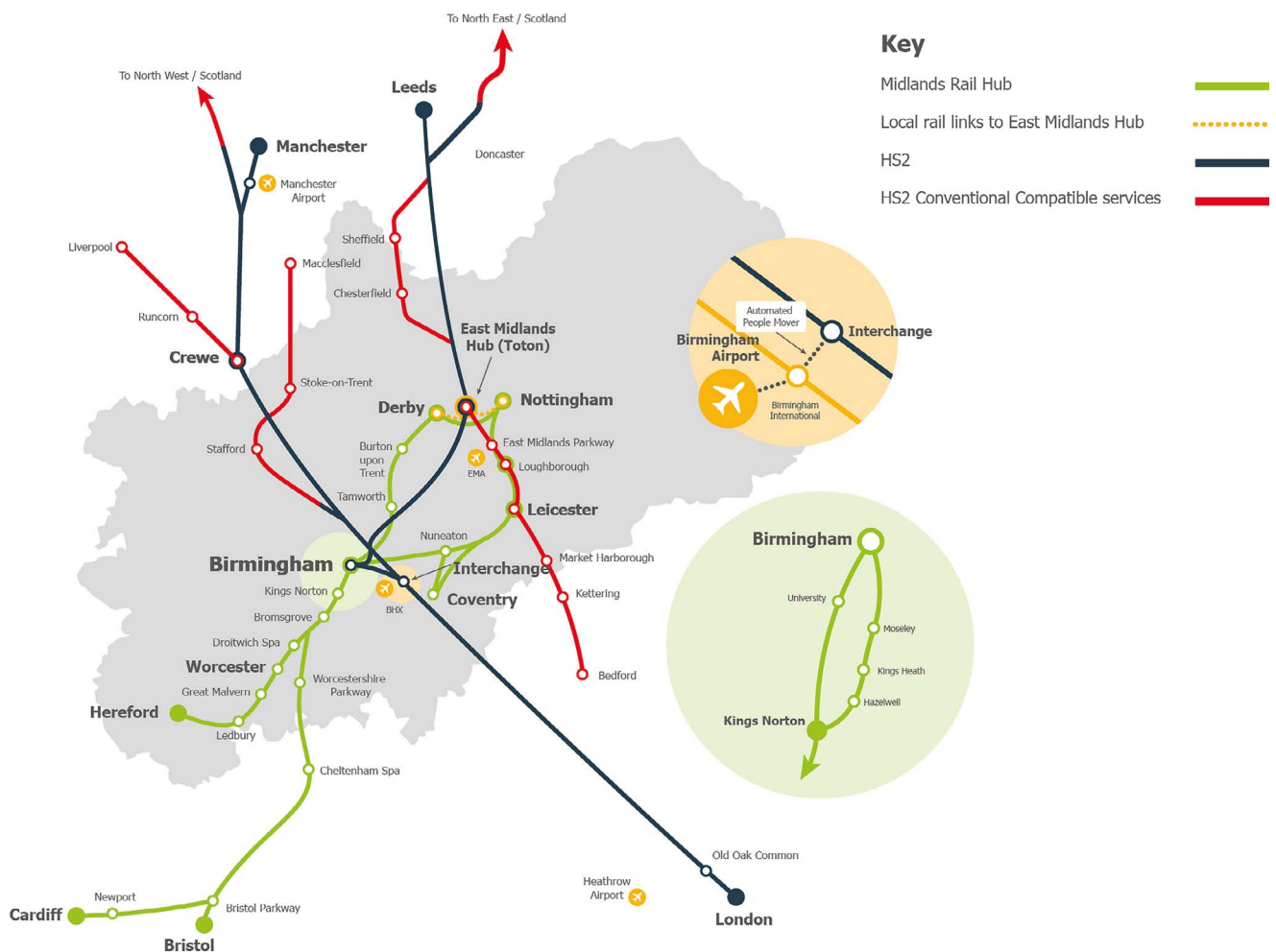


The railway is being developed in phases:

- Phase 1 will connect London to Birmingham - Awarded Royal Assent in February 2017, a Hybrid Bill for the section between Birmingham and Crewe is currently passing through the Parliamentary process.
 - Phase 2a will connect Birmingham to Manchester
 - Phase 2b will connect Birmingham to Leeds.
2. The Secretary of State for Transport confirmed the route of HS2 Phase 2b in July 2017, 30km of which will pass through Leicestershire to the north of the County.
- The proposals for this are now being developed by HS2 Ltd with more detail to prepare for another Hybrid Bill to be taken to Parliament in 2020.
3. Construction of the new railway line will bring many economic benefits and growth opportunities both during construction and once opened. It will have an impact on local communities such as loss of homes, businesses and disruption to local travel routes. It also has the potential to disrupt many aspects of public service delivery. The HS2 rail network will also connect to wider networks as shown in Fig 3.

Fig 3

Plans for a more sustainable, productive and mobile Midlands, image courtesy of Midlands Connect



Leicestershire Vision

4. As we seek out the opportunities that come with the introduction of HS2, we will engage with different stakeholders across the county to explain how they may benefit from the new railway.
5. Success for Leicestershire will be closely aligned to the county council's strategic plan which sets out our vision to improve and make things better for the people living and working in the county. We aim to draw together expertise across all services and departments, as well as from our partner organisations to deliver these outcomes.

