A high-speed train is shown in motion, blurred background. Overlaid on the train is a network diagram consisting of black dots connected by lines, representing a rail network. A prominent green circular area highlights a central node in the network, which is positioned over the front of the train. The text 'The Midlands HS2 Growth Strategy' is written in a bold, dark font, with 'Accelerating the UK's engine of growth' in a green font below it.

# The Midlands HS2 Growth Strategy

Accelerating the UK's engine of growth

Greater Birmingham  
& Solihull  
Local Enterprise Partnership

July 2015

College People Digital  
Opportunity Airport Metro Hub Arrival  
Legacy Business Generation Local  
UKN Investment  
Jobs Strategy Innovation Destination Growth  
Skills Accessibility Delivery World Class  
Research Liveable International Curzon  
Learning National Place Creativity Supply Chain  
Life Sciences International Curzon Creativity  
Chain

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# Foreword

**HS2 presents a once-in-a-generation opportunity to drive economic growth and prosperity across the Midlands. This Growth Strategy outlines how we are seeking to fully maximise the benefits of the largest infrastructure project in Europe.**

The Midlands is experiencing unprecedented levels of growth which have established the region as a destination of choice to live, work and invest in. Major companies are locating or expanding here which is testament to the growing confidence in the market. Jaguar Land Rover will spend over £3 billion this coming year on new product creation and capital expenditure. HSBC has recently announced that it will be locating the head office of its new ring-fenced bank in Birmingham, bringing 1,000 roles to the city. The area is not just a location of choice to grow a business, but also to start one with Birmingham leading in new start-ups outside London.

HS2 represents an opportunity to create a further step-change in our economic performance. The benefits are already being felt. HS2 Ltd.'s decision to base the national construction headquarters in Birmingham will create up to 1,500 jobs. The city will also co-host the National College for High Speed Rail and the supply chain is already concentrating in the Midlands.

Master plans for the two HS2 stations based in this region – Curzon in Birmingham and Interchange in Solihull – are progressing well creating the opportunity for more than 52,000 jobs and £1.25 billion in GVA per year. £50m of investment to deliver local infrastructure has already been secured.

This report demonstrates how the positive effect of HS2 will be felt across the region. Whilst this Strategy is nominally being submitted to Government by the Greater Birmingham and Solihull Local Enterprise Partnership, it is the entire region that is poised to capitalise on the huge benefits that HS2 will bring.

Our approach uses HS2 to build an economic, social and environmental legacy for the Midlands. It builds on the region's fundamental strengths, which lie in its people, businesses and places. We are targeting new investment to unlock regeneration schemes, form new social and educational structures and through our transformational Midlands Connect partnership open up the region's connectivity – locally, nationally and internationally.

This Growth Strategy outlines the delivery mechanisms, local and national partnerships, and funding structures that will turn these ambitions into reality. Fundamental to this will be the need to work together – across the private and public sectors and across local authority and Local Enterprise Partnership boundaries. Together we will ensure that through HS2, this region is at the heart of the UK's economic future.

Andy Street  
Chair, Greater Birmingham and Solihull Local Enterprise Partnership

(Andy Street stepped down from the LEP in September 2016)

**Our vision** is to harness the unrivalled connectivity and investment of HS2 to create a step change in the Midlands's economic performance, driving growth and significantly improving outcomes for its people, businesses and places.



We will become a world leading business destination, renowned for its enterprise and dynamism in sectors in which the Midlands is already strong: advanced manufacturing, digital media and creative industries, business professional and financial services and Life Sciences.

Our focus will be upon securing significant employment opportunities for local people, raising the level of skills across the entire region and utilising our universities and colleges creating the next generation of skilled engineers, designers, scientists, economists and business leaders.

The local supply chain will be strengthened and expanded ensuring that local business can capitalise on the arrival of HS2. New international trading partnerships will be created and significant levels of inward investment secured.

Two world class integrated stations for the high speed rail network at Curzon and UK Central will be delivered; and around each station major development zones will emerge that will attract inward investment, create internationally competitive business hubs, be home to sustainable residential communities and attract visitors to the Midlands.

The wider region will benefit from radically improved national and international connectivity. The two HS2 stations and Birmingham Airport, with its huge potential and ability to open up access to international markets, will drive new areas for regeneration, housing and business growth across the Midlands.

Through the Midlands Connect partnership, we will maximise the released capacity provided by HS2 and deliver transformational connectivity between our towns and cities unlocking large economic benefits to both the Midlands and the UK as a whole and provide real benefits for local residents to access jobs and training.

# Our growth strategy will deliver

Jobs - 104,000 new or safeguarded

Jobs for local residents currently unemployed - 10% of all jobs

Skills - 36% local population qualified to NVQ level 4+

Apprenticeships - 2000

Business supported - 700

GVA - £14bn additional

Accessibility - over 2 million of regions population connected to HS2

**The purpose** of this Growth Strategy is to set out our approach to maximising this once-in-a-generation opportunity to deliver unprecedented growth and leave a lasting legacy for future generations.



Our Growth Strategy responds to the recommendations of the HS2 Growth Task Force and the challenge for local areas to demonstrate how they are going to respond to the opportunities presented by HS2. The HS2 Growth Taskforce was set up to identify the work that must be done in advance of HS2 arriving in order to capture its full benefits, particularly via regeneration of local areas.

This Growth Strategy focuses on getting our people, our businesses and our places ready to drive economic growth for the benefit of both current and future generations.

The approach has been developed in collaboration with a wide range of partners from across the region including neighbouring LEP's such as the Black Country, Coventry & Warwickshire, Stoke & Staffordshire, the Marches and Worcestershire; public and private sector organisations and bodies involved in the Midlands Connect initiative.

Getting the Midlands ready will require focused long term planning and investment with prioritised and phased delivery. The approach will look at what needs to be done in the period leading up to the commencement of construction of HS2, during construction and then into the long term once services start running. With the programme focused on the areas of people, business and place a range of actions, partnerships and investments will be required to maximise the outcomes.



**The opportunity** presented by HS2 will see the Midlands positioned at both the geographic and strategic centre of the UK's new transport network. The region will not only benefit from billions of pounds of new infrastructure but also the opportunities for stimulating new development, jobs and inward investment.



Through this Growth Strategy the wider benefits to businesses of our proximity to this infrastructure investment will be established and the opportunity for supporting the local supply chain clearly demonstrated.

The approach of our strategy is about using the platform provided by the investment in HS2 to position the Midlands as one of the most productive locations in the country, building on the existing economic assets alongside a series of targeted local interventions in order to maximise the benefits and bring net national gains.

The opportunities presented by HS2 will be harnessed as a catalyst for improving local infrastructure, skills and economic performance. Opportunities include:

#### **Connectivity**

HS2 will provide a step-change in the speed and quality of connections to both London and regional centres in the North West and to both South and West Yorkshire. It will radically improve access to the region for businesses, workers, residents and visitors. The impact will not only be felt locally but will provide greater national and international exposure for the Midlands.

The national investment in HS2 will see an Interchange station at UK Central, in Solihull, accessing Birmingham Airport and the National Exhibition Centre (NEC) and a terminus station at Curzon, in Birmingham City Centre. The two station localities will be amongst the best-connected and, ultimately, most productive business destinations in the country.

As set out in this Growth Strategy our approach to the two stations is to ensure they are integrated into the fabric of the

Midlands, unlocking significant economic opportunities around them to create distinct and complementary development zones while enabling the benefits to be spread over a much wider geography.

