

Community Engagement Framework



Department for Transport

High Speed Two (HS2) Limited has been tasked by the Department for Transport (DfT) with managing the delivery of a new national high speed rail network. It is a non-departmental public body wholly owned by the DfT.

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1 Introduction

1.1 Introduction

- 1.1.1 High Speed Two (HS2) is a railway network proposed by the Government to provide a new link between London, the West Midlands, South Yorkshire, Leeds and Manchester. The Government expects that HS2 will significantly increase capacity on the rail network, reducing journey times and enhancing connectivity, and regards it as a key element of its vision for sustainable economic growth.
- 1.1.2 This document is written under the assumption that the nominated undertaker for the project will be HS2 Ltd. It is also recognised that there may be more than one nominated undertaker – for example HS2 Ltd could become the nominated undertaker for the main railway works, while Network Rail could become the nominated undertaker for works to an existing station such as Euston. All nominated undertakers will be bound by the obligations contained in the Bill and the policies established in the Environmental Minimum Requirements (EMRs).
- 1.1.3 The objectives of this framework document are:
- to set out how HS2 Ltd and its contractors will undertake community engagement during the construction of the project;
 - to support HS2 Ltd’s mechanisms for managing the performance of its contractors in relation to community engagement;
 - to provide clarity and reassurance to HS2 Ltd’s stakeholders about how it will manage community engagement activity;
 - to help HS2 Ltd be a good neighbour to local communities, including by providing accurate and timely information about construction works and offering opportunities to influence them, where appropriate;
 - to demonstrate the benefits of HS2 as a vital addition to the UK rail network;
 - to be compliant with all statutory duties, undertakings and assurances following Royal Assent and other relevant legislation;
 - to be compliant under the Equality Act 2010;
 - to be compliant under the Environmental Minimum Requirements (EMRs).
- 1.1.4 HS2 Ltd is committed to sharing information throughout the lifetime of the project and regularly seeking views from stakeholders and the community. This will help to ensure that a mutually beneficial and effective dialogue is maintained and that issues raised by the community can be dealt with in a timely manner.
- 1.1.5 This will be undertaken while complying with all relevant legislation and giving due regard to best practice regarding equality and inclusivity. Where required, information will be provided to communities in appropriate and accessible formats.
- 1.1.6 HS2 Ltd will continue to abide by the [Freedom of Information Act \(FOIA\) 2000](#) and the [Environmental Information Regulations \(EIR\) 2004](#). This will be maintained through company-wide procedures.

- 1.1.7 This framework has been produced taking into account tried and tested procedures, strategies, relevant undertakings and agreements and statutory requirements used on similar major construction projects. This reflects the nominated undertaker's commitment to constantly review and discuss the effect on communities of building a large project in both a rural and urban environment.

2 Context

2.1 Purpose and scope

- 2.1.1 The 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 the Code of Construction Practice (CoCP).
- 2.1.2 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 acts as a public expression of its commitment to high quality community engagement.
- 2.1.3 It should be noted that the framework covers HS2 Ltd's general and standard approach to community engagement. Any relevant and specific undertakings and assurances given to individual stakeholders, including local authorities, will be reflected in the eventual strategies and plans that this framework describes.

2.2 Definitions

- 2.2.1 **Code of Construction Practice (CoCP):** The [Code of Construction Practice](#) sets out specific details and working practices in relation to site preparation (including site investigation and remediation, where appropriate), demolition, material delivery, excavated material disposal, waste removal and all related engineering and construction activities. These will be the arrangements by which the nominated undertaker and any sub-contractors will be required to work. The CoCP is one of the [Environmental Minimum Requirements](#) (see point 2.2.10).
- 2.2.2 **Community Relations Team (CRT):** HS2 Ltd's Community Relations Team.
- 2.2.3 **Community Liaison Plans (CLP):** comprehensive documents produced during main works explaining how the main works contractor will undertake community engagement activity in their contract area. This includes what audiences they are targeting, what specific activity they will undertake and how it will be measured.
- 2.2.4 **Community Engagement Strategy:** an overarching document which will be finalised by HS2 Ltd post-royal assent – setting out its principles, approach and high level plans for community engagement.
- 2.2.5 **Community Engagement Delivery Plans:** documents that HS2 Ltd is producing for each contract area prior to royal assent – setting out the specific local audiences, issues and engagement opportunities. The documents will act as contextual information for HS2 Ltd's contractors to use when developing their own plans.