The council's six strategic outcomes are:

- A strong economy; Leicestershire's economy is growing and resilient so that people and businesses can fulfil their potential.
- Wellbeing and opportunity; People of Leicestershire have the opportunities and support they need to take control of their health and wellbeing.
- Keeping people safe; People in Leicestershire are safe and protected from harm.
- Great communities; Leicestershire's communities are thriving and integrated services where people help and support each other and take pride in their local area.
- Affordable and quality homes - Leicestershire has a choice of quality homes that people can afford.
- A sustainable and successful council; leading modern, highly effective services.

HS2 Priorities for Leicestershire

For the purpose of managing our approach to HS2, we have split our methodology into five stages. These are as follows:

- **Stage 1** – Pre-Hybrid Bill engagement
- **Stage 2** – Hybrid Bill Process to Royal Ascent
- **Stage 3** – Construction mobilisation (Post Hybrid Bill)
- **Stage 4** – Main construction works
- **Stage 5** – Post construction and operation

Leicestershire HS2 Objectives

6. The key priorities to enable the county council to deliver these objectives (up to Hybrid Bill stage) are outlined below and detailed in **Appendix 1**. These contribute to the overarching objectives set by the county council in response to the HS2 route through Leicestershire: - Mitigation, Economy, Communication and Sustainability.
7. Success of this plan will be evaluated at the end of each stage. Engagement plan
8. A key element of delivering Leicestershire's HS2 objectives includes effectively communicating and working with the wider community. To address this need we have developed an engagement strategy which can be found in **Appendix 2**. The strategy sets out our priorities key deliverables for HS2.

Monitoring and review

9. The success of this plan will be monitored throughout it's first stage through the officer project board. It is intended that the review of this plan will be reviewed at the beginning of the stage two¹. The business plan will be refreshed as it moves to the next stage (stage two Hybrid Bill Process to Royal Ascent).

Objectives

10. We have used our strategic outcomes above and considered these alongside the aims of the East Midlands HS2 Growth Strategy to develop four key objectives for HS2 through Leicestershire.
11. These objectives are intended to support the county council to achieve maximum benefits for Leicestershire from HS2 Phase 2b and to minimise the impacts of the rail line during construction and longer-term operation. Further detail on how Leicestershire will prioritise work activities in relation to these objectives is detailed in **Appendix 1**. The four objectives are described in the following paragraphs.

1 https://www.emcouncils.gov.uk/write/East_Midlands_HS2_Growth_Strategy_-_September_2017.pdf

MITIGATION:

to proactively seek mitigation of the impacts caused by HS2 during construction and in operation of the new railway

12. The construction of Phase 2b of the railway is scheduled to take place between 2023 and 2033. At present, HS2 Ltd are not able to provide exact timescales for when the building works will pass through Leicestershire. However, the county needs to be prepared for significant disruption when they do take place.
13. This will include loss of homes and business premises; disruption to transport networks such as road closures (potentially affecting peoples' accessibility to services); significant increase in construction traffic on local roads and the possible influx of a migrant workforce and their families to do the building works.
14. The disruption may also affect people's health and wellbeing due to the large-scale change in some local communities caused by the new railway.
15. The construction process will involve some destruction of habitats (such as hedgerows) and the associated effects on local wildlife. It will also create opportunities for some new habitats through planting and landscaping works. We will work with HS2 to ensure the creation of any new habitat is appropriate and suitable for Leicestershire's environment.
16. We will work with HS2 Ltd to seek to minimise the impacts of the construction process, including influencing decisions which will reduce impact of the future operation of the railway.
17. We will signpost residents, businesses and partners in the community areas affected by HS2 works to relevant guidance and legislation provided by HS2 Ltd and the Government. The intention is to make them aware of the potential impacts caused by the construction process and where there are longer term legacy impacts of the future railway, so they can access information to make informed decisions regarding HS2.

ECONOMY:

facilitating and enabling housing and economic growth for Leicestershire

18. The new high-speed rail infrastructure is expected to act as a catalyst for economic growth, particularly in locations where new stations are planned. For the East Midlands the new HS2 station is located in Toton (east of M1 J25, in South Derbyshire) which has the potential for good connectivity to Leicestershire. For the West Midlands there will be a new interchange station in Birmingham providing the link to London. This will have wider economic benefits possibly extending into the south of the county.
19. We will work with our partners to support the wider regional aims to draw in the economic benefits expected from HS2 and the county council will work to ensure that these benefits are maximised to their full potential for the residents and businesses of Leicestershire.

COMMUNICATION: facilitating wider communication on HS2

20. We aim to provide support to our partners and service users through strengthening the communications network between Leicestershire and HS2 Ltd and acting as a conduit between wider regional groups and local partnerships.
21. We will provide this support through our HS2 Engagement Strategy which will seek to deliver a robust communications plan to support our stakeholders and local communities.
22. We will also provide a leadership role for Leicestershire - consolidating the view of the county council, its Partners, Leicestershire's businesses and local communities to provide a pro-active and co-ordinated approach to HS2 Ltd.'s proposals and seeking to maximise the level of mitigation that HS2 Ltd will provide.