In supporting the Midlands Connect Initiative, the Growth Strategy will ensure that, through the availability of economic growth assets and the release of rail capacity derived from HS2, a more integrated transport network can be delivered to maximise the distribution of economic benefits across the Midlands.

#### **Skills**

The region will co-host the National College for High Speed Rail (NCfHSR) with the campus located within the Learning Quarter next to the Curzon station. The College will train 2,000 people to become the next wave of high skilled engineers. Close-by, in Birmingham's Central Business District, will be the construction headquarters for HS2 which will be home to 1,500 professionals designing the line, stations and track side equipment.

Further investment will also come in the form of the rolling stock depot at Washwood Heath which will provide maintenance and servicing for the whole network, with 500 jobs created at the depot and a further 140 jobs at the National Control Centre.

Using the job and training opportunities like these, which are afforded by the arrival of HS2 and the associated economic growth that it will unlock, we also plan to undertake a large scale up-skilling programme to ensure that local residents have the skills required to access these opportunities.

Building upon these significant opportunities, and those represented in the work we are doing with further education colleges and

World class universities across the Midlands, demonstrates how we will ensure that our people will be ready, with the right skills, to access the jobs and the huge economic opportunities that HS2 will unlock.

### Investment

Through the location of the two HS2 stations we intend to unlock large areas of under-utilised land for regeneration and development and support improvements to local infrastructure.

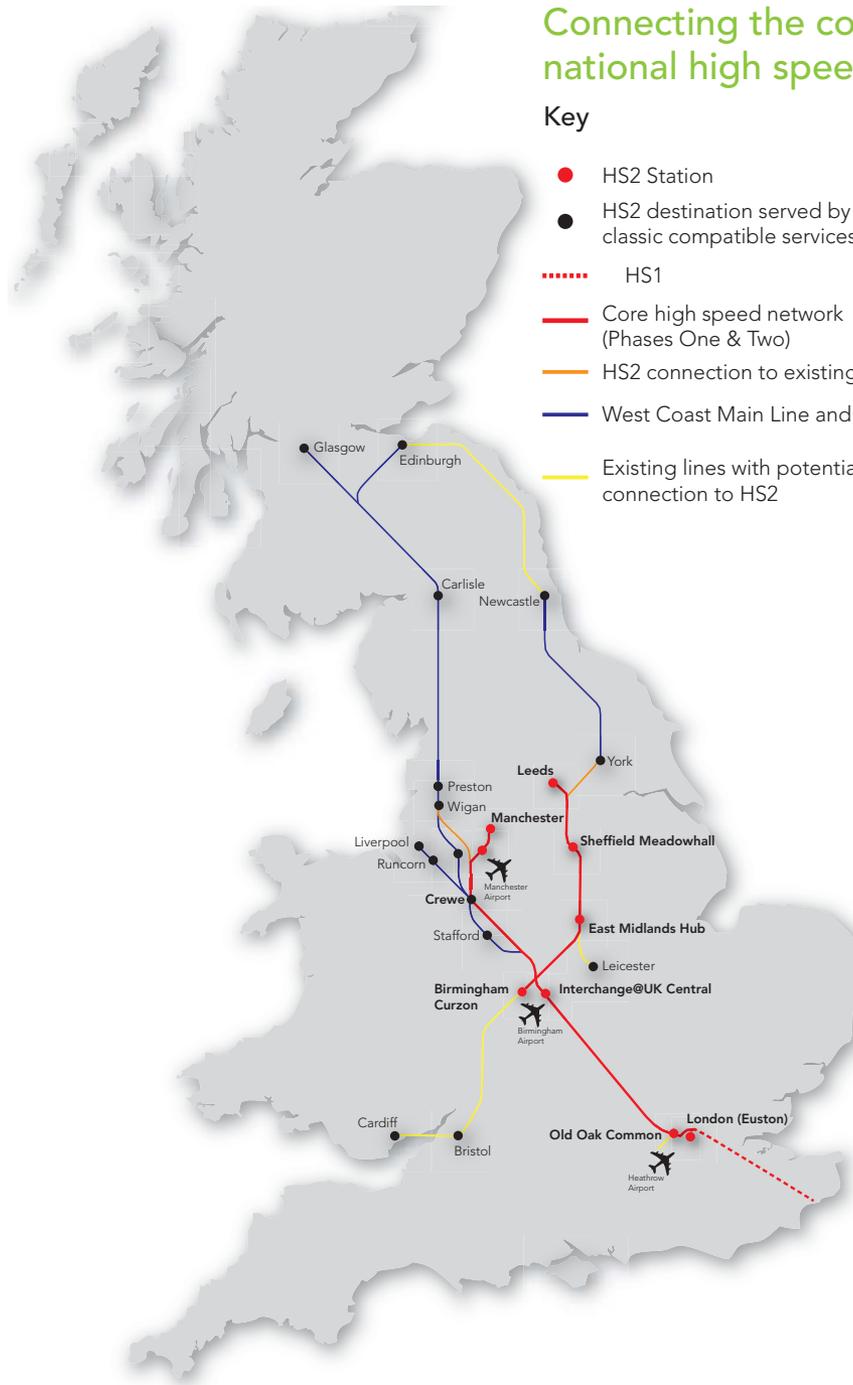
This will also support the delivery of housing, opening up new opportunities and areas for regeneration as well as increasing the international competitiveness of the region to attract inward investment and access to markets both home and abroad.

The new infrastructure and development will be brought forward alongside the introduction of innovative low carbon technologies and environmental improvements to secure long term sustainable benefits for the region.

## Connecting the country- the new national high speed rail network

### Key

- HS2 Station
- HS2 destination served by HS2 classic compatible services
- ..... HS1
- Core high speed network (Phases One & Two)
- HS2 connection to existing rail networks
- West Coast Main Line and East Coast Mainline
- Existing lines with potential for future connection to HS2



**Building on existing strengths** is a key component for our Growth Strategy as the Midlands has all the ingredients to drive job creation, economic activity and future prosperity.



The Midlands has a strong and prosperous economy that is worth £110 billion per annum to the UK economy, with the largest concentration of businesses outside London. More than 200,000 companies are based in the Midlands including international firms such as Jaguar Land Rover, SCC, MG Motors, ZF Lemforder, Moog, Hydraforce, IMI plc, Deutsche Bank and JCB.

Businesses have access to a highly skilled workforce which is further boosted by over 110,000 graduates a year from 18 universities located within a one hour drive. Universities across the Midlands (including those in the Learning Quarter) are carrying out world class research on rail engineering, digital technology, energy, logistics and telecommunications. The region is fast becoming the number one location for investment and recently recognised as the top UK prospect, and sixth in Europe for real estate investment along with the best performance for foreign direct investment, with a total of 172 projects in 2014.

This economic success is supported by unrivalled connectivity with the region offering air, rail and road links to over 400 million people across Europe.

Birmingham Airport, with its direct links on to the national motorway and rail networks is the jewel in the crown of the region's connectivity infrastructure. It already serves 10 million passengers a year and plans are in place for this to double by 2030. The Airport serves the key European capitals, cities on both the east and west coasts of America, as well as destinations across Asia, Africa and the Middle East.

Quality of life is amongst the highest in Europe and the region is regularly ranked amongst the UK's most popular places to live.