- 2.2.6 **Contractor and Sub-Contractor:** a contractor engaged by either HS2 or another nominated undertaker.
- 2.2.7 **Contractor's Community Relations Representatives (CRR):** Community Relations Representatives engaged by the contractor to follow the Community Engagement Framework and to develop related engagement strategies/plans.
- 2.2.8 **Enabling Works Contract (EWC):** contracts for the delivery of preparatory work for phase one of the project, between London and the West Midlands. The EWC covers a range of activities including utility diversions, ecology surveys, archaeology, establishing site compounds, site clearance, demolition and road works. The work is split into three contracts covering northern, central and southern sections of the route.
- 2.2.9 [Environmental Information Regulations \(EIR\) 2004](#): UK Statutory Instrument that provides a statutory right of access to environmental information held by UK public authorities.
- 2.2.10 [Environmental Minimum Requirements \(EMRs\)](#): set out the high-level environmental and sustainability commitments that the Government will enter into through the hybrid Bill process. The EMRs consist of a suite of framework documents which will: (i) define the mechanisms by which the nominated undertaker will engage with communities and other stakeholders; and (ii) implement environmental and sustainability management measures designed to protect communities and the environment during detailed design development and construction.
- 2.2.11 **Enabling Works Community Engagement Strategy:** high-level documents setting out how the enabling works contractor will undertake community engagement within their area of responsibility.
- 2.2.12 [Freedom of Information Act \(FoIA\) 2000](#): an Act of Parliament of the United Kingdom that creates a public 'right of access' to information held by public authorities.
- 2.2.13 [Health and Safety Standard](#): a document that provides clarity to suppliers about HS2 Ltd's expectations for the management of health, safety and wellbeing.
- 2.2.14 **Local Environmental Management Plan (LEMP):** documents produced for each affected local authority area, outlining site-specific control measures for environmental issues, such as air quality, traffic and transport, noise and vibration, ecology and ground settlement.
- 2.2.15 **Local Traffic Management Plan (LTMP):** documents that will set out local traffic control measures for the area they cover. They will be aligned to local authority boundaries in most cases. More information can be found in the [Route-wide Traffic Management Plan](#).
- 2.2.16 **Main Works Contract (MWC):** contracts covering main construction works for phase one of the project. The first tranche of the MWC covers the construction of the surface route and tunnels. It is split into seven contract packages covering sections of the line of route.
- 2.2.17 **Nominated undertaker:** a body nominated by the Government to undertake the construction and maintenance of the HS2 project (there may be more than one such nominated undertaker). It is anticipated for the purposes of this document, that HS2 Ltd will be appointed as the nominated undertaker and hence the terms in this document are interchangeable.

- 2.2.18 **Work Package Community Engagement Plan:** documents produced during enabling works explaining what community engagement activity an enabling works contractor will carry out for an individual work package, in-line with their overall area-wide engagement strategy.

3 HS2 Ltd Community Relations Team (CRT)

3.1 Responsibilities

3.1.1 Hs2 Ltd will appoint a Community Relations Team (CRT), the structure of which will reflect the practical requirements for construction of the project.

3.1.2 The CRT will have the following responsibilities:

- provide the overall community engagement framework for HS2, own the overarching policies and plans for engagement and ensure the business has the right tools, materials and support to deliver;
- provide a trusted, knowledgeable and professional point of contact for parties affected, or potentially affected, by the construction of HS2;
- through regular reports and audits, ensure that engagement takes place with contractors, community representatives, local authorities, local councillors, residents, businesses, schools, transport operators, emergency services, statutory agencies and internally;
- through regular reports and audits, ensure contractor and sub-contractor compliance with community requirements, including with EMRs, undertakings and assurances, commitments and local agreements;
- work with and support the Construction Directorate delivery teams to enable full and consistent communication with the community and key stakeholders;
- ensure that target audiences, including local residents, businesses, local authorities, MPs and parish councils are informed in advance of works taking place locally where appropriate (see section 6);
- help deal with complaints and enquiries received by the 24-hour project helpdesk (see section 9);
- work with the independent Construction Commissioner and Residents Commissioner;
- work with the Construction Directorate to investigate any claim of a breach of any undertaking and assurance recorded in the register or any of the EMRs during the construction of HS2;
- host and arrange visits to sites and offices as required under the overall responsibility of the contractor;
- analyse performance of community engagement activity and modify and update procedures when necessary; and
- keep up to date with any relevant legislation, including equalities, to ensure compliance with public sector duties.