SUSTAINABILITY: building on the legacy of HS2 and ensuring future generations benefit from it positively

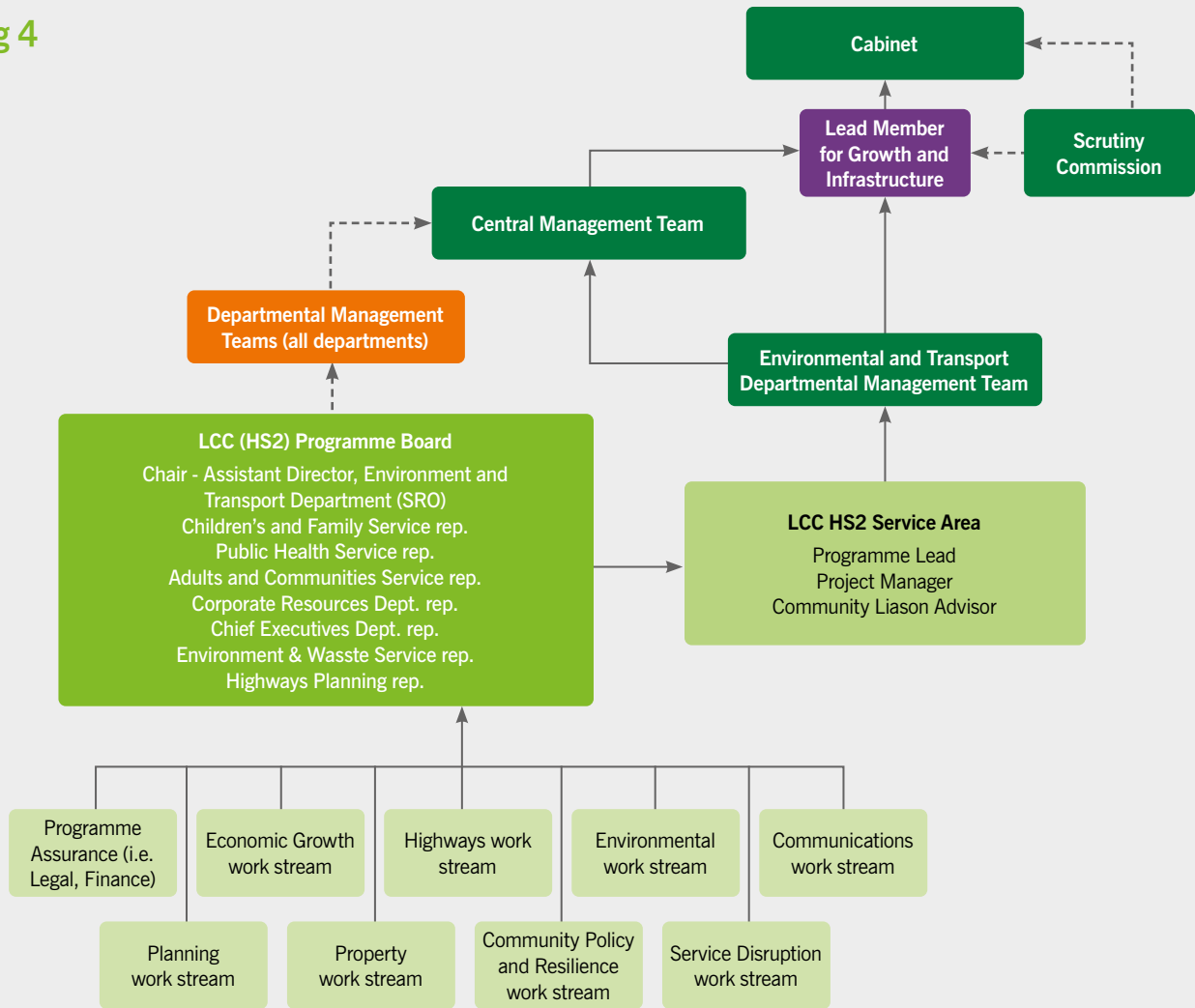
23. Leicestershire County Council seeks to be assured by HS2 Ltd that the works undertaken to deliver HS2 are sustainable, in terms of:
 - a. Any future maintenance is achievable without causing the council, its stakeholders and residents' additional costs or responsibility outside that which has been previously agreed with HS2 Ltd;
 - b. Ensure that HS2 does not have a negative impact on the road network capacity; allows for growth as a result of HS2 being a catalyst for development; and that it does not physically constrain planned future long-term growth within the county and surrounding areas.
 - c. Ensure that HS2 does not have a negative or constraining impact on rail capacity of the existing rail network, and that HS2 compliments this where possible.
 - d. Ensure that negative effects on the built and natural environment are minimised and suitable mitigation measures are implemented;
 - e. The legacy of HS2 will enhance the local economy in a sustainable manner to be appreciated by future generations.

Delivering these objectives

Leicestershire Governance

24. In order to realise these objectives an internal governance structure has been developed. This will have oversight of Leicestershire activities relating to HS2. The aim is to bring together expertise from across the county council to consolidate our approach to the proposals for HS2 and ensure Leicestershire gains the maximum benefits from the railway development whilst reducing the dis-benefits during the construction period.
25. This governance structure will also allow the county council to proactively engage with HS2 Ltd and support our Partners through linkages to the wider East Midlands HS2 Governance. The draft governance structure is shown in **Figure 4**.

Fig 4



Leicestershire County Council - proposed internal HS2 Governance

26. Construction of the railway through Leicestershire will affect all council services. In response to this an officer Programme Board has been set up to steer the programme and make or escalate decisions as appropriate. It is intended that this Board will have a representative from each department who will report relevant information into their departmental management teams for cascade down to the appropriate teams to action as and when necessary.