The region is not standing still and is seeing huge investment in both infrastructure and commercial development. Delivery is therefore high on the agenda and the region has maintained an impressive track record in bringing forward billions of pounds worth of infrastructure investment over recent years. For example:

- the £600 million major redevelopment of New Street Station will open in September 2015 and provide the region with a 21st Century transport hub in the heart of Birmingham City Centre;
- £250 million is currently being invested in extending the Midland Metro tram network with the first phase set to complete in October 2015;
- more than £300 million has been invested in upgrading Birmingham Airport including a £70 million runway extension.
- major improvements to cycle and pedestrian facilities are also underway as a network of cycle routes are delivered.
- over £250 million to provide comprehensive upgrade of the M42 junction 6 near Birmingham Airport, allowing better movement of traffic on and off the A45, supporting access to the airport and preparing capacity for the new HS2 station.

With billions being invested in the last few years in public infrastructure there is also huge impetus for private sector investment. This includes:

- the £500 million Paradise development, to create a major expansion of Birmingham's Central Business District, has been kick started by the Enterprise Zone and will bring 10,000 jobs and over 170,000 sq. metres of new floor space. The first phase of the scheme is already underway;
- Resorts World – the £200m investment by Genting in the creation of an international leisure destination with retail, leisure and hotel providing over 1,000 jobs at the NEC - is set to complete Summer 2015;
- Jaguar Land Rover are a world class centre of manufacturing excellence occupying 130 hectares of land, including the largest aluminium manufacturing plant in Europe. The company employs almost 10,000 people at its Solihull plant and has been expanding significantly over the last three years.

Through these major investments and many more in progress or now completed the region has created new jobs, improved skills and provided unrivalled opportunities.

The Midlands has a strong track record of creating local Employment and Skills Boards (ESB's) to develop business partnerships with schools, UTCs, colleges, universities and private providers to ensure a strong pipeline of appropriately skilled recruits for job vacancies.

Business growth in the region has received major boosts over the last three years with the successful delivery of a number of business support initiatives. One major success is the

£594million Advanced Manufacturing Supply Chain Initiative (AMSCI), a national project run by Birmingham City Council utilising £213million of Government funding to leverage private sector investment, that has created and safeguarded 12,000 jobs across 52 projects nationwide.

It is not just about the big numbers either. Our approach to improving skills flows through to every project. Through the redevelopment of New Street Station 122 unemployed residents participated in customised pre-employment training; 49 Members of the Project Management and Delivery Team completed project and management related training and 87 jobs were safeguarded for local people.

These are just some of the examples demonstrating the region's ability to drive economic growth and attract investment.

The Midlands is perfectly placed to maximise the opportunities presented by HS2 and is already advanced in planning to ensure this ambition is realised.

**Our approach** details how the Midlands will be ready to maximise the opportunities presented by HS2 and deliver our vision. It is focused on three interlinking strands of PEOPLE, BUSINESS and PLACE and targets action over the short, medium and long term as we plan for the sustainable impact of HS2 within the region and across the UK.



## PEOPLE

Local people secure employment across the full range of construction, planning and engineering opportunities arising throughout the delivery of HS2.

Local people are skilled and ready to fill the longer term jobs that will be created as a result of the completion of HS2 and their skills are key to attracting additional investment.

Young people are fully aware of the opportunities arising as a result of HS2 throughout their education. They tailor their education, training and career choices based on comprehensive, independent careers advice informed by up to date economic analysis and excellent links with industry.

HS2 contractors are supported and able to recruit locally so that they have the right people, with the right skills, at the right time to keep the project on track.

The National College for High Speed Rail (NCfHSR) forms a central pillar alongside the regions colleges and universities in the successful delivery of trained engineers and upskilling of the workforce.

## BUSINESS

The Midlands' supply chains are providing the full range of services and products to support the delivery of HS2.

With the unrivalled connectivity local businesses are able to access expanded local, national and international markets and benefit from clustering of economic activity.

The inward investment strategy is promoting the Midlands as a destination of choice for businesses looking to establish or expand in the region.

The HS2 rolling stock depot at Washwood Heath is at the centre of a hub for the high speed rail supply chain and supports the maintenance and management of the whole network.

Businesses coming into the area or investing in growth as a result of HS2 are supported to recruit locally and invest in skills through a multi-agency partnership offering a seamless service to meet their workforce needs.

Business will have access to world-class research and technology support.

## PLACE

Landmark HS2 stations at Curzon and the Interchange at UK Central provide world class destinations for passengers arriving in the region.

Two internationally renowned development zones are located around each HS2 station providing major focal points for jobs, investment and residential communities.

Key centres for business and population across the Midlands are connected to the two stations, enabling efficient access to the high speed rail network and the job and commercial opportunities within the development zones.

Fully integrated transport networks are in place providing seamless connectivity between the high speed and local networks along with international connections. Released capacity on the local network and road network is optimised.

Housing supply is matching the economic growth and high quality sustainable residential communities are delivered.

The environment and economy are improved through investment in low carbon solutions, innovative sustainable development and enhanced green infrastructure.

**Getting our people ready** focuses on improving skills and access to training across the Midlands so that the region's diverse population can benefit from the significant economic growth afforded by HS2.



HS2 will deliver new job opportunities at a scale and range not seen for decades. We will ensure that local people are inspired and skilled to fill these opportunities and that they continue to develop their skills throughout their careers, driving productivity and attracting new investment to the region.

This approach will focus on three themes of **ignite**, **accelerate** and **re-tune**. Through these themes, the development of a skilled workforce to deliver HS2 will be integrated within the region's key delivery strategies for Skills Investment Zones, European funded activity and business support.

Each place within the region has specific sector, spatial and workforce strengths. We are identifying specific areas of opportunity, including HS2, and creating Skills Investment Zones as a focus for our delivery strategies. This will prioritise future investment to ensure that local people are supported to secure these opportunities and that our investments align with workforce demands. Through this approach we are already supporting local people to access opportunities within their travel-to-work area with a particular focus on identifying opportunities suitable for people within significant areas of unemployment, such as East Birmingham and North Solihull.

### **Ignite**

By collaborating with local delivery partners in education and training we will ignite interest in the jobs that will be delivered through this Growth Strategy, engaging with young people from an early age, raising awareness of career pathways and influencing their choices.

The Midlands has a diverse and comparatively young population which will be a key asset in meeting HS2 employment and skills needs. There is a clear recognition that we have

specific issues at the extremes of the skills spectrum with too many people with no qualifications and not enough people with qualifications at level 4 and above. However we also have a highly skilled workforce and a great graduate pool. Our approach will ensure that all residents of the region, including those furthest from the labour market, are aware of and can access employment and skills opportunities.

We will coordinate and promote an 'HS2 Ready' careers inspiration programme, drawing together activity already delivered through HS2 limited, Tomorrow's Engineers, CSR City, the National Careers Service and others to provide a coherent offer to schools, colleges, universities, young people and their parents/carers. This programme will be delivered from primary school upwards and will include bringing the world of work into core classroom activities with opportunities to engage across all curriculum areas.

The development of the NCfHSR as part of the Governments Industrial Strategy and National College Programme will be integral to the delivery of our approach. The College will be a national beacon for higher level railway industry skills. The delivery of the college will be a priority for us. It will enable the development of the highly skilled workforce needed to deliver HS2 and meet needs of the wider railway industry. The focus will be upon creating a cutting edge industry-led curriculum, which brings together key partners to ensure students develop the highest skills and have successful careers supporting the delivery of rail infrastructure.



**Getting our businesses ready** focuses on ensuring that our supply chains are able to capitalise on the unprecedented business opportunities presented by HS2 and the Midlands promotes itself on an international scale attracting significant inward investment.



The Midlands has a strong economic base and exceptional track record in developing clusters of excellence. Our key industry sectors also benefit from successful supply chains. Through this Growth Strategy we will support the growth of these supply chains ensuring our industry sectors prosper through targeted interventions, focused infrastructure delivery and a strategy for securing significant inward investment.