3.1.3 The CRT will produce Community Engagement Delivery Plans which will inform the content for the contractors' strategies and/or plans (Section 5).

3.1.4 In order to identify those working on the HS2 project, all relevant staff members and contractors (including sub-contractors) will carry photographic identification at all times to enable them to enter security areas, incident control centres as necessary and to identify themselves with the public.

3.2 Small claims procedure

3.2.1 The nominated undertaker will establish a small claims procedure to provide a positive and clear mechanism for minor, construction-related, residential, small business or agricultural claims.

3.2.2 For more information see HS2 [Information Paper C10: Small Claims Scheme](#).

4 Contractor's Community Relations Representative (CRR)

4.1 Responsibilities

4.1.1 The nominated undertaker will require each of its contractors to employ a suitably experienced Community Relations Representative (CRR), for each of the contract areas once they are established.

4.1.2 The CRR will be required:

- to adhere to the Community Engagement Framework, the HS2 Ltd Community Engagement Delivery Plans, Local Environmental Management Plans and Local Traffic Management Plans;
- to adhere to the EMRs as well as any undertakings and assurances related to engagement;
- to be fully up to date with the specific works programme in their area of responsibility;
- to liaise with nearby worksites (HS2 or otherwise) ensuring coordinated and joined-up communication, where possible;
- to be conversant with local demographics, culture and political representation in their area of responsibility and ensure all site staff are briefed on any issue of note;
- to be conversant with the Local Environmental Management Plans (LEMPs) and be aware of their content for different contract areas;
- to ensure that all subcontractors comply with all legal and contractor requirements in relation to community relations, particularly to different scopes of work;
- to develop and implement strategies and/or plans related to community engagement (see Section 5);

- to notify occupiers of properties, within a specified area, and wider recipients, as agreed by HS2 Ltd in advance of works commencing (see Section 6);
- to display public information at all worksites (in the form of posters, bulletins and information sheets etc) to be approved by the HS2 Community Relations Team in advance and include contact details for the Hs2 helpdesk as well as the HS2 website address;
- to be the community relations representative for the local community and endeavour to work directly with the general public as the worksite's first point of contact and endeavour to deal with any immediate incidents, problems or queries as swiftly as possible, keeping the CRT fully informed at all times;
- to manage and resolve complaints or queries directed to the CRR from the CRT or through the site's project management and initiate any necessary enforcement or corrective action. They should also advise the helpdesk of the outcome of any action taken within 24 hours;
- attend community engagement activities as required and requested by the nominated undertaker.

4.2 Farmers and Growers

- 4.2.1 The nominated undertaker has developed a Guide for Farmers and Growers, which sets out its proposed approach to handling agricultural property matters and provides a single source of information for all those affected. It underpins the approach that will be taken to engaging agricultural property owners and is available [online](#).
- 4.2.2 In part three of the guide there is a template of an individual plan for affected farmers. There will eventually be a plan for each affected farmer - setting out their bespoke HS2-related arrangements.
- 4.2.3 The contractor shall support the nominated undertaker in its engagement with landowners and farmers and provide input to the bespoke plan, including design of accommodation works, incorporation of reasonable proposals by the landowner/farmer to mitigate impacts, and timing and duration of the works.
- 4.2.4 The contractor shall provide a dedicated Agricultural Liaison Officer (ALO) to address any issues arising from landowners/farmers in a timely manner. The ALO service shall be available 24 hours a day and 7 days a week, during the construction of HS2 works on agricultural land.

5 Contractor Engagement Plans and Strategies

5.1 Scope

- 5.1.1 Due to the different scope and management structure of the Main Works Contract (MWC) and Enabling Works Contract (EWC), there is a slightly different set of community engagement documentation associated with each contract.