This mechanism will ensure information is disseminated as appropriate whilst allowing the Board to make decisions centrally. The Board will be chaired by the Assistant Director (Development and Growth) of the Environment and Transport Dept. Individual work streams and projects will feed into this Board, update on progress and take decisions for discussion and agreement.

27. The county council intends to facilitate and manage this through a dedicated team. On 16th October 2018 Cabinet approved the resource to enable a pro-active response to HS2 proposals. This included setting up a dedicated team hosted by the Environment and Transport Department (E&T). The team will report into the E&T Directorate to escalate information and request officer decisions where necessary from the Director of E&T, with an escalation route to the Chief Executive when needed.

28. In recognising the importance of HS2, Leicestershire Cabinet have nominated a Lead Member who's role is to support the Leader on their portfolio to oversee HS2 related activities. The Cabinet Member will advise Cabinet when decisions need to be made.

29. The Board will disseminate information up through the E&T Directorate and Cabinet lead Member to the relevant external governance structure already in place in the East Midlands for HS2.

30. This new HS2 team has been established since 1 February 2019 to lead on HS2 for Leicestershire. Their role includes:

- Co-ordinating Leicestershire's response to HS2 rail proposals.
- Working with HS2 Ltd to mitigate the impacts of the construction process on local communities.
- Work with partners, residents, communities and businesses to achieve maximum benefits for Leicestershire and the wider region.
- Commission additional expert technical resource where required.

31. The LCC HS2 dedicated staffing resource consists of

- Assistant Director for Development and Growth; (Programme Sponsor).
- Programme Lead.
- Project Manager.
- Community Liaison Advisor.

These staff can be contacted at hs2@leics.gov.uk

Leicestershire Governance

32. The decision to fund a dedicated Leicestershire HS2 resource was made by the County Council's Cabinet in October 2018. This funding covers both direct staff costs and any additional consultancy support costs required, such as specialist technical advice and support through the Hybrid Bill Select Committee process.
33. This will help inform the 'Undertakings and assurances' – the various promises and contractually binding guarantees - that will be sought from HS2 Ltd to minimise the railway development's impacts.
34. The resource will support departments across the county council to mitigate the effects of HS2 on their service delivery.