### **Sector Growth and Inward Investment**

We will harness our existing sectoral strengths and utilise HS2 as a means to promote the opportunities of the region, driving business growth and investment. Our approach will focus on supporting initiatives that accelerate growth, including skills and place-based approaches.

We will target key sectors for which the Midlands is renowned including advanced manufacturing and engineering, life science and health, digital and creative industries, education, finance and professional services, construction, the visitor economy, low carbon and enabling technologies and R&D.

We already have a robust inward investment strategy designed to both attract new businesses to the region and retain existing businesses and, by articulating a compelling rationale for targeted sectors/industries to move to the region, we will accelerate additional future economic growth.

An outreach programme is currently underway with businesses based in North America, Asia and Europe. The objective of this programme is, by explaining the benefits that HS2 will bring to the region, to persuade businesses to locate their European/international headquarter offices in the area and not simply to move operational or production facilities.

### **Supply Chain**

Strengthening the supply base within the Midlands and the UK will be essential if we are to maximise the opportunities for companies to grow and support job creation.

Our approach is to maximise the opportunities for our supply chains to generate major economic benefit and growth across our economy. This will include packages designed to sustain business growth, invest in innovation, new products and infrastructure, improve access to finance, address skills shortages and access to knowledge, enhance competitiveness and generate jobs accessible by local residents.

We will target key HS2 sectors including rail, construction, engineering, electrical, manufacturing, building technologies, environmental and energy technologies, transportation, print and design and architecture.

This will ensure that our already competitive and sustainable supply chain builds the capacity and expertise to deliver the HS2 project as well as the key industry sectors they already serve. This programme will be developed in tandem with the skills agenda so that we give future learners the necessary skills to sustain economic growth.

By providing access to finance and emerging technologies to companies in the rail sector there is a huge opportunity for business development. As a result of the Growth Deal agreement, GBSLEP has already established a Greater Birmingham Growth Hub which is creating a one-stop shop for businesses seeking support, including grants, access to finance and regulatory advice. This provides the ideal platform to strengthen the supply chain for HS2.

The first step will be building on the impact of the decision to locate the HS2 rolling stock depot at Washwood Heath and creating a hub for the high speed rail supply chain. This will be achieved by optimising land usage in the adjoining area and, by building on the competitive advantage that proximity of the depot to the NCfHSR and the University Technical College offers, to targeting skills and education and using the depot as a means of providing opportunities to local residents, many of whom live in socially deprived areas.

In order to ensure our supply chains across the region are ready to capitalise and effectively support the delivery of HS2, as well as growing and prospering for the long-term, four key areas will be addressed:

#### **Business Engagement & Diagnostics**

In partnership with national agencies such as the Growth Service, we intend to focus on utilising our Growth Hub to provide services and assistance to businesses getting them "HS2 supply chain procurement ready". The Growth Hub would provide the tools to enable businesses to plan ahead, identify skills and training needs and access improved technology and advanced development and manufacturing techniques.

#### **Market Development**

The arrival of HS2 will open up new markets for our existing supply chains and provide unrivalled opportunities to secure new work and support business growth. Central to success will be the ability to market and promote the services and products. The focus for our support will be in the development of marketing strategies, attendance at exhibitions/ trade shows, branding and promotional activities and website development.

#### **Building Information Modelling (BIM)**

This will provide the provision of part funded specialist external support to accelerate the adoption of BIM throughout the HS2 construction supply chain by adopting level 2 principles with a view to achieving formal accreditation should that be appropriate in the future.

#### **Developing Capability and Capacity**

Provision of funding for an end-to-end supply chain programme to support SME businesses that are seeking funding for capital expenditure to support the development and application of innovative advance technology/ processes and related training of staff to help them become HS2 supply chain procurement ready.

Our support will cover the following areas:

- purchase of new capital equipment including introduction of advance technologies;
- installation and refurbishment costs;
- improvements in systems or processes;
- application of innovative advance technology and processes;
- development, prototyping, testing and market launch;
- support (including specialist consultancy support) related to development and implementation of new technology, process development and Improvement in systems, industry accreditation standards, material usage, logistics and IT;
- mentoring and coaching to help develop management and staff capability as part of the growth plan and to deliver funded projects and the management of supply chain contracts;

- improving skill levels through recruitment and training to include apprenticeships, training needs analysis and workforce development training.

As businesses do not work within defined boundaries, and have developed relationships across local and national geographies, we will focus on utilising the Growth Hub to ensure that we develop and share wider support offers. This will involve working with national partners to ensure that the programme has the ability to support all businesses that may engage with, or become a part of, the HS2 supply chain family.

**Getting our places ready** focuses on utilising the unrivalled connectivity of HS2 to unlock significant new sustainable growth and radically improve local connectivity for the whole region.



The Midlands will be home to the first phase of the HS2 line and will benefit from an Interchange Station by the Airport/NEC in Solihull and a terminus station at Curzon in Birmingham City Centre. These stations will be catalysts for growth both in their immediate localities and across the wider geography.

The two development zones surrounding the stations will complement the overall economic strength of the Midlands as a place to visit, live and do business.

Radically improving access across the Midlands through the Connectivity Package will accelerate growth, improve access to jobs and promote the competitiveness of the region.

Our approach will harness the huge opportunities and support the delivery of additional growth and development. The focus will be on three key strands of stations and their associated development zones, connectivity and housing.

### **World Class stations and their associated development zones**

We have produced comprehensive master plans for each station establishing clear frameworks which demonstrate that, by integrating two landmark stations into the fabric of the region and delivering two, non-competing development zones; we can unlock economic growth and development.

The two HS2 stations will hold prime positions in proximity to key economic assets for the Midlands. Curzon in Birmingham City Centre which is a nationally important hub for the business, professional and financial services sectors employing over 35,000 people; home to the Learning Quarter a focus for major universities and colleges; a growing creative

industries sector and a cultural and retail destination attracting over 40 million people per year. The HS2 Interchange Station in Solihull will be located as part of a unique set of international assets which, together, form UK Central and include Birmingham Airport with its 10 million passengers a year, the National Exhibition Centre (NEC), Resorts World, Jaguar Land Rover and Birmingham Business Park.

### **UK Central – The Hub and Interchange Station**

The 'UK Central – Hub' Preliminary Concept Masterplan (launched in August 2014) identifies the opportunity of development in particular that of the Solihull Garden City comprising of 140 hectares of open land. Our vision for the Hub@UKC is to create a new high value, mixed activity economic growth hub in a highly accessible, well serviced and concentrated urban environment. Through taking an innovative and modern approach to 'garden city' principles that are fit for the current and future era, the development of 'lifestyle districts' in and around the Interchange Station will embrace a range of mixed uses; sustainability techniques; the very best infrastructure; and accessibility.

The Hub is one of four interconnected investment zones within the Borough of Solihull – coming together as UK Central – which offer an unrivalled combination of opportunity, connectivity and lifestyle.

Focussing on the development of the area around the Interchange Station will enable the full potential of the Hub@UKC, and the wider opportunities provided by UK Central, to be realised. It will also provide new and existing employment opportunities that are accessible to the residents of disadvantaged areas such as those of North Solihull and East Birmingham.



## Connectivity Package

Effectively connecting the two stations and their associated development zones to other transport hubs and the wider region will provide momentum for further transformation, radically improving access across the Midlands and accelerating growth and regeneration at key centres and locations.

Through the Midlands Connect Partnership we will maximise the released capacity HS2 will provide, enhancing the Midlands' ability to attract inward investment through a cluster approach, enabling businesses to draw on a larger base of suppliers for different industries and the widening of labour-pooling opportunities with greater matching of supply and demand for jobs.