5.2 Enabling Works Contract (EWC)

- 5.2.1 All works conducted under the Enabling Works Contract (EWC) will need to be covered by an overarching EWC Community Engagement Strategy for each contract area. The strategies will be informed by the Community Engagement Delivery Plans that HS2 Ltd has developed.
- 5.2.2 The strategies will set how the contractor will undertake its community engagement responsibilities, including identifying affected communities and their issues, managing community feedback and delivering advance notification of works. Ultimately, they will explain how community engagement will be integrated into the planning and delivery of all works.
- 5.2.3 The Community Engagement Strategies will be produced by the EW contractor shortly after contract award and will be submitted to HS2 Ltd for approval. As part of that process, HS2 Ltd will share the plans with local authorities and sense-check key technical points within a specified time. The strategies will be publically available on HS2 Ltd's website.
- 5.2.4 A Work Package Community Engagement Plan will be produced for each individual work package delivered as part of the EWC. The plans will reflect the principles of the overarching strategies and set out specific engagement actions for the works involved.

5.3 Main Works Civils Contract (MWC)

- 5.3.1 All works conducted under the Main Works Contracts (MWC) will need to be covered by a Community Liaison Plan. The Community Liaison Plans will be produced by the contractor in advance of starting works on site and submitted to HS2 Ltd for approval. As part of that process, HS2 Ltd will share the plans with local authorities and sense-check key technical points within a specified time. The plans will be publically available on HS2 Ltd's website.
- 5.3.2 Refer to Appendix C for an illustrative CLP template, clarifying what information each CLP is expected to cover, as a minimum.
- 5.3.3 The CLP will be implemented by the contractor and updated as a minimum every six months. This may be more frequent to suit the progress of the works, such as when the works have a new impact on environmental conditions/requirements, or when requested to do so by HS2 Ltd.

6 Advance notification of works

6.1 Scope

- 6.1.1 HS2 Ltd and its contractors will ensure that local communities and stakeholders, including local authorities and parish councils, will be informed in advance of works taking place by methods identified within this framework.
- 6.1.2 The contractor shall notify local communities within a specified area, and wider recipients as agreed by HS2 Ltd, in advance of specific works commencing. This should be at least two weeks in advance unless otherwise agreed by the CRT or instructed. Key stakeholders, including local authorities and MPs, should be notified prior to the wider community.
- 6.1.3 HS2 Ltd will provide the contractor with appropriate communication templates, which will be populated and distributed by the contractor (Refer to Annex B for an illustrative example of an information sheet).
- 6.1.4 These will be submitted to the HS2 Ltd CRT for acceptance two weeks prior to distribution/ communication and will;
- outline the work to be carried out and its purpose;
 - outline expected disruptions;
 - outline mitigation activities to minimise the effects of the work; and
 - where relevant, use accessible and inclusive communication tools to meet the needs of diverse communities.
- 6.1.5 The method of distribution and the communications channels used will be agreed between HS2 Ltd and the contractor on a location by location basis.
- 6.1.6 Where applicable, signage should conform to statutory guidance otherwise it should be submitted to the HS2 Ltd CRT for acceptance prior to installation. The contractor shall install signage at least two weeks prior to the works starting in any area to notify pedestrians and road users of construction work and closures to:
- access routes
 - pathways
 - parking
 - community facilities
- 6.1.7 Where public spaces are affected by land take or works, the contractor shall inform users via advertisements in local newspapers, online and notices at the relevant public space in accordance with statutory requirements.
- 6.1.8 The contractor shall in response to an emergency or overrun, advise the project manager and the project helpdesk that such work needs to take place. Within 12 hours of advising HS2 Ltd that short notice work is taking place, the contractor shall also advise:
- the local planning, environmental health and highways authorities;

- Highways England (if applicable);
- affected individuals within a specified area of the works, including the properties, businesses and parish councils identified in the CLP

- 6.1.9 The notifications will detail the estimated duration of the works, the working hours and the nature of the works.
- 6.1.10 All notifications will include the community helpdesk number.
- 6.1.11 Information on the works will also be available on the HS2 website (www.gov.uk/HS2), in digital formats and at appropriate locations along the route.
- 6.1.12 Where the works affect wider audiences, such as road users, additional and appropriate communications channels should be used to raise awareness, including roadworks.org.
- 6.1.13 In addition to the aforementioned notifications for individual works, the contractor should provide a 3-month look ahead of the overall construction programme to local communities and stakeholders, including local authorities. This should be communicated by an appropriate method for the relevant audiences, as set out in the contractor's engagement/liason plans.