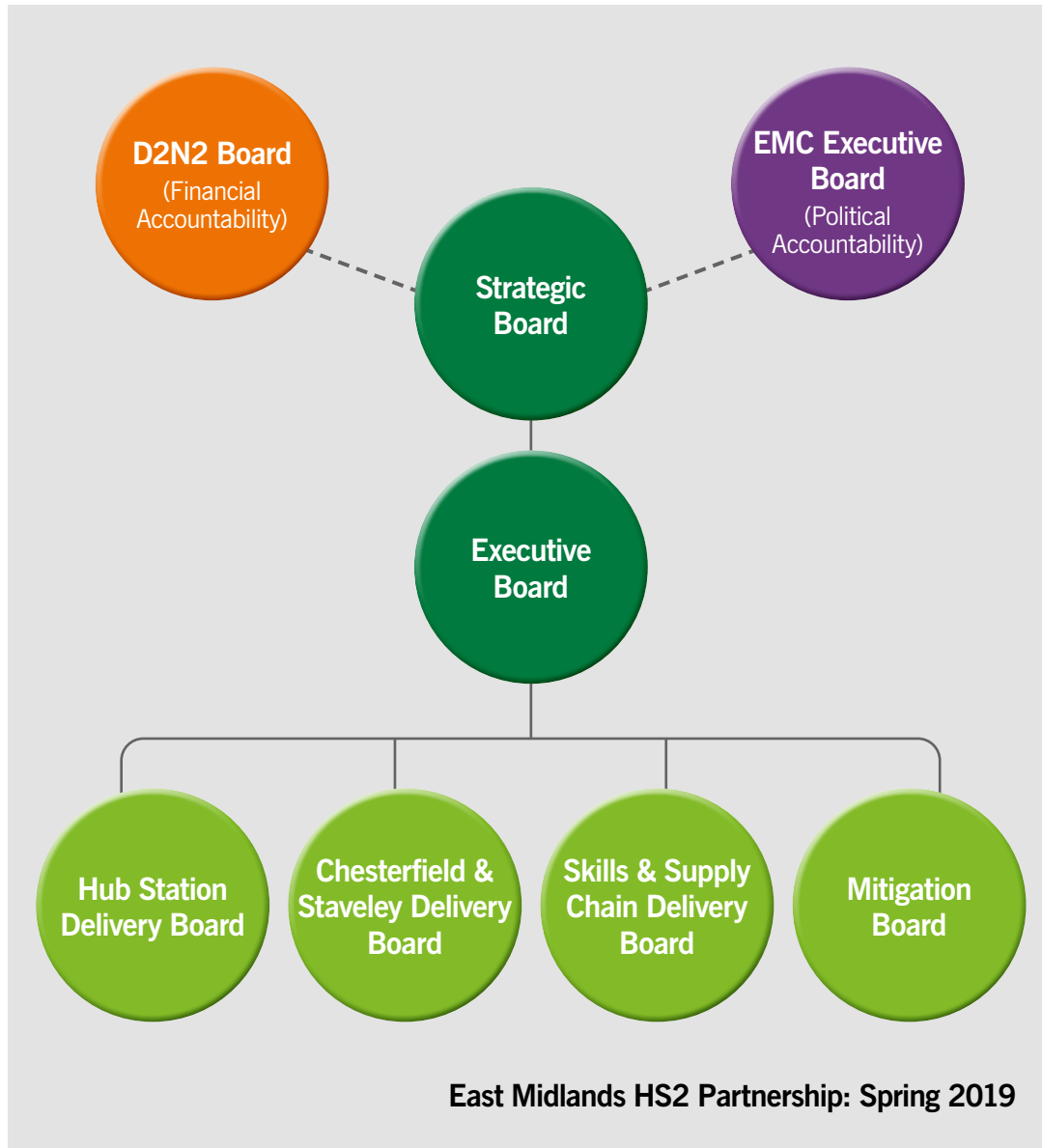


Working with Partners

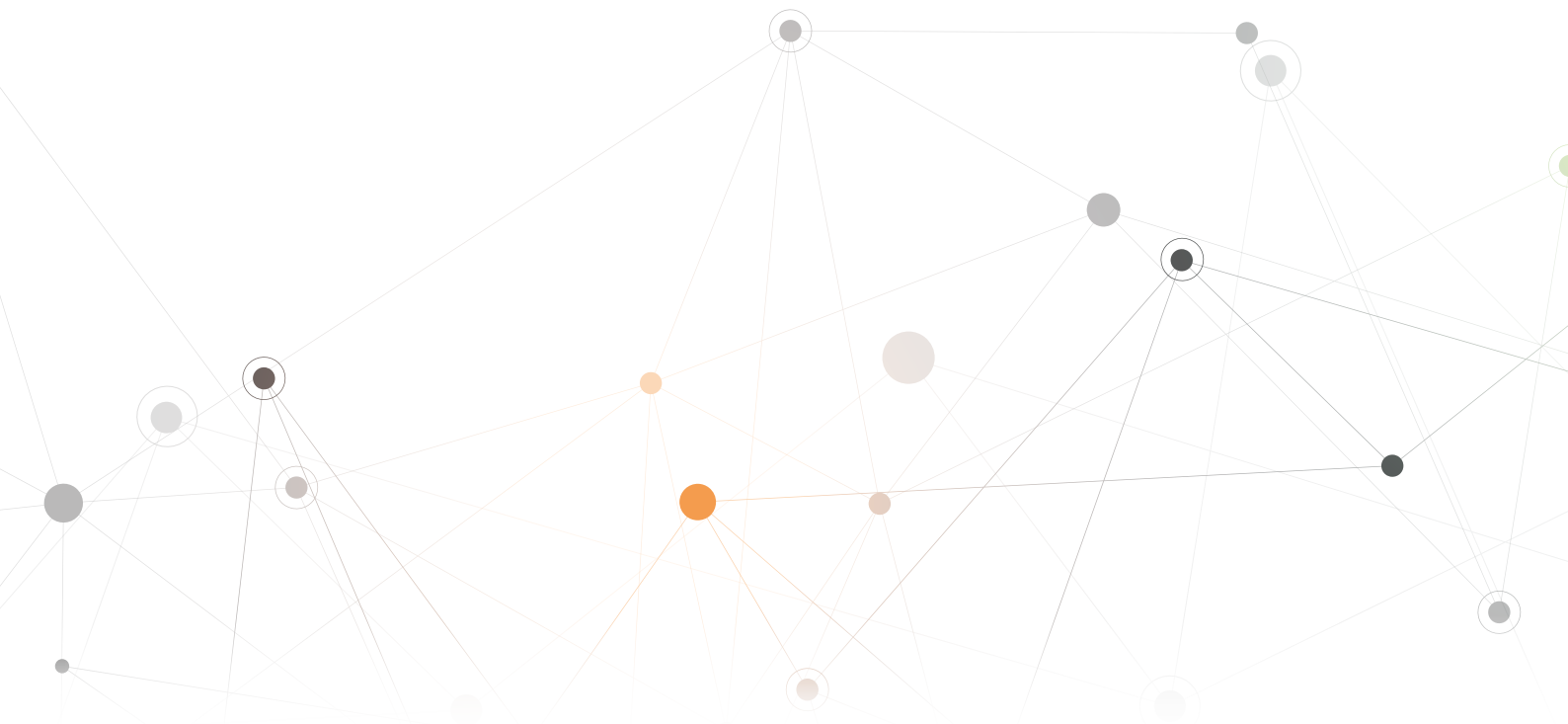
East Midlands Governance and Strategy

35. Fig 5 below shows the external governance for HS2 in the East Midlands.

Fig 5



36. Since 2014, East Midlands Councils (EMC) and Local Authorities have worked together to secure the maximum benefit from HS2 by prioritising mitigation across the East Midlands area. The 'East Midlands HS2 Strategic Board' (the 'Strategic Board') has been the mechanism used to do this.
37. It is expected that the 'HS2 Phase 2b Hybrid Bill will be submitted to Government in 2020. The East Midlands HS2 governance structure was revised in May 2018, to ensure this better supported the work required to be undertaken as part of this rapidly approaching parliamentary process and the delivery phase of the project.
38. The HS2 Strategic Board purpose is to oversee all HS2 matters in the East Midlands, including delivery of the East Midlands HS2 Growth Strategy.
39. The Executive Board purpose is to direct and co-ordinate delivery of the Growth Strategy at an operational level and act as an intermediary between the Strategic Board and a number of sub-boards, which are:
- Hub Station Delivery Board - its purpose is to establish and implement a comprehensive planning and delivery framework for the Hub Station and surrounding Growth Zone and maximize growth potential of Innovation Campus.
 - Chesterfield and Staveley Delivery Board - its purpose is to develop a strategy for economic growth in central and northern Derbyshire and Nottinghamshire and co-ordinate land-use planning and development around the station to maximize economic growth.
 - Skills & Supply Chain Delivery Board - its purpose is to ensure maximum benefit from HS2 investment and deliver the key Growth Strategy objectives.
 - Mitigation Board - which coordinates responses on HS2 mitigation and promotes appropriate mitigation measures at general and local levels.
40. Leicestershire will also seek to work with other organisations for mutual benefit such as the Leicester and Leicestershire Enterprise Partnership Limited (LLEP), East Midland Engine, local rail operators etc (see page 24 for fuller list of stakeholders).



Conclusions

As the HS2 project progresses over the next 15 years to its expected completion in 2033, the county council will need to evolve and be flexible to meet the needs of its stakeholders, as a leader for the interface between Leicestershire and HS2 Ltd.

The breadth of the rail project will be continuously monitored and matched against the portfolio of services operated by the council to ensure our customers are not compromised by its progression. The strategic visions for HS2 and its legacy will also be revisited to ensure Leicestershire is gaining the best possible benefits for its future growth and development.

It is intended that this document will be updated at key stages to reflect the changing nature of the county councils work in response to HS2, which will be aligned to the progress made by HS2 Ltd.



Appendix 1

Leicestershire County Council HS2 Priorities

1) Mitigation

Our objective is to proactively seek mitigation of the impacts caused by HS2 during construction.

Our key priorities to meet this objective include:

- Working closely with HS2 Ltd to get the most up to date information and keep stakeholders informed.
- Considering the proposals put forward by HS2 Ltd and co-ordinating responses to these
- Be clear on what we are seeking from HS2 to mitigate the short and long term effects of the new railway and associated infrastructure.
- Make the case for those mitigation measures, up to and through the Phase 2b Hybrid Bill parliamentary process.
- Where disruption from the construction process is unavoidable, gaining assurances from HS2 Ltd that impacts to local communities will be minimised.