Realising the full potential of HS2 through the Connectivity programme focuses on four key strands: Connectivity to the stations, Integrated HS2, Midlands Connect, and International Connectivity.

## Connectivity to the station

By investing in connectivity improvements that will facilitate access to the HS2 hubs for workers, residents and businesses we will expand the extent of the potential agglomeration benefits by increasing the economic mass of key sectors gravitating around the new hubs, improving access to national markets for businesses based in the area and improving job opportunities by improving access to the right set of skills.

The provision of connectivity to both Curzon and Interchange stations is a fundamental part of realising the full economic benefits of HS2, ensuring that those needing to access the two stations, and the opportunities on offer by their associated developments, can do so within an acceptable journey time.

Building on the above and informed by research undertaken to date in achieving excellent connectivity from across the Midlands to the proposed HS2 stations, the Connectivity programme aims to:

- improve access for appropriately qualified labour to the stations and associated development zones;
- improve access to HS2 for key business sectors;
- improve access to opportunity for key regeneration areas such as East Birmingham and North Solihull.

In developing the Connectivity programme we will ensure that the whole of the Midlands is plugged in to HS2 through local rail and rapid transit links, faster, high capacity rail and road improvements. In doing so the proposed Connectivity programme will identify a package of interventions required before and during construction of HS2 as well as for the long term after services begin on the line. The key interventions to secure the step-change in connectivity will include:

- East Birmingham / North Solihull Metro.
- Camp Hill Chords.
- Water Orton and Local Enhancements.
- Brierley Hill Line 1 Metro Extension.
- A45 SPRINT – Interchange to Coventry.
- Longbridge to Hamstead SPRINT.
- Sutton Coldfield Public Transport Package.
- Snow Hill Line Improvements.
- A34 SPRINT – Walsall to Birmingham.
- Solihull to Interchange SPRINT.
- Interchange to Coleshill Parkway SPRINT.
- Bartley Green SPRINT.
- Aldridge Station and Electrification.
- A38 SPRINT – Halesowen Extension.
- i54 SPRINT.
- Lichfield to Interchange SPRINT.
- Walsall – Rugeley Rail Line Speed Improvements.

- Shrewsbury to Wolverhampton Rail Electrification.
- Warwick to Interchange SPRINT.
- Hall Green to Solihull SPRINT.

## Integrated HS2

A fully integrated HS2 network will link growth assets around the HS2 stations with existing business districts in the Midlands, maximising agglomeration impacts; provide better access to new jobs for workers and residents and improving skills matching.

It will allow businesses and communities across the Midlands to capitalise on shared opportunities and synergies, and have better access to national and international markets - creating a multiplier effect.

For the terminus station at Curzon this involves:

- introducing faster and more frequent rail services on the rail lines already connected to Moor St Station and (through the construction of the Camp Hill Chords) provide the necessary infrastructure to link a wider range of destinations directly with Moor St Station and the adjacent HS2 Curzon Station;
- effective, seamless interchange facilities with the Metro and local bus network including a new interchange stop on New Canal Street to integrate with the Metro and Sprint services.

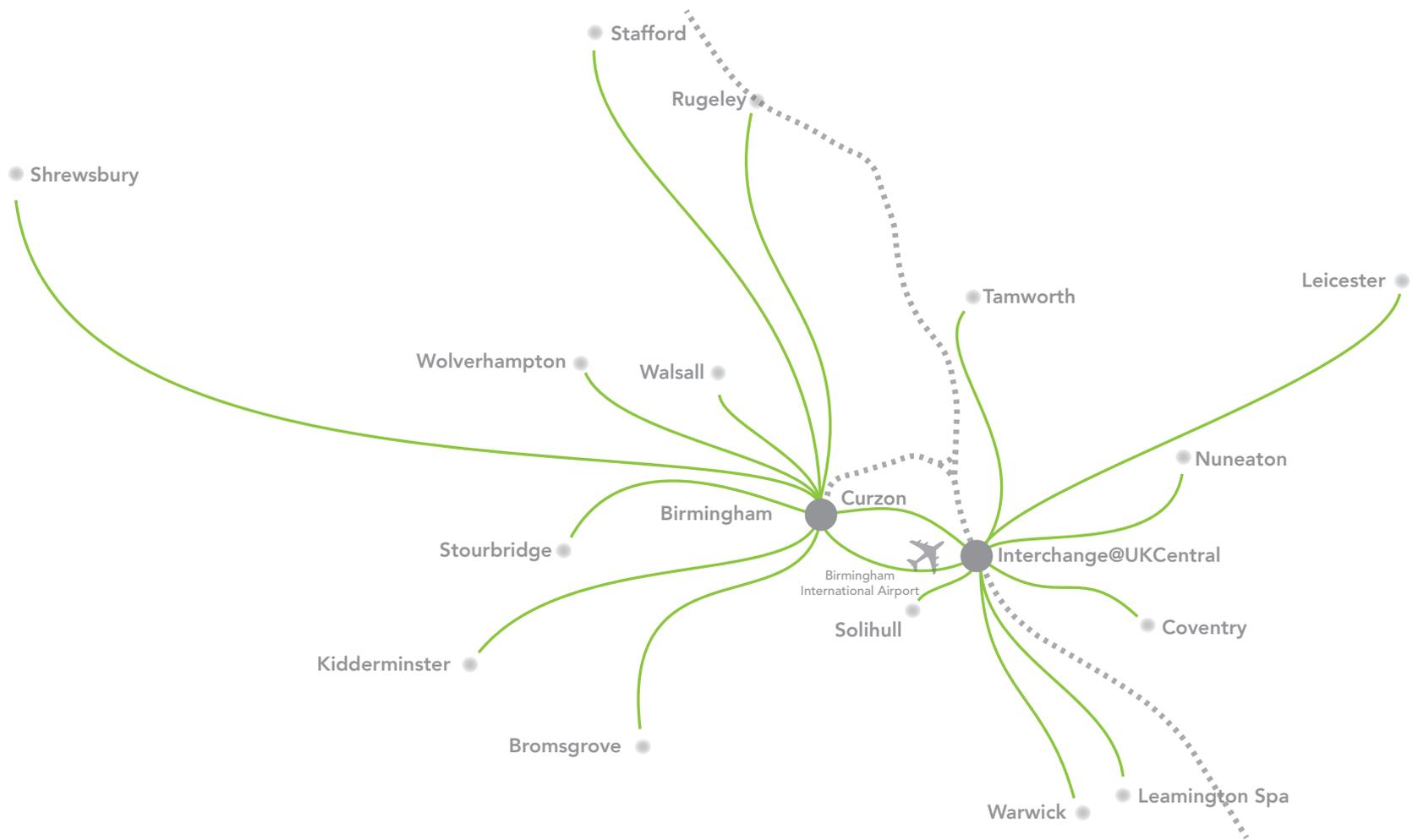
For the Interchange at UK Central the focus will be upon:

- developing a well-connected and integrated HS2 Interchange to avoid the generation of significant traffic impacts on local highways and the national motorway network (e.g. M42, M6);
- supporting local sustainable connectivity to the Interchange from other surrounding areas such as, Solihull, Blyth Valley, the City of Coventry (located only 10 miles from the Interchange) and Warwickshire;

## Enhancing connectivity across the Midlands

### Key

- ..... HS2
- Stations
- Regional connectivity improvements



- supporting the huge potential of Birmingham Airport as hub for international connectivity and driver of growth by provision of a single, integrated People Mover stop to act as an interchange hub providing direct access to Birmingham International Station, Birmingham Airport and the NEC and Genting Arena complex.

