

HS2

Skills, Employment and Education Strategy

Opening up new opportunities



HS2 is a huge undertaking, the largest infrastructure project in Europe and arguably the most advanced railway ever to be built in the UK.



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will take their first career
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the project**



Foreword

HS2 is a huge undertaking, the largest infrastructure project in Europe and arguably the most advanced railway ever to be built in the UK. Indeed, it's the first intercity line to be built north of London for over a century and at the peak of construction we will need some 30,000 men and women to design and build the railway, with at least 2,000 apprentices taking their first career steps or re-training on the Programme.

But as a country we are facing a challenge in ensuring we have the right skills to deliver infrastructure projects both now and in the future. Currently around a quarter of the UK's rail engineers are over 55 and are predicted to retire in the next ten years, which is one of the reasons why we are investing now to ensure we have the skilled workforce we need.

One of our strategic objectives at HS2 is to open up new opportunities for skills and employment in the UK. As someone who started their career as an apprentice, I know first-hand the value of investing in technical skills and qualifications, and the different career routes and opportunities this can open up. That is why I am passionate and excited about our strategy, which looks to draw on the widest talent pool possible, in particular amongst those groups traditionally under represented in the construction and engineering sectors.

Our Skills, Employment and Education Strategy (SEES) sets out how we are working with our supply chain, the National College for High Speed Rail and regional stakeholders including Combined Authorities and LEPs. Our aim is to help the next generation develop the technical skills to not only design and build HS2, but to deliver the project pipeline of the UK's future infrastructure and to leave a lasting skills legacy for the country.



Mark Thurston
CEO, HS2 Ltd

HS2 Programme

A catalyst for growth across Britain

HS2 represents a

£55.7 bn

investment in the UK's railways³. It will be delivered in three phases:

Skills, Employment and Education is one of our seven strategic objectives and is critical in achieving our vision of HS2 being a 'catalyst for growth across Britain'.

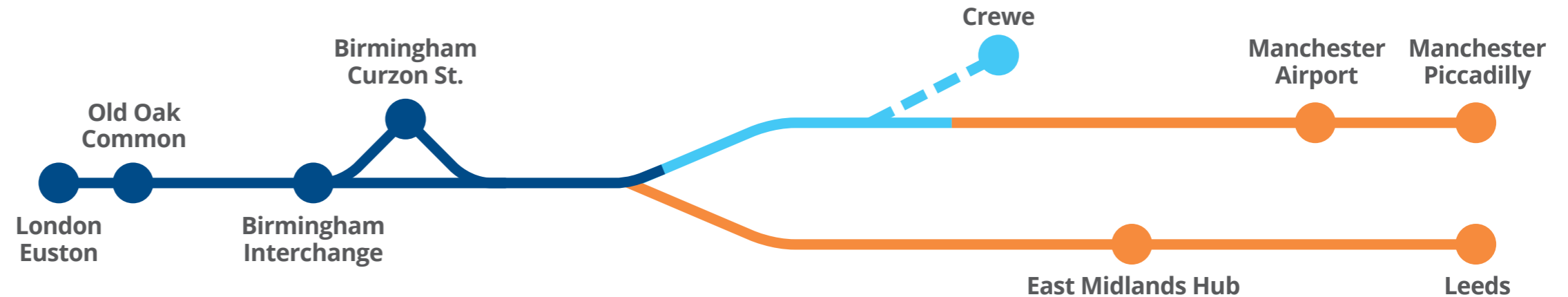
HS2 will be the new high speed backbone of Britain's rail network, but it's much more than just a railway. It is a catalyst for growth: revitalising the country, creating new opportunities for jobs and skills, regenerating towns and cities, and bringing us all closer as a nation.

The new network will connect eight of Britain's 10 largest cities, making it faster and easier to travel for work, business and leisure. Trains will run between London and Birmingham from 2026, extend to Crewe by 2027 and travel at high speed all the way to Manchester, the East Midlands and Leeds from 2033.