- Actively working to reduce the impacts of the construction process e.g. managing road closures.
- Maintaining and sharing a forward plan of HS2 Ltd activities affecting Leicestershire.

2) Economy

Our objective is to facilitate and enable economic growth for Leicestershire.

Our key priorities to meet this objective include:

- Work with partners and stakeholders to consider the longer term strategic impacts and outcomes of the entire railway network
- Promotion and support of regional links to the HS2 network:
 - specifically links to Toton and connections to the wider rail network.
 - supporting possible connectivity to the East Midlands Airport.
- Support affected businesses to mitigate disruption caused by the HS2 and preserve their continued operation in Leicestershire.
- Support and enhance the increase of skills development and employment opportunities created as a result of HS2
- To input to local economic growth networks.

3) Communication

Our objective is to facilitate wider communication on the HS2 route through Leicestershire.

Our key priorities to meet this objective include:

- Engaging with existing bodies to keep LCC informed on Partners and Stakeholders needs and aspirations in terms of the new railway.
- To speak for Leicestershire on wider East Midlands partnership groups and feed information back to Leicestershire stakeholders
- To support local communities in their communication with HS2 Ltd.
- To consolidate input to the proposals by HS2 Phase 2b from Stakeholders, Community Groups and LCC to ensure 'one voice' for Leicestershire and provide clarity and consistency of messages throughout the development and delivery of the project, including at the Parliamentary Select Committee stage as necessary.
- To keep local communities, partners, stakeholders and residents informed through a dedicated website.
- Engage with local education centres and support them to increase their students understanding of the new railway and the future opportunities it may bring.

4) Sustainability

Our objective is to build on the legacy of HS2 and ensure future generations benefit from it positively.

Our key priorities to meet this objective will be:

- Ensure all designs and plans meet the minimum LCC Highways Standards (where appropriate, in consideration of adjacent design standards) by co-ordinating responses to HS2 Ltd and ensuring the relevant LCC Highways professionals have had the opportunity to comment.
- Co-ordinate responses to HS2 Ltd to ensure that LCC is not left with additional liabilities as a result of their proposals.
- Gain expertise from the relevant LCC professionals to consider and ensure the sustainable design elements of the proposals and feedback any comments or requests for assurance to HS2 Ltd.

- Request information from HS2 Ltd as to the future use of the areas designated as a compound and ensure their reuse to achieve additional benefits to the local community has been considered.
- Consider all plans in terms of their effects on the green infrastructure and interconnectivity for wildlife and suggest where mitigation for disruption to green corridors could be implemented or where benefits could be derived to enhance connectivity through the railway proposals.
- Work with HS2 Ltd to encourage sustainable economic benefits for Leicestershire through future proofing developments to enable long term economic growth; considering long term connectivity and strategic networks for the East Midlands region.
- Ensure communities affected by the railway development are aware of funding opportunities hosted by HS2.
- Working with LCC colleagues to ensure that education is considered and that Schools, Colleges and Universities benefit from the legacy of HS2.
- Work with HS2 to ensure that the construction and operation of the railway is undertaken in a carbon efficient manner, in support of the council council's Climate Emergency Declaration.