Through connectivity investment we will ensure the delivery of a world class, multi-modal transport hub not only for the region but for the UK as a whole. Achieving the wider integration between HS2 and local network will also be crucial to support the delivery of wider economic priorities.

### Midlands Connect

HS2 provides the opportunity to release significant capacity on the existing mainline and regional rail networks and, in doing so, optimise rail and road accessibility across the Midlands. For this to happen the right connections need to be in place between key centres across the Midlands and HS2.

The benefits make a significant impact upon our work to address major challenges with traffic congestion, delays, poor journey reliability, crowding, poor service frequencies and long journeys on many rail services through the region, which are impacting on the competitiveness and environment of both the Midlands and the wider UK.

As the first region to benefit from HS2, future plans for the existing transport network need to be developed to ensure the Midlands is well placed to maximise any opportunities associated with the introduction of high speed rail. By transferring high speed services to the HS2 infrastructure, the Midlands can take a fresh look at the existing mainline and regional rail network infrastructure, with new regional rail services providing additional connections across the network, linking towns and cities in new ways and better meeting their economic needs.

Midlands Connect is a transport initiative driven by LEPs and Local Authorities across the Midlands area aimed at ensuring that,

in close dialogue with Government, the Midlands is well placed to influence and benefit from future significant funding programmes such as those currently being developed by the rail Industry and the Highways Agency.

Midlands Connect represents a strong commitment from the region to reach a “unified” position on what strategic transport interventions are required to support and maximise the growth potential of the area. It will play a key role in developing and promoting a range of significant, cross boundary, transport interventions in partnership and in parallel to the work being undertaken in the Connectivity programme.

In supporting the Midlands Connect initiative our approach will ensure that, through the availability of economic growth assets and the release of rail capacity derived from HS2, a more integrated transport network can be delivered to maximise the distribution of economic benefits across the Midlands.

### International connectivity

The Midlands is well served by Birmingham Airport as a key gateway to international markets. It has a vital role in supporting the economy of the region, promoting it as a business and visitor destination. Through our connectivity programme we are setting out clear proposals to support transport links and accessibility improvements between HS2 and Birmingham Airport to ensure that its major role in our future growth can be realised.

Securing the provision of direct international services from the Midlands to Paris, Brussels and beyond via a direct rail link between HS2 and the existing HS1 line to the Channel Tunnel and wider European High Speed Rail Network will help to further boost growth within the region.

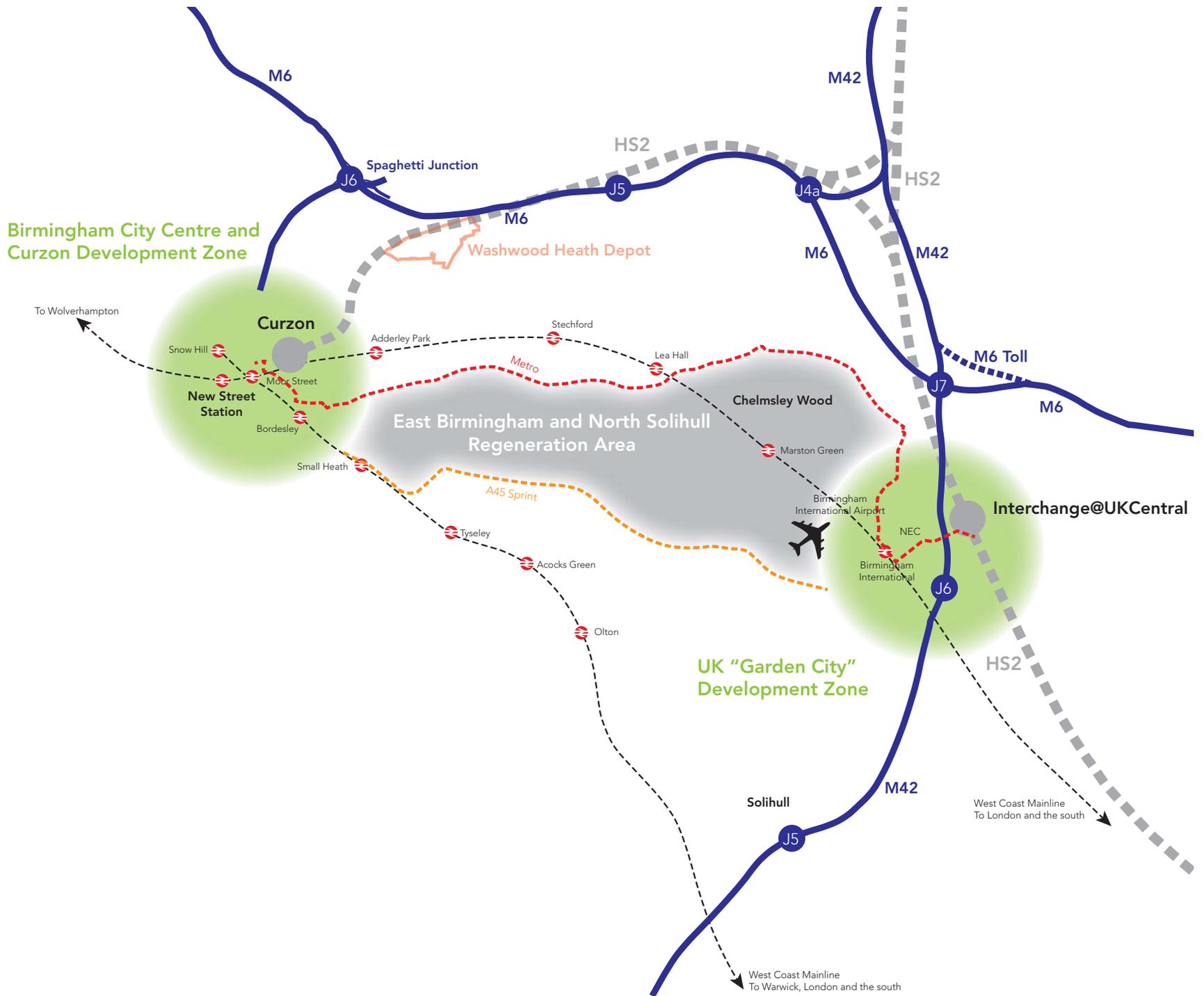
### Housing

Ensuring that there is a sufficient supply of housing to meet the growing population and labour force will be essential to sustain the economic growth envisaged as a result of HS2.

The 2016 Spatial Plan for Growth will identify areas that can boost housing supply in the region. The right sort of housing supply in the right locations will facilitate wider and deeper labour markets, contributing to productivity gains.

Our approach will identify a range of options to deliver much-needed housing to accompany the growing economic base. The two development zones will play a key role in providing local housing within close proximity of the HS2 stations and new businesses. We are also planning over a much wider strategic area and in this next version of our Spatial Plan we will ensure that the Connectivity programme can respond to the long term growth proposals.

## Creating two HS2 development zones



**Delivery** is at the heart of this Growth Strategy. The Midlands will call upon its vast experience and successful track record in implementing both major infrastructure projects and regeneration and development schemes as we drive forward this strategy.



In order to maximise the true impact and ensure our vision for HS2 becomes a reality a comprehensive package of interventions and investments is required. Delivering our strategy will involve both local and national commitments and investments, clear governance, partnership working and a managed, phased approach to implementation.

£102.9m has already been secured through our Growth Deal to maximise the benefits of HS2, with a programme of infrastructure investments that will significantly enhance parts of the local transport network and improve skills provision in advance of the arrival of HS2 in 2026.