Once complete, HS2 trains will also integrate into the existing network, serving towns and cities such as Liverpool, York, Newcastle, Sheffield, Preston, Wigan and Carlisle, Glasgow and Edinburgh. This will change

the geography of Britain, bringing more places, better lifestyles, and connections to the people we love, within easy reach.

Increasing connectivity and capacity to and from the Midlands, North of England and London will help to rebalance the UK economy. It is estimated that HS2 will generate around £92 billion in benefits¹. The HS2 Programme will help to rebalance the economy long before the railway enters its operational phase in 2026. Constructing the HS2 railway is forecast at peak to support around 30,000 jobs during Phases One and 2a².



Phase One between London and Birmingham Curzon Street, with intermediate stations in North West London (at Old Oak Common) and at (Birmingham) Interchange. Phase One is expected to be operational by 2026.

Phase 2a from the West Midlands to Crewe. Phase 2a is expected to be operational by 2027.

Phase 2b comprising an eastern leg from the West Midlands to Leeds with intermediate stations in the East Midlands and South Yorkshire; and a western leg from Crewe to Manchester with an intermediate station at Manchester Airport. Phase 2b is expected to be operational by 2033.

**We will need 30,000
people to design and
build the railway**



Skills, Employment and Education (SEE)

Skills, Employment and Education in the context of the HS2 Programme focuses on securing the skills and labour required to build the HS2 railway and leave a legacy of a highly-skilled and diverse workforce. We are committed to ensuring the right skills are available to deliver the HS2 Programme on time and within budget whilst ensuring it leaves a legacy for the UK economy.

We recognise the employment and economic potential of the HS2 Programme, with an initial opportunity to upskill the UK's construction workforce, followed by the creation of employment opportunities generated once the railway is operational. Our focus on promoting increased skills and employment via our supply chain will address the skills challenges faced by the wider transport infrastructure sector.

We will achieve this by:

- delivering a highly skilled transport infrastructure workforce;
- working to promote the transport infrastructure sector with the aim of ensuring the best talent is available to the industry;
- supporting more people to reach their full potential by improving their skills and securing employment; and
- seeking to increase the diversity of the transport infrastructure workforce.

The emphasis placed on education is centred on our emerging Education Programme. This Programme aims to educate and inform children, young people and their families about the HS2 Programme and the employment and training opportunities it will create. The Education Programme focuses on inspiring young people to take an interest in Science, Technology, Engineering and Maths (STEM) subjects and careers through direct engagement with schools and young people, the development of curriculum materials and the provision of careers advice and guidance online.

Our objectives

We are fully committed to delivering a co-ordinated programme of skills, employment and education activities. This Skills, Employment and Education Strategy sets out how we will meet this aspiration by delivering against the objectives below. The remainder of this strategy outlines our approach to addressing these objectives, including action plans for the next two years to guide future delivery.



1

Ensure we have the skills to deliver the HS2 Programme and leave a skills legacy for the transport infrastructure sector and the wider UK economy



2

Create sustainable skills, employment and education opportunities in HS2 Ltd's supply chain through the use of procurement levers



3

Stimulate interest in STEM subjects to encourage more young people into transport infrastructure related careers



4

Work in partnership with stakeholders and industry as they maximise the economic and regeneration benefits of the HS2 Programme locally along the line of the route and across the UK

Ensure we have the skills to deliver the HS2 Programme and leave a skills legacy for the transport infrastructure sector and the wider UK economy



Objective



The HS2 Programme provides a unique employment and skills opportunity for the transport infrastructure sector – which includes, but is not limited to, rail engineering and construction – and the UK economy.

The Programme will require the upskilling of the construction and rail engineering workforce, generating long-term employment opportunities across the UK. Having the right skills in place to deliver the HS2 Programme will help to ensure delivery is on time and within budget, whilst accounting for the wider pipeline of other construction and infrastructure projects that will draw on a similar pool of skills.