APPENDIX 2

Engagement strategy

Background

The County Council's HS2 engagement strategy outlines how the council will engage with its departments and stakeholders at local, regional and national level. It also outlines how we will engage with the public, HS2 Ltd and its partners to achieve the best results for Leicestershire and our residents.



The council's engagement strategy where possible, will be aligned to the Community Engagement Framework and Community Engagement Strategy produced by HS2 Ltd.

The HS2 Community Engagement Framework sits under the HS2 Ltd Community Engagement Strategy which is applicable for the whole of the HS2 project. It has been written in line with HS2 Ltd's Code of Construction Practice (CoCP). The framework sets out how HS2 Ltd and its contractors, as well as their sub-contractors, will undertake community engagement during the construction of the project. It therefore underpins how HS2 Ltd will manage the activity of its contractors and act as a public expression of its commitment to high quality community engagement.

Aligning the council's engagement strategy with HS2 Ltd strategies and frameworks will enable the development of a co-ordinated approach to communication between the County Council, HS2 Ltd, contractors and the wider communities of Leicestershire.

A communication plan will be developed for each stage:

- Run up to Hybrid Bill.
- Hybrid Bill Process.
- Construction mobilisation (Post Hybrid Bill).
- Main Construction Phase.
- Post Construction and Hand Over Phase.

This appendix contains outline detail for the current state, in the run up to the Hybrid Bill.

A county council engagement strategy will help us to ensure that the communities and businesses of Leicestershire remain at the heart of all plans, proposals and comments from the county council to HS2 Ltd.

The LCC (HS2) engagement strategy builds on our existing networks and commitments to communities and businesses, therefore it outlines what we will do and how we will represent the views, concerns and needs of Leicestershire and ensure these are considered in the development of the proposed HS2 phase 2b route from Birmingham to Leeds.

The people we intend to keep engaged and work with include;

- Residents of Leicestershire.
- Communities and organisations within the impacted areas.
- Voluntary and Community groups.
- Leicestershire businesses and their staff.
- Parish Councils.
- North West Leicestershire District Council and other neighbouring authorities.
- Public partners (including Highways England, Network Rail, Police, NHS and many others).
- Local and National media.
- Strategic groups and boards set up to gain economic benefits from the HS2 (Such as the East Midlands HS2 Strategic Board and Midlands Connect).

What do we mean by engagement?

Engagement Type	Information	Consultation	Participation
Nature of relationship and engagement	<p>Council » Resident</p> <p>When we need to let you know about decisions, events held by HS2 Ltd and Government including any changes but are not always asking for feedback</p>	<p>Council ◀ Resident</p> <p>When we ask you for your feedback on particular decisions or services, separate from consultations led by HS2 Ltd.</p> <p>The methods used can be informal conversations or formal surveys and activities</p>	<p>Council ◀ » Resident</p> <p>You can play an active role in the delivery of the HS2 project, this involves on-going dialogue and negotiation between the Council's HS2 team, the resident and HS2 Ltd.</p>
Example Activities	Website, social media and local newspapers	Surveys, formal consultations and focus groups	Forums, focus groups, resident groups, scrutiny and environmental groups

Objectives and aspirations for Leicestershire

This business plan outlines four key objectives for HS2 through Leicestershire - these objectives are: mitigation, economy, communication and sustainability

Below are the engagement objectives under these key themes:-

Mitigation

- Work closely with key groups, residents, parish councils and the voluntary sector to realise the potential and benefits that come along with HS2 development and negotiate any necessary mitigation.
- The Council will work with HS2 to seek to minimise the carbon impacts of the construction and operation of the railway to support the commitments within the Council's climate emergency declaration.
- The Council will work proactively with HS2 Ltd to seek to minimise the impacts of the construction process on road networks as much as possible. We are working with HS2 Ltd to input local knowledge and expertise to their plans which will help with scheduling and operating necessary traffic management during the construction process.
- The Council will work with HS2 Ltd to protect, investigate and promote Leicestershire's heritage, including historic buildings, buried and earthwork archaeological remains and historic landscapes
- The Council will support communities and Parish Councils to try and influence HS2 Ltd 's planning phase and provide the appropriate mitigation for disruption caused by construction and operation of the railway and the effect on people's health and wellbeing due to the large scale change in some local communities.
- The Council will provide information and guidance to residents, businesses and partners in the community areas affected by the HS2 works, to make them aware of the potential impacts caused by the construction process and where there are longer term legacy impacts of the future railway.
- The Council will work with HS2 Ltd to ensure there is no net loss of habitat and ensure that net gain for biodiversity is achieved where possible; new habitat creation is appropriate for the existing Leicestershire environment; and that where possible enhancements to existing habitats are implemented.

Economy

- Work with businesses to maximise the economic benefits of the HS2 route passing through Leicestershire and the East Midlands.
- Support councillors in their engagement with businesses.
- Help local businesses understand how they can have their say on matters that affect them.
- Support businesses to identify practical and realistic solutions to help mitigate against any negative impact.

Communication

- We will endeavour to maximise engagement opportunities with HS2 Ltd.
- Keep people informed on current HS2 information through our web portal (www.leicestershire.gov.uk/hs2).
- Communicate information about any disruptions, long term closures and knock on impact to the local transport system.
- Co-ordinate responses to Government and HS2 Ltd consultations for Leicestershire and promote participation from the wider communities and networks.
- Regularly communicate with partners to develop co-ordinated messages.
- Promote community safety messages during and after construction of HS2.