The programme includes extensions to the Midland Metro to the east and west of Birmingham City Centre, the development of a rapid transit corridor to the Black Country, enhancements to pedestrian and cycling routes and enhanced facilities and equipment to provide the specialist skills needed to deliver HS2.

We have also secured one campus for the NCfHSR which will be integral to upskilling local people for HS2 and we are currently driving forward the delivery of the project. This includes establishing the shadow board, to be chaired by Terry Morgan of HS2 Limited; commencing the process to appoint the Chief Executive of the college; forming partnerships with key providers and starting the design stage of the College itself.

Our focus has also been upon driving forward with plans for delivering the two stations and associated development zones. £50m of funding has already been allocated from the GBSLEP to support an early phase of infrastructure delivery. Local delivery arrangements are being progressed with a

Shadow Board for the Curzon Regeneration Company, under the chairmanship of Liz Peace CBE. Whilst at UK Central in Solihull, work is advanced to develop detailed planning for the HS2 Interchange station and association Hub garden city development.

We are also focusing attention on securing other funding and the Sustainable Urban Development (SUD) actions within the ESIF Strategy provide the opportunity to achieve innovation in the delivery of sustainable growth, and other ESIF and European funding resources will be sought to deliver the wider benefits of this strategy.

Further details of our approach to delivery are set out in the supporting business cases for the individual elements of the strategy.

In delivering this strategy we are committed to fully utilising local resources and focusing effort to ensuring we maximise the benefits. All partners across the Midlands are committed to the deliver of this strategy. In order to have the truly transformative impact that HS2 is capable of this commitment will need to be matched/supported by Government and other national agencies.

### Making our strategy a reality

The delivery of our strategy will be underpinned by an investment programme that will bring forward the infrastructure to maximise the growth and business opportunities and ensure that our people have the skills and training.

### People

The funding to develop and supply the skilled workforce required to deliver HS2, and ensure that local people secure the wider economic benefits, crosses multiple Government departments, multiple organisations, multiple funding sources and multiple contracts. Securing this funding and associated additional freedoms and flexibilities will be essential to support delivery of this strategy with an employment and skills based devolution deal to be developed.

### Business

To bring forward the initiatives to maximise the growth potential of our supply chain and key industry sectors we have identified the following package of investments:

- £1m Business Engagement & Diagnostics programme.
- £40m Building Information Modelling (BIM) and Developing Capability and Capacity for SMEs programme.
- £325m programme for developing capability and capacity for larger companies and at scale.

### Place

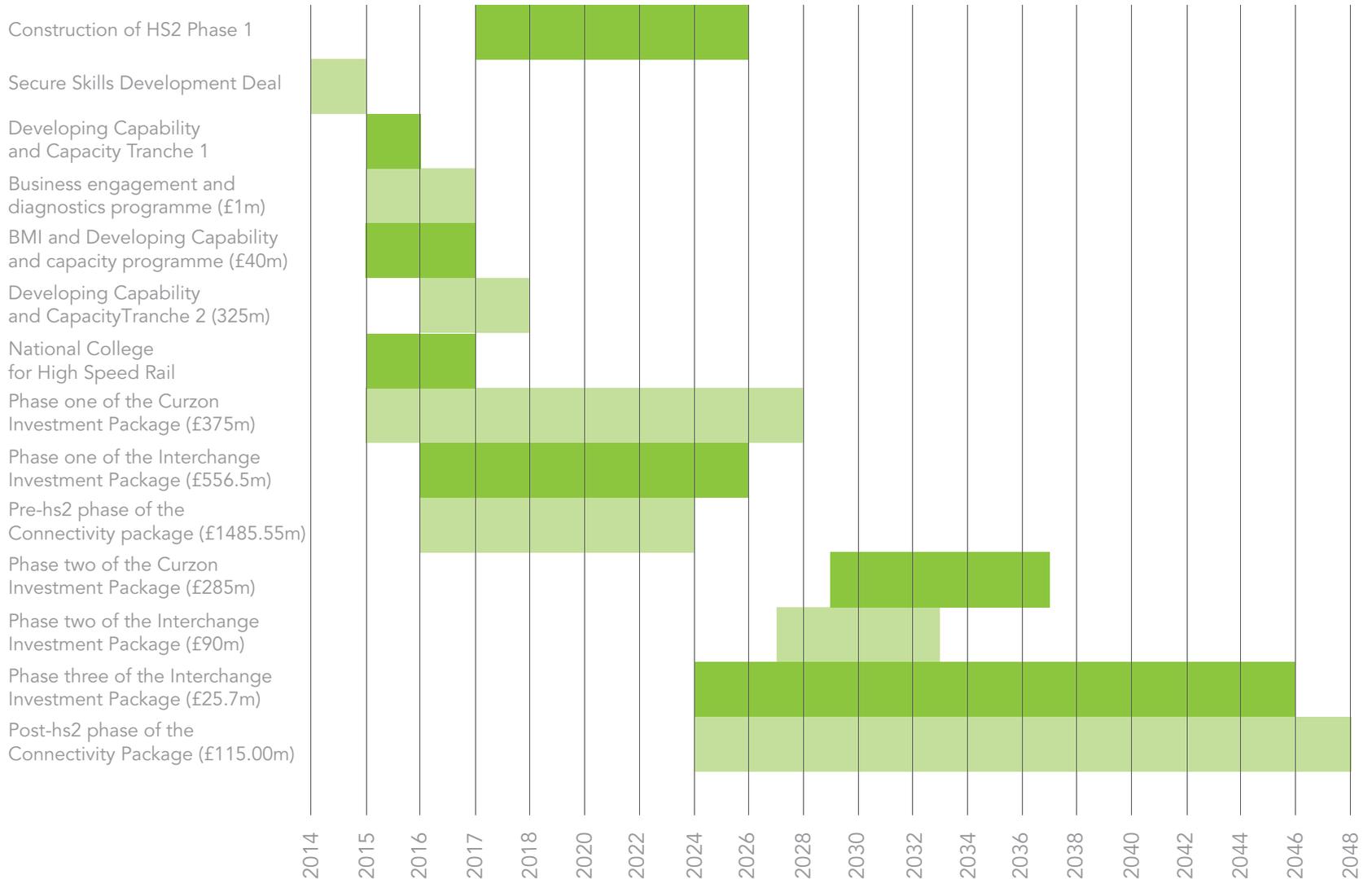
We are working to create the conditions to maximise growth through the delivery of the integrated stations, two development zones and the Connectivity Package with an infrastructure programme worth £2,932.55 million.

MIDLANDS HS2 GROWTH STRATEGY INVESTMENT PROGRAMME	VALUE (millions)
Supply chain and business support package	£366
Curzon Investment Package	£660
Interchange Station Investment Package	£672
Connectivity Package	£1,600.55
<b>Total</b>	<b>£3,298.55</b>

## Phasing our approach

The delivery of our HS2 Growth Strategy Investment Programme is phased over a 20+ year period. It is focused on the investments and interventions in the period leading up and including the construction of HS2 to create the conditions for maximising growth. Building on this first wave of investment a longer term programme will then create sustained conditions and widen the impact of HS2 generating further benefits both locally and nationally.