We have commissioned forecasts of the labour and skills that will be required to deliver the HS2 construction and rail engineering programmes. These forecasts represent an initial, top-down assessment, which will be refined as the HS2 Programme matures, drawing on evidence from our supply chain. The analysis also provides an early assessment of where the HS2 Programme and the wider construction and infrastructure sectors may face challenges in recruiting and retaining skills. The forecasts do not cover employment in maintaining and operating HS2 services. This analysis is not definitive and is intended as a guide for further work and engagement with supply chain partners, other infrastructure providers and Government.

Objective 1

Figure 1:
Construction and rail engineering workforce demand, by activity type

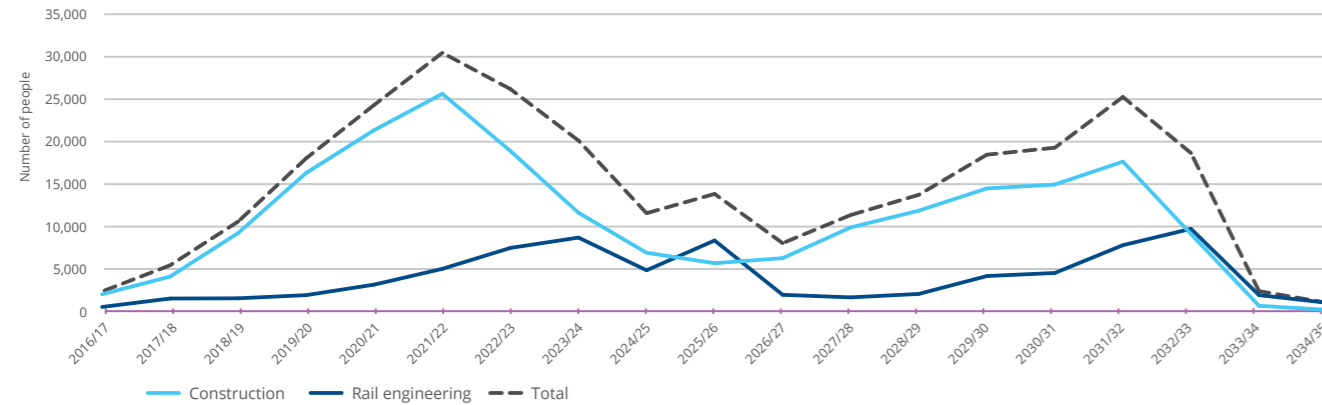
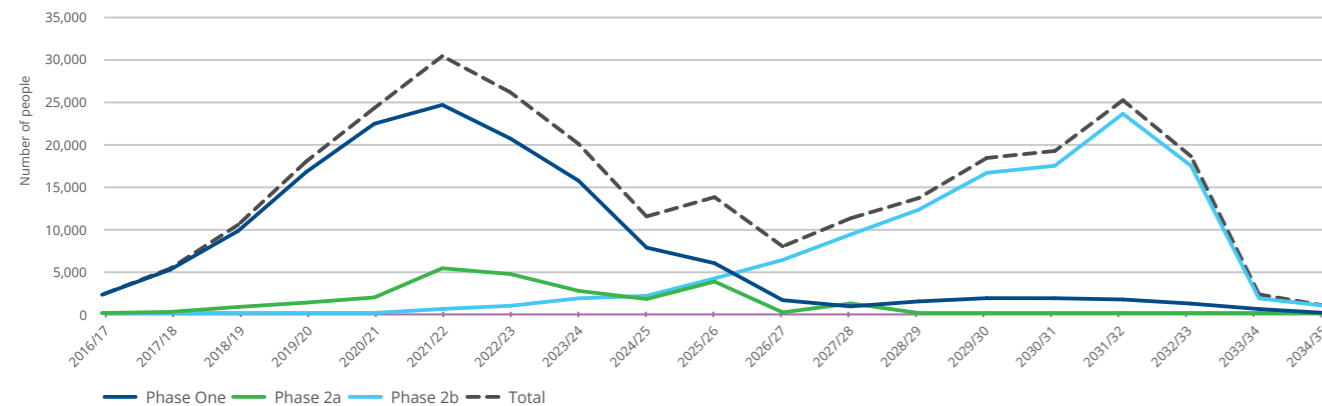


Figure 2:
Construction and rail engineering workforce demand, by phase



Our current forecasts demonstrate the employment potential of the HS2 Programme. At its peak in 2021/22, the demand for labour generated by construction and rail engineering activities is expected to support around 30,000 jobs, primarily from the Phase One construction works. The demand for labour is imminent with over 15,000 jobs expected to be supported each year between 2019/20 and 2023/24.