7 Design development

7.1 Scope

- 7.1.1 The contractor shall undertake stakeholder and community engagement in relation to stations and key design elements.
- 7.1.2 Engagement shall be conducted in-line with the specific stakeholder commitments and design processes that HS2 Ltd has developed for each particular station and key design element. Engagement should be undertaken sufficiently early in the design process to inform and guide the eventual design solution. While the exact form and nature of community engagement will be considered and agreed with HS2 Ltd on a case-by-case basis, it is likely to be an open engagement exercise, with public exhibitions, leaflet drops, interactive on-line materials and related publicity.
- 7.1.3 As well HS2 Ltd's community engagement team, its interface, planning and architects teams should be collaboratively involved in the process, particularly the engagement of key stakeholders, including local authorities and statutory stakeholders. Illustrative options for elements of the design should be presented to stakeholders and the community as part of the engagement process.
- 7.1.4 For more information on public engagement in the design development process, see [Information paper D1: Design Policy](#).

8 Health and Safety

8.1 Scope

- 8.1.1 HS2 Ltd has committed to a Health and Safety Strategy for HS2, defining its approach and underlying principles, focus areas and series of strategic commitments. [The Supply Chain Health and Safety Standard](#) is a starting point for sharing HS2's values and setting its baseline expectations of contractors.
- 8.1.2 Contractors are required to comply with the Supply Chain Health and Safety Standard as they apply to their own contract(s)/schedule of work(s)) and contribute to the delivery of the HS2 Health and Safety Strategy, including the strategic commitments.
- 8.1.3 The 'Public and Neighbour Health and Safety' focus area has four strategic commitments:
- "We will protect the safety of other road users, as we work within their communities"
 - "Community safety champions will get to know our neighbours along the route, so that we can understand local risks and be flexible in mitigation"
 - "We will invest in the local communities within which HS2 works"
 - "We will plan our works to protect the health, safety and wellbeing of our lineside neighbours"
- 8.1.4 Contractors are required to appoint Community Safety Champions for each of the contract areas, who will work alongside Community Relations Representative (CRR) and have a specific focus on health and safety.
- 8.1.5 The Community Safety Champions will undertake an assessment of the local community in order to identify local risks, at-risk groups and facilities, as well as the measures required to ensure their safety. Liaising with the Community Relations Representatives they will develop a Community Safety Plan and deliver campaigns and public awareness events in the local community.

9 Complaints and enquiries

9.1 HS2 Ltd helpdesk and website

- 9.1.1 HS2 Ltd will operate a helpdesk 24 hours a day, seven days a week for the duration of the project to:
- manage all complaints
 - handle enquiries
 - coordinate incident response
- 9.1.2 The 24hour-7 day helpdesk will assign queries and calls to the appropriate contractor for resolution.

- 9.1.3 The contractor where requested by HS2 Ltd to do so, will respond to requests for further information from community members directly. HS2 Ltd will specify whether this should be in writing or via telephone and the required timeframe. The contractor should advise the helpdesk of the outcome and action taken via HS2's recording system. The contractor shall advise the helpdesk in advance if additional time is needed to resolve the complaint. The contractor will provide the helpdesk with information about actions taken.
- 9.1.4 HS2 Ltd will operate a complaints monitoring system to record and track complaints received.
- 9.1.5 HS2 Ltd will produce a summary of complaints received and make them publically available on a monthly basis.
- 9.1.6 The contractor shall include the helpdesk number on all community engagement materials.