## Phasing of the Midlands HS2 Growth Strategy Investment Programme

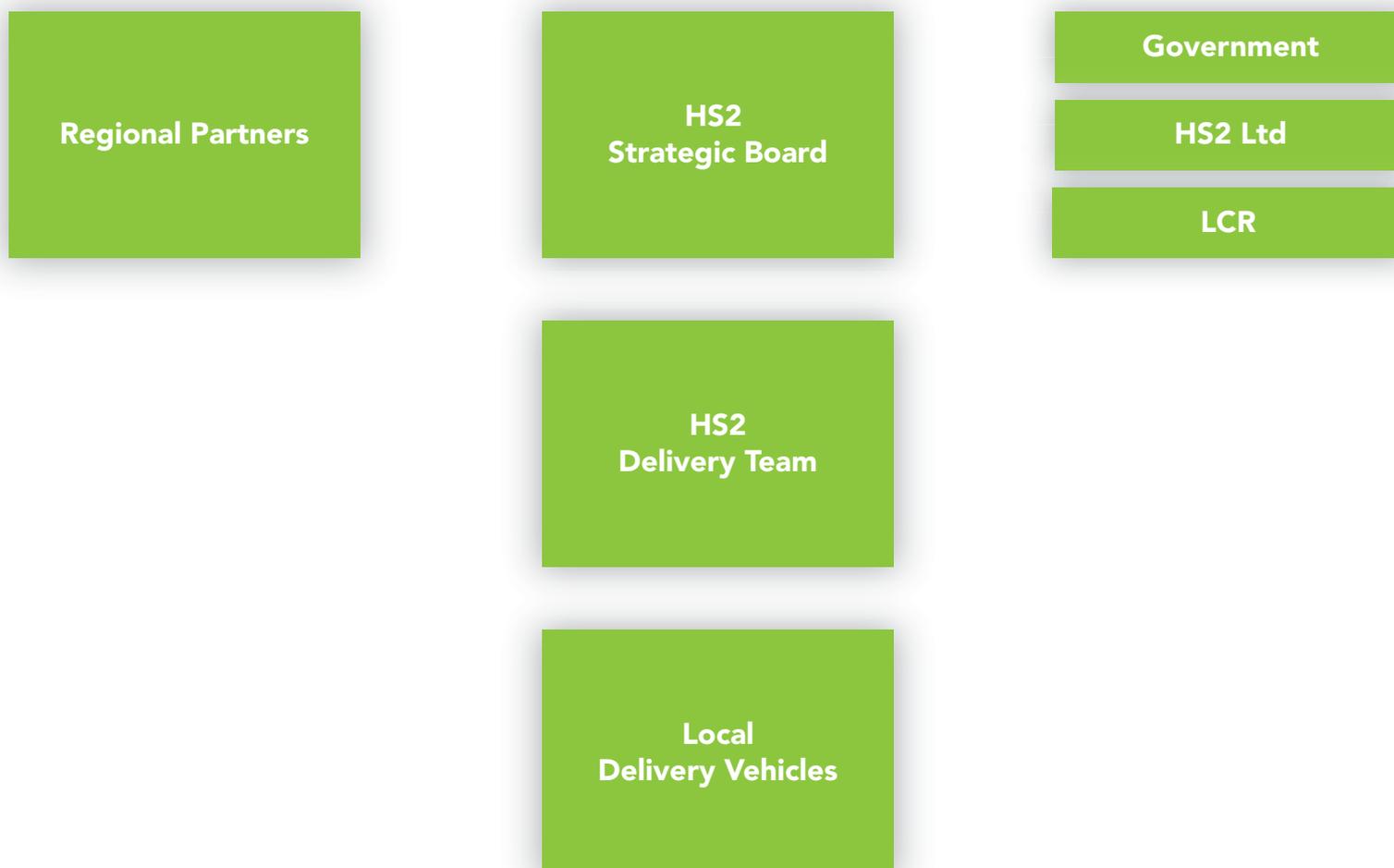


## Local Governance

Responsibility for managing the delivery of our Growth Strategy and the investment programme, in terms of the operational overview and decision making, will reside with the HS2 Strategic Board.

Membership of the board comes from local authorities and partners across the Midlands, Government, HS2 Ltd as well as direct representation from the LEP. The Strategic Board will be supported by a local HS2 Delivery Team which will provide programme management functions, with local delivery vehicles responsible for specific elements of the programme.

## Local Governance Structure



## Local Delivery Vehicles

Local Delivery Vehicles will be put in place to drive delivery of specific elements of the programme. Where LDV's are not appropriate, recognised programme and project management methodology will apply, with the formation of Shadow/Programme Boards.

Across the strands of people, business and place bespoke delivery arrangements are identified. These will be further developed as we implement the Growth Strategy and secure the necessary local and national commitments to support delivery.

## People

This element of the strategy will be managed through an Employment & Skills Board (ESB) with an overarching strategic board created to bring together the chairs of the individual LEP ESBs. The ESB will play a key role in coordinating the wider partnership and the strands that form our delivery plan. Each of the strands will be 'owned' by an ESB Board Member and will have delivery teams assembled for each.

The HS2 Jobs & Skills Group is already in place and has a specific coordinating role for all HS2 construction related activity including the development and delivery of the NCfHSR. There will be a clear connection between the overall skills programme and HS2 construction skills element through the appointment of a specific project lead for HS2 skills who will sit within the HS2 Delivery Team to embed the skills agenda.

## Business

A Steering Group, made up of public and private sector partners, will develop the approach to delivery for the supply chain and business support package. It will form partnerships with other national bodies and working closely with Government departments to ensure that a complete, holistic and complimentary business support programme is delivered to ensure that businesses across the UK are 'driving forward the industrial revolution of the 21st century'.

## Place

For each element of the Place theme a bespoke approach will be required which reflects the very different nature of the propositions and local circumstances. These individual Local Delivery Vehicles will be essential to ensure focus and drive for each component but with strategic oversight remaining with the HS2 Strategic Board.

Ensuring we maximise the growth opportunities at station locations will require joint/ collaborative working between a variety of organisations to lever in private sector investment, share/transfer development risk and deliver comprehensive schemes. We will look at opportunities to work collaboratively to achieve these principles. This will include working with HS2 Ltd. to deliver integrated stations and where appropriate with LCR to support and/or deliver comprehensive development of strategic sites to maximise growth.

**UK Central Interchange** - A UK Central Programme Board has been established that will consider the most appropriate HS2 development delivery body vehicle and/or a TIF2-type structure. Governance is likely to be led by a locally-led partnership Board (based on development of the existing UK Central Programme Board), with contractual Joint Ventures to deliver works and private sector funding (building on the existing collaboration agreement with the land owners).

**Curzon** - To maximise the growth at Curzon there will be a need for a focused delivery body to drive investment in infrastructure and support business development and inward investment. The Curzon Regeneration Company will drive forward the local agenda tasked with delivering the infrastructure and so maximising the growth in this locality.

**Connectivity** - Developing and delivering the connectivity programme is collectively owned by all partners. Although schemes are within different LEPs and in some cases overlap multiple geography's, there are appropriate governance mechanisms in place across the

region (ITA, Midlands Connect) to ensure the sequencing, integration and holistic delivery of the programme.

## Working in partnership

Strong and inclusive partnership working across the Midlands, with key stakeholders including local authorities and Local Enterprise Partnerships, the business community, education, national agencies and Government, will be vital in getting the region ready to maximise the opportunities. Robust and established arrangements are already in place which have facilitated the development of this Growth Strategy.

Joint working with partners across the Midlands has produced strong outputs which we will build on as we develop our growth and reform agenda and work with Government to develop implementation strategies and packages. Ultimately, successful delivery will be driven by the success of these partnerships together with long term planning and commitment ensuring the Midlands is ready to drive growth from HS2.



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Life National Place International World Class  
Sciences National Place International World Class  
Curzon Creativity Supply Chain

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