A secondary peak of around 25,000 jobs is forecast early in the 2030s, resulting primarily from Phase 2b. The long-term nature of demand for labour is reflected by the forecast requirement for over 10,000 jobs to deliver the Programme in all but one year between 2018/19 and 2032/33. A third of the jobs supported within construction occupations during Phases One and 2a are forecast to require high levels of skills, defined as at least degree-level or equivalent (NVQ4+).

The HS2 Programme therefore offers an important opportunity to upskill the construction and transport infrastructure workforce.

HS2 Ltd Future Talent Strategy

HS2 Ltd is developing a Future Talent Strategy to address skills shortages as well as the skills and competency requirements for HS2 Ltd as the client. As part of this strategy, we are committed to equality, diversity and inclusion in all aspects of recruitment and employment to build a workforce that reflects the communities we serve.

Apprenticeships and graduates are central to our future talent programme; this will be part of a wider pipeline programme linking education engagement, work experience and internships to ensure that we are building and developing the next generation of talent.

The National College for High Speed Rail

The National College for High Speed Rail (NCHSR) opened in Birmingham and Doncaster in September 2017. The NCHSR provides an industry-led curriculum, delivering the highly-skilled workforce needed to deliver the HS2 Programme and the future skills required by the UK's rail industry. The College acts as a flagship facility for training in the railway industry, helping to attract the talent needed by the sector. HS2 Ltd is a founding sponsor of the National College for High Speed Rail.

Objective 1

However, we are aware this opportunity also comes with challenges. Our initial forecasts suggest a series of potential challenges in meeting the sector-wide requirements for labour and skills during the construction and delivery of Phases One and 2a:

- The demand for labour and skills is imminent with the peak demand during Phases One and 2a currently forecast to occur in 2021/22.
- An uneven year-on-year profile for HS2 labour and skills requirements, with pronounced peaks and a temporary fall in employment opportunities in the mid-2020s presents a challenge for the project to provide continuity of employment opportunities. This emphasises the need to consider HS2 in the context of the wider infrastructure pipeline, with skilled workers moving between infrastructure projects.
- Occupations required by the HS2 Programme, such as construction supervisors, scaffolders, plant operatives, civil engineers, signalling systems and telecommunications roles are forecast to experience particular labour demand pressures, reflecting skills challenges across the UK economy.

- The HS2 Programme, in common with other major infrastructure projects, will need to attract workers from beyond the existing construction and rail engineering workforce. This provides opportunities for re-training and maximising the benefit of the HS2 Programme by recruiting from under-represented groups and disadvantaged communities located along the line of the route.

The skills challenges we face are mirrored across all nationally significant infrastructure projects. Cross-industry action is required to address these skills challenges and ensure the volume of skills and labour required by the HS2 Programme is in place. HS2 Ltd is an active member of industry groups such as the DfT's Strategic Transport Apprenticeship Taskforce (STAT) and the National Skills Academy for Rail (NSAR). We are committed to working with our supply chain partners and the National College for High Speed Rail (NCHSR) to meet these challenges and opportunities.