9.2 Written complaints and enquiries

- 9.2.1 HS2 Ltd shall operate a helpdesk email account as well as a system to log all written enquiries and complaints during the construction of the project. The contractor shall ensure that no public enquiry contact details are publicised other than those of the HS2 helpdesk.
- 9.2.2 In the event that HS2 Ltd requests the contractor to provide additional information in respect of a written complaint or enquiry, the contractor shall respond to HS2 Ltd within the time specified.
- 9.2.3 The contractor shall include the Hs2 Ltd helpdesk email address on all community engagement materials.
- 9.2.4 The contractor, where relevant, shall use accessible and inclusive communication tools to meet the needs of diverse communities.
- 9.2.5 Hs2 Ltd will operate the helpdesk (020 7944 4908), 24 hours per day, seven days per week for the duration of the project.
- 9.2.6 The helpdesk will manage all construction work related complaints and enquires from the public and will provide a single point of contact through the helpdesk number.
- 9.2.7 Contractors shall not publicise their own company helplines in relation to the project. Contractors who cannot resolve an issue on-site must refer people to the helpdesk or HS2 complaints procedure [online](#). The helpdesk's contact details will be widely promoted and displayed on site signboards and hoardings.
- 9.2.8 The service will be made available in different languages, on a case-by-case basis as agreed with the nominated undertaker.

9.3 Complaints and enquiries received by the contractor

- 9.3.1 All enquiries and complaints received from the public or any other organisation or authority, in relation to the project shall be logged by the contractor and reported to the HS2 Ltd helpdesk within 24 hours of receipt.

- 9.3.2 The CRT will operate a complaints monitoring system to record, track and resolve complaints received.
- 9.3.3 The contractor will respond promptly to emergencies, complaints or other contacts made via the HS2 Ltd helpdesk or any other recognised means and if possible the contractor will rectify the problem directly, with the CRT kept fully informed of any actions taken.
- 9.3.4 The contractor shall report all actions taken as part of the progress reports to be submitted to the nominated undertaker on a regular basis.

9.4 HS2 Construction Commissioner

- 9.4.1 To meet commitments previously made (within the Environmental Minimum Requirements), an independent Construction Commissioner will be appointed by an independent selection panel on behalf of the Secretary of State for Transport.
- 9.4.2 The commissioner will mediate in any unresolved disputes between HS2 Ltd and affected individuals or bodies. This includes investigating any complaints that have not been resolved through HS2 Ltd's complaints process, as well as acting as an arbitrator in any disputes related to our small claims scheme. The commissioner will provide independent and impartial decisions – resolving disputes in a fair and balanced manner.
- 9.4.3 For more information on the role of the Construction Commissioner, see HS2 [Information Paper G3: Construction Commissioner](#).

9.5 HS2 Residents' Commissioner

- 9.5.1 An independent HS2 Residents' Commissioner oversees the Residents' Charter and monitors the way in which HS2 Ltd communicates with residents who are affected by its proposal. The commissioner ensures that these communications take place in the clearest and plainest language possible.
- 9.5.2 The responsibilities of the Residents' Commissioner include producing a quarterly report which is published on the Hs2 pages of the www.gov.uk website. They also oversee and monitor communication standards with regard to property measures; and hold regular meetings with the chairman about emerging trends and concerns regarding property schemes.
- 9.5.3 Further information about the Residents' Commissioner can be found under the [HS2 Residents' Charter](#).

10 Local community initiatives and liaison

10.1 Considerate Constructors Scheme (CCS)

10.1.1 It is required that all contractors are registered with the Considerate Constructors Scheme for the duration of their works. The nominated undertaker will also maintain a dialogue with the CCS to keep up to date with changing requirements and any changes in circumstances of a particular area.

10.2 Local Community Investment Programme (LCIP)

10.2.1 Hs2 Ltd is committed to ensuring the project provides benefits to the local communities it affects. As part of this commitment, it expects the contractor to invest its time, people, skills and equipment in the local community. In addition, there is the potential for contractors to fund local projects and activities, provided there's no conflict with HS2 Ltd's route-wide community funds.

10.2.2 The contractor will formalise this corporate social responsibility activity into a Local Community Investment Programme (LCIP) and submit it to the nominated undertaker for acceptance no later than 13 weeks after the start of the contract. Local community stakeholders, including local authorities, will be consulted on the LCIP as part of its development and prior to acceptance.

10.2.3 The contractor shall implement the programme upon receiving acceptance from the nominated undertaker. In the case of the first submission of the LCIP the nominated undertaker will reply within 4 weeks of the date of submission.