Sustainability

- Promote learning and development opportunities for Leicestershire residents associated with HS2 in the region.
- Young people are supported and inspired to enter professions linked to HS2 as part of the HS2 legacy in the local area and region.
- Support HS2 in their commitment to travel plans (cross reference HS2 wording on travel plans) businesses, residents and schools to develop travel plans.
- Facilitate the implementation of HS2 Ltd's environmental policies for their work within Leicestershire, and to see that these benefits are delivered locally.
- Leicestershire to benefit from the Businesses & Local Economy fund.
- Affected communities in Leicestershire benefit from the Community & Environment Fund and use it to improve and develop their communities.

Engagement & communications plan

A key priority for this business plan, is to establish effective communication mechanisms that are accessible to all and enable all residents, businesses and partners to participate and have their view represented to HS2 Ltd, regional strategic bodies and central government. This plan aims to:

- Take advantage of the internet and social media to improve how we communicate, particularly during construction.
- Provide a portal via a website for residents, community groups, Parish Councils and businesses - to signpost them to any relevant HS2 Information.
- Work collaboratively with partners to enable more effective working and a co-ordinated approach to delivering services to Leicestershire residents and achieve minimum disruption.

Evaluation

To ensure success and effectiveness of the four key objectives, this business plan will be evaluated between stages to ensure it remains fit for purpose and will report on additional benefits secured for Leicestershire.

Whilst some additional benefits may be fairly straight forward and clear to demonstrate, others will undoubtedly be more complex to quantify. We will seek to develop appropriate measures of our effectiveness and explore these with our partners before they are finalised.

APPENDIX 3

Communication and what success looks like

Appendix 3 sets out our Communication plan and how success will be measured.

Local success	Regional Success	National Success	Supports LCC's key HS2 Objectives
Proposed HS2 works are delivered & implemented to reflect LCC policies, strategic aspirations and values.	LCC policies and strategies on HS2 align with the priorities and strategies of our key Regional Partners	LCC policies and strategies on HS2 align with the priorities and strategies of the Government and national Partners	<ol style="list-style-type: none"> 1) Mitigation 2) Economy 3) Communication 4) Sustainability
Robust process to support Leicestershire in the lead up to Hybrid Bill to achieve the desired assurances from HS2 Ltd in order to mitigate the effects of the development locally and secure any benefits available.	Achieving appropriate assurances from HS2 Ltd that support regional objectives and common working practices across partner organisations to mitigate the disruption caused by the construction process and enhance regional benefits.	Achieving appropriate assurances on a national scale that support a sustainable future rail network	<ol style="list-style-type: none"> 1) Mitigation 2) Economy 3) Communication 4) Sustainability
To consolidate input to HS2 Ltd proposals for LCC as an organisation and from wider Stakeholders to facilitate 'one voice' for Leicestershire and provide clarity and consistency of messages up to and including the Parliamentary Select Committee stage	To support regional input to HS2 Ltd proposals by providing a consolidated response from a Leicestershire perspective	Successful engagement with Government and National partners to influence strategically on a national scale and achieve the best rail infrastructure outcomes for Leicestershire	<ol style="list-style-type: none"> 3) Communication
Successful representation and communication of aspirations for Leicestershire	Successful representation and communication of aspirations for Leicestershire within the East Midlands	Successful representation and communication of aspirations for Leicestershire and the East Midlands on a national platform	<ol style="list-style-type: none"> 1) Mitigation 2) Economy 3) Communication 4) Sustainability

Local success	Regional Success	National Success	Supports LCC's key HS2 Objectives
Successful engagement to achieving positive outcomes for the most impacted communities resulting from LCC support to provide good mitigation	Successful engagement with wider communities surrounding the affected route, working with regional partners to provide joined up messages	Successful engagement on a national scale with other communities who have been affected by HS2 – use of best practice by other Authorities such as Warwickshire County Council	1) Mitigation 3) Communication
Signposting Leicestershire residents and business to relevant HS2 information to mitigate impacts of construction process	Wider coordination of construction impacts on a regional level with partners organisations	Successful information sharing on traffic management to mitigate impacts of construction process on a regional basis to support the national picture	1) Mitigation 3) Communication
Successful engagement with the wider East Midlands Governance e.g. of LLEP & HS2 Strategic Board	HS2 benefits fully explored and integrated with the plans for improving the East Midlands region	Economic relationships are developed between regional centres of excellence to contribute to the national picture	2) Economy 3) Communication
Reaching out to Local education establishments to facilitate learning opportunities for Leicestershire students to encourage STEM subjects	Successful future local education demand training linked to rail infrastructure and eventual increased skills in region	Supporting development of skilled workers on a national scale	2) Economy 3) Communication 4) Sustainability
Signposting Parish Councils and local communities to the Communities & Environment Fund when available	Effective use of Communities and Environment fund locally which can feed into regional priorities	Effective use of Communities and Environment fund locally which can feed into national priorities	1) Mitigation 3) Communication
Signposting Businesses and Social Enterprise organisations to the Business & Economy fund when available	Effective use of Business and Economy fund locally which can feed into regional priorities	Effective use of Business and Economy fund locally which can feed into national priorities	2) Economy 3) Communication