Maximising the benefit of the HS2 Programme by recruiting from under-represented groups and disadvantaged communities

The following activities will help ensure the HS2 Programme provides a skills and employment legacy:

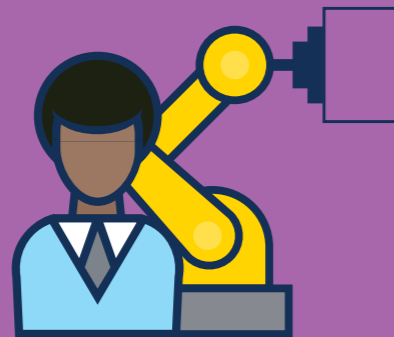
- Regular monitoring and refinement of our skills and labour forecasts as the HS2 Programme matures and as evidence and intelligence is gathered from the HS2 supply chain and wider construction and rail industries.
- Working with our supply chain to collect skills supply and demand intelligence. We will share this information with partners (e.g. Jobcentre Plus) and regional stakeholders to highlight mismatches in supply and demand of skills and labour.
- Working with other strategic infrastructure projects, via the National Infrastructure Commission and the Strategic Transport Apprenticeship Taskforce and other groups, to ensure a co-ordinated approach to addressing skills and labour demand is adopted.
- Through contractual requirements, requiring our supply chain to address skills and employment challenges, via our procurement processes, to help meet the skills and labour demand of the HS2 Programme.

Encouraging and promoting the use of the National College for High Speed Rail within our supply chain

- Share our recruitment best practice (e.g. blind auditioning⁴) with our supply chain, partners and other infrastructure projects to further diversify the transport infrastructure workforce.
- Support the National College for High Speed Rail by:
 - providing skills forecasting information to inform its curriculum offer to ensure it reflects the technology and technical advancements we are looking to utilise within the HS2 Programme; and
 - encouraging and promoting the use of the National College for High Speed Rail within our supply chain.
- Encourage contractors to work together to address skills and employment challenges.

Develop a flexible approach to job brokerage that promotes the job opportunities created by the HS2 Programme.

Create sustainable skills, employment and education opportunities in HS2 Ltd's supply chain through the use of procurement levers



Objective

2

The HS2 Programme is the largest infrastructure project in Europe. We are creating thousands of supply chain opportunities related to design, enabling works, civil engineering, stations, railway systems, and rolling stock. These will be created over a number of years, across many business sectors, requiring a wide range of capabilities that are suitable for suppliers of all sizes.

Our approach to procurement is essential to delivering our Strategic Objectives including our skills, employment and education aspirations. We have adopted an approach to procurement that sets the highest standards for supporting skills, employment, training and career development via our supply chain. We are using our procurement processes to encourage our supply chain to work flexibly to deliver skills, employment and education outputs and change their recruitment behaviour to attract a more diverse talent pool to the transport infrastructure sector. Skills, employment and education outputs include:

- employing apprentices to deliver our aim of generating 2,000 apprenticeships as part of constructing the HS2 Programme. This demonstrates our commitment to support the Government's aspirations for apprenticeships and the recommendations of the Transport Infrastructure Skills Strategy (TISS)⁵ and supporting the broader work of STAT;
- providing training and employment for workless individuals;
- providing employment for workless graduates;
- providing support for the National College for High Speed Rail;
- providing structured work placements;
- schools engagement activity to stimulate interest in STEM subjects and transport infrastructure related careers; and
- supporting the professional development of the HS2 Programme's workforce.

Objective 2

Apprentices should account for 4% of the HS2 Programme's workforce on our Main Works contracts

Skills, Employment and Education Implementation Plans outline how our supply chain partners will deliver their SEE outputs, such as the requirement that apprentices account for 4% of the contractors' workforce on our Main Works contracts. We also require our supply chain partners to demonstrate a senior level buy-in to our skills, employment and education priorities by providing a named Skills and Employment Manager and ask for a Champion for SEE. We also require the supply chain to advertise vacancies through Jobcentre Plus and our job brokerage mechanism.

We are committed to creating sustainable skills, employment and education opportunities via our supply chain. The following activities will help us to achieve this objective:

- continuing to embed our skills, employment and education requirements into all of our procurement activity to realise our SEE commitments and the aspirations of the TISS;
- working closely with our supply chain to support them to achieve their SEE outputs;
- monitoring the delivery of skills, employment and education activity within the supply chain to ensure our Strategic Objectives are delivered and the benefits of the HS2 Programme are maximised;
- sharing best practice in the delivery of SEE outcomes amongst our suppliers and with other UK infrastructure projects; and
- working closely with our supply chain to gather, interpret and disseminate skills demand intelligence to shape our approach to skills, employment and education interventions.

We are committed to doing all we can to maximise the accessibility of skills, employment and education opportunities generated from the HS2 Programme. Our plans for a HS2 Job Brokerage Service will be central to achieving this commitment, building on the contractual requirement for supply chain partners to advertise all vacancies with any job brokerage service we stipulate. The Job Brokerage Service will:

- work closely with the supply chain to deliver the right candidates to meet their needs;
- adopt methods designed to tackle bias in recruitment processes to diversify the talent pool available for the HS2 Programme. This will help to deliver our commitment to equality, diversity and inclusion;
- be easily accessible for potential job applicants; and
- focus on entry-level job roles that are deemed accessible to more disadvantaged groups and roles where skills are scarce.

The Job Brokerage Service will be delivered in partnership with our supply chain and partners.

It will help to meet the skills needs of the HS2 Programme, deliver the aspirations of the TISS, and leave a skills legacy for the transport infrastructure sector.

Adopt methods designed to tackle bias in recruitment processes to diversify the talent pool available for the HS2 Programme. This will help to deliver our commitment to equality, diversity and inclusion

Stimulate interest in STEM subjects to encourage more young people into transport infrastructure related careers



Objective

3

The scale of the HS2 Programme means it provides a unique opportunity for engaging young people to promote transport infrastructure related careers. As a result, we are committed to stimulating interest in STEM subjects, supporting the priorities outlined in the Government's Transport Infrastructure Skills Strategy (TISS)⁶. We will achieve this via our dedicated Education Programme and by working in partnership with our supply chain to engage with a wide range of education providers.

The need to promote STEM and encouraging more young people into transport infrastructure careers is demonstrated by evidence published by Engineering UK⁷:

- 203,000 people with engineering skills at Level 3 and above are needed each year until 2024 to meet the demand.
- Recent trends show a sharp decline in apprenticeship starts across all sectors while lower level apprenticeship starts dominate in the construction and build environment sector⁸.
- More needs to be done to increase the proportion of females studying STEM subjects in further and higher education. At present, less than 12.5% of the engineering workforce is female.

There is an estimated annual shortfall of 20,000 engineering graduates in the UK

Objective 3

There is an opportunity to further promote STEM subjects and related careers to young people. A shortage of apprentices and graduates from STEM subjects is a key challenge for nationally important infrastructure projects. The HS2 Programme provides the opportunity to inspire young people and begins to address this challenge.

Our Education Programme is vitally important to our broader approach to leaving a skills legacy from the HS2 Programme. It seeks to raise awareness of the HS2 Programme, and inspire the next generation to enter transport infrastructure careers by highlighting the diversity of skills and job roles required to deliver the HS2 Programme over a long period of time. The Education Programme also forms part of the broader HS2 Ltd approach to Responsible Business and volunteering.

Our Education Programme will adopt the following approach to promoting STEM subjects and transport infrastructure related careers:

- **Engage and inform** – We will engage with as many young people as possible by developing online resources. Free online resources will provide interactive tools that supplement formal curriculum-based learning. Engagement activity for younger children focuses on making STEM subjects interesting and inspiring them to learn. Older children and their influencers (teachers and parents) will be engaged via up-to-date careers information. This will highlight the STEM-related career opportunities, the routes into these careers and provide an insight into the HS2 Programme.

Our Education Programme is vitally important to our broader approach to leaving a skills legacy from the HS2 Programme

- **Involve** – We are committed to engaging with schools and Further Education providers in areas that will benefit from the skills opportunities HS2 will provide. We will support the delivery of the Careers Strategy by supporting schools to provide meaningful encounters with employers and employees. Engagement is being prioritised towards schools in areas of socio-economic disadvantage; girls' schools, and schools that deliver a large proportion of work-related, project-based learning. Our engagement focuses on supporting the delivery of the STEM curriculum, introducing young people to transport and infrastructure related careers, and developing early employability skills. **HS2's Ambassadors⁹** are also an important part of our Education Programme. Ambassadors attend schools and events to talk about their careers, using their experience to educate and inspire young people about STEM related careers.