10.2.4 The contractor's Local Community Investment Programme shall;

- identify an appropriate programme of 'investment' based on the following criteria:
 - value to the community and sustainability;
 - availability of resources (internal and external);
 - political and/or cultural sensitivities;
 - the extent of HS2's impact on the local area
 - achievability and measurability; and
 - duration and cost;
- facilitate organisations and individuals within the local community to increase their own capacities and leave a legacy that lasts beyond the completion of the project;
- consider the needs of the local community as a whole in an inclusive and equal manner;
- allow for consultation with HS2 Ltd to ensure that historical community knowledge informs the programmes and there is a consistent approach across the Project;

- avoid creating dependencies where the local community becomes reliant on others to fulfil their needs;
- avoid reactive investments with short-term impacts on causes, that whilst being legitimate and worthy, are not sustainable in the long-term.
- differentiate areas of investment by type based on:
 - measures to be provided through provision of “charitable hours”;
 - measures to be provided through independent investment by the contractor;
 - measures to be provided as part of work package delivery to be funded by HS2 Ltd;

10.2.5 In addition to the community investment programme, HS2 Ltd has established the Community and Environment Fund (CEF) as well as the Business and Local Economy Fund (BLEF).

10.2.6 Through these schemes £40m will be available to support businesses and community groups affected by the first phase of HS2. A £30m road safety fund has also been set up for improvements to local roads. For more information, please see [Information Paper C12: The Community and Environment Fund and Business and Local Economy Fund](#).

11 Community Survey

11.1 Scope

11.1.1 The contractor shall draft an accessible and inclusive community survey in partnership with HS2 Ltd for approval, no later than 13 weeks after the start of their contract. Detailed guidance will be provided by HS2 Ltd to ensure consistency across different areas.

11.1.2 The community surveys will seek to record the local community’s attitude with regard to the impact of the works on the community and the contractor’s commitment to improving community relations. Responses to the first community survey for each specified location will be used as a baseline against which future community surveys will be measured.

11.1.3 The contractor shall conduct the community survey every six months from the start date agreed. The contractor shall demonstrate that reasonable endeavours are being made to engage effectively with the community, including individuals with protected characteristics, leading to continuous improvement in community relations within the catchment area.

12 Annex A – Community engagement document hierarchy



13 Annex B – Information sheet example



hs2 engine for growth

NOTICE OF TEMPORARY ROAD CLOSURE

What are we doing?

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Duration of works

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What to expect

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For more information contact our helpdesk 020 7944 4908, visit our website at www.gov.uk/hs2 or email hs2enquiries@hs2.org.uk
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14 Annex C – CLP template

MWC Community Liaison Plan Template

Contents

1. Situation analysis
 - 1.1 Work areas
 - 1.2 Traffic management
 - 1.3 Sensitive locations
 - 1.4 Undertakings and assurances
2. Engagement objectives
3. Audience analysis
4. Issues analysis
5. Channels and tactics
6. Messaging
7. Action plan
8. Reactive communications
9. Measurement and evaluation
10. Resources

Annexes

Individual items produced per 'work area'

A: Action tracker

B: Q&A

1. Situation analysis

1.1 Work areas and programmes

An overview of the locations and programmes of work covered by this Community Liaison Plan. This should be broken down into specific 'work areas' – to be defined and agreed in partnership with your HS2 Area Engagement Manager at the outset.

The expected phases of work, timescales, community impacts and mitigation measures should be included.

Any key design elements, planning issues or environmental concerns need to be identified and described.

1.2 Traffic management

Key details from the contractor's Traffic Management Plan that the wider community should be advised of, need to be identified and described, including:

- expected transport diversions
- delays
- planned road closures
- impacts on highways
- spoil haulage routes
- interrupted access for residents or businesses
- interrupted utility services for residents or businesses
- all other expected community disruption
- the contact details for the helpdesk
- the contact details of the local planning authority department responsible for monitoring environmental and planning matters
- an outline of its emergency planning procedures

1.3 Sensitive locations

An overview of any sensitive locations impacted by the works, including:

- public space
- parking
- businesses
- community facilities
- bus stops
- footpath diversions
- sensitive receptors identified in the Local Environmental Management Plans – such as those related to noise or air quality

1.4 Undertakings and assurances

A consideration of any undertakings and assurances related to engagement that will need to be recognised and mitigated as part of this plan.