We are committed to stimulating interest in STEM subjects to encourage more young people into transport infrastructure careers. The following activities will help us to achieve this objective:

- regularly review our digital resources to ensure they are relevant to the curriculum and the way young people access information;

We are delivering STEM workshops – hands on events that introduce young people to HS2 related careers and help develop key employability skills

- work with our supply chain and other transport infrastructure organisations, for example through the Transport Infrastructure Education Partnership (TIEP) to promote STEM subjects and transport infrastructure related careers providing a co-ordinated approach to school engagement;
- raise awareness of the HS2 Ambassador role as a way to encourage participation in STEM subjects; and
- develop tailored programmes of engagement for children and young people in schools and Further Education that raise awareness of the skills and roles required by the HS2 Programme and wider industry.

Work in partnership with stakeholders and industry as they maximise the economic and regeneration benefits of the HS2 Programme locally along the line of the route and across the UK



Objective

4

Our vision is to 'be a catalyst for growth across Britain'. This vision will be achieved by linking eight major UK cities with a technologically-advanced, high speed railway that links London, the Midlands and the North of England.

The economic and regeneration benefits of the HS2 Programme are expected to be significant. These benefits will be enabled by providing fast, frequent and reliable connections between our cities and regions, releasing extra capacity on the existing network and bringing more opportunities within reach for businesses and individuals. The HS2 Programme of skills, employment and education activities will contribute to realising the economic benefits of HS2 across the UK by:

- providing long-term employment opportunities, particularly within the construction and rail engineering sectors, both along the route and at key station hubs;
- encouraging disadvantaged or under-represented groups to enter the labour market and become part of the HS2 Programme's workforce; and
- enabling agencies engaged in delivering economic growth e.g. Combined Authorities and Local Enterprise Partnerships (LEPs) to use the HS2 Programme as a catalyst for growth.

The local economic development and regeneration opportunities resulting from the HS2 Programme go beyond those created from constructing the railway. Significant regeneration opportunities are forecast by local stakeholders, particularly around HS2 stations.

Objective 4

For instance:

- The Growth Strategy for Euston – HS2 Gateway for London¹⁰ seeks to use HS2 as a catalyst for delivering a new central London district, providing 2,200 new homes and 16,000 new jobs. Regeneration around Euston station could generate a development value of circa £3 billion, and return approximately £1.3 billion to the Exchequer up to 2060.
- The West Midlands Combined Authority's (WMCA) Regional Skills Plan outlines how the WMCA and its partners will capitalise on the opportunities for growth and improve skills and productivity in the region to deliver more inclusive economic success. This includes references to HS2 as one of the major investment programmes in the region. In addition, masterplans for the Curzon Station and the Solihull Interchange are forecast to create the opportunity for more than 52,000 jobs and £1.25 billion in Gross Value Added (GVA) per year.
- The draft Crewe HS2 hub masterplan¹² identifies a vision to create almost 40,000 new jobs over the next 30 years in Crewe alone and additional economic growth across surrounding towns in Cheshire East and Staffordshire.

Ambitious plans for maximising the economic development opportunities from the HS2 Programme are also being developed for Phase Two in Manchester, Leeds, Sheffield, the East Midlands and the Constellation Partnership area, demonstrating

how the HS2 Programme will act as a catalyst for growth across the UK¹³.

We cannot maximise the economic development and regeneration potential of the HS2 Programme alone. The sheer scale of the HS2 Programme and our focused remit means we will enable regeneration and economic development activity by working in partnership with local stakeholders such as LEPs, Combined Authorities, Local Authorities and area-based regeneration agencies.

We are committed to maximising the skills, employment and educational impact of the HS2 Programme and leaving a regeneration legacy for local areas across the UK. We will achieve this ambition by:

- establishing a job brokerage system by working with local employment, skills and training providers with a particular focus on job roles that are accessible to disadvantaged or under-represented groups;

We are committed to maximising the skills, employment and educational impact of the HS2 Programme

- engaging in a planned programme of strategic partnership activity. We will focus our engagement on organisations (e.g. Local Enterprise Partnerships and Combined Authorities) with responsibility for employment and skills provision across a geographical area to maximise economic growth opportunities;
- facilitating links between our supply chain contractors and local economic development and regeneration agencies to co-ordinate the delivery of skills, employment, education and regeneration activity;
- sharing learning and best practice from our approach to maximising the skills, employment and education impact of the HS2 Programme. We will share learning with other infrastructure projects and public agencies seeking to maximise the regeneration effect of the HS2 Programme at a local level; and
- communicating and sharing our skills and labour forecasting intelligence so local stakeholders can react to the HS2 opportunity and develop interventions to maximise its benefit.

Promoting skills and employment

The WMCA's Regional Skills Plan has a number of clear aims: more people to move into employment; more people to move into higher skilled jobs; more skilled employees available to support business growth and productivity; all communities to benefit from the region's economic growth; and an agile and responsive skills system that is more aligned to the needs of business and individuals. A number of key actions are being developed with WMCA stakeholders to respond to these ambitions. Actions include: preparing young people for future life and work; and accelerating the take-up of good quality apprenticeships across the region.

Stakeholders in the West Midlands have a strong track record of working with residents furthest from the labour market and placing them into employment. A jobs and skills charter and a dedicated pre-employment programme were created for the Grand Central and Birmingham New Street Redevelopment Programme. The pre-employment programme supported 485 unemployed jobseekers to start the Work Grand Central Excellence pre-employment training programme. Some 458 of these were placed into work by the Grand Central talent pool.

Conclusion

We recognise the immense potential offered to the UK economy and future employment opportunities through the skills legacy that HS2 will create. As such, Skills, Employment and Education is one of our key overall strategic objectives.

This strategy is designed to summarise how we will achieve that goal – and commits us to:

- promoting transport infrastructure-related careers and encouraging young people to choose STEM subjects to help address persistent skills gaps with the industry;
- working with other strategic infrastructure projects to ensure the transport infrastructure sector provides highly skilled and sustainable career opportunities; and
- using HS2 Ltd's procurement levers to generate wide-ranging skills, employment and education outcomes, including generating a significant number of apprenticeship opportunities.

We believe the approach and actions set out in this strategy will be successful in creating the skills and employment legacy we are aiming to achieve.

In conclusion we believe this strategy sets us in the right direction – however, given the scale of the HS2 Programme, and the length of the programme lifecycle, a critical element of success will be to regularly review our work against this document, ensuring we update it regularly and review progress.

Footnotes

- 1 High Speed Two Phase Two Economic Case. Department for Transport, July 2017.
- 2 Source: HS2 Labour and skills demand and supply forecasts. Whole Life Consulting, CiTB, The National Skills Academy for Rail, Experian, 2018.
- 3 2015 prices, including rolling stock.
- 4 Blind auditioning involves the removal application forms or CVs entirely, with the aim of replacing them with assessment of skills based on the job description.
- 5 The TISS is particularly seeking to encourage more women and people from BAME backgrounds into the workforce. The TISS sets targets for 20% of new entrants to engineering and technical apprenticeships in the transport sector to be women by 2020 and to achieve parity with the working population at the latest by 2030. The TISS also targets a 20% increase in the number of BAME candidates undertaking apprenticeships by 2020.
- 6 Source: Transport Infrastructure Skills Strategy, building sustainable skills. Department for Transport, 2016.
- 7 Source: Engineering UK Report 2018. The state of Engineering. Engineering UK.
- 8 Source: FE data library. <https://www.gov.uk/government/statistical-data-sets/fe-data-library-apprenticeships#apprenticeship-data-tools>