2. Engagement objectives

Specific and measurable objectives that are informed by the situation analysis. They should be linked back to the overall delivery objectives for the programme and make the distinction between a) the dissemination of information (including advance notification of works and traffic information) and b) the engagement of local communities through an ongoing dialogue that can influence how we deliver.

3. Audience analysis

An analysis of the plan's target audiences, including communities that will be affected by the works (both directly and indirectly) as well as stakeholders with an interest or influence upon the programme. For the purposes of this document 'residents' and 'communities' are the people living in the area likely to be affected by the works. 'Stakeholders' refer to entities, groups, and representatives bodies, such as local authorities, parish councils and businesses.

The overview of target audiences should include the details and locations of sensitive and significant stakeholders, including:

- hospitals
- schools
- places of worship
- accommodation for the elderly or infirm
- vulnerable residents, including people with disabilities or special requirements

It should also include any useful research and insight about the nature of communities in the area that can be sourced directly and/or provided by the HS2 Ltd engagement team. This includes socio-demographic profiles of the area.

4. Issues analysis

This section should include an overview of all known concerns, risks, issues and priorities that the local community have. Key themes should be identified as well tangible, individual issues. The contractor's approach to mitigating individual issues and continuing to identify them on a regular basis should also be outlined.

5. Channels and tactics

An overview of the channels and tactics that will be used to engage the target audiences. This will include a mixture of existing HS2 Ltd corporate channels as well as bespoke local channels that the contractor will develop. This should include, but not be limited to:

- The detailed methodology for delivering advance notification of works
- A face-to-face engagement programme with high priority audiences
- A programme of engagement with users of public spaces. This should be before the first access date to determine any means of minimising the impact of the works, in liaison with the local planning authority.
- Community engagement events, forums and meetings
- The use of third-party, existing community channels
- The use of digital media and communications
- How the contractor will circulate community relations materials and information in an accessible and inclusive manner, including but not limited to:
 - i. the languages spoken by the various communities affected by the works
 - ii. the needs of people who may have a sensory impairment or learning disabilities

6. Messaging

The headline key messages that will be incorporated within proactive and reactive communications, wherever possible. This will be supplemented by a live and evolving Q&A for the specific work areas that is shared with the corporate helpdesk.

7. Action plan

A table explaining what actions will be undertaken to deliver the specific objectives of this plan, including target dates and action owners. It should recognise the issues highlighted in the situation and audience analysis and include measures to address them – such as tangible mitigations to the construction programme, as well as general communications and engagement activity.

This overall action plan will be supplemented by a live 'action tracker' spreadsheet for each eventual work area (including key design elements), which breaks the action plan down into further detail and is used to track and report progress to the HS2 Ltd community liaison team.

8. Reactive communications

A description of the process that will be followed for handling queries received directly or via the HS2 Ltd helpdesk, including the use of any related systems and adherence to agreed response times.

9. Measurement and evaluation

An overview of how the specific objectives within this plan will be measured, including the specific area community survey.

10. Resources

An overview of everyone involved in the delivery of the plan, including their specific roles, responsibilities and contact details. This should include a 24 hour, 7 day roster showing the duty times for the community related representatives.

Contractor	Site (working areas)	Key contact (core hours)	Key contact (out of hours)
Name			
Address			
Telephone Number			
Mobile Number			
Email address			

Please provide details of all relevant industry partners/subcontractors			
Sub-Contractor/s and Industry Partners	Site	Key contact (core hours)	Key contact (out of hours)
Name			
Address			
Telephone Number			
Mobile Number			
Email address			

Annexes

A: Q&A

A live Q&A to be maintained by the contractor, including generic questions as well as issues that are specific to each individual work area.

B: Action tracker

A live action tracker for each work area (including key design elements), which breaks the action plan down into further detail and is used to track and report progress to the HS2 Ltd community liaison team.

The format of the tracker is not mandated and will be agreed between Hs2 Ltd and its contractors on a case-by-case basis – making use of any engagement related IT tools and systems they are using.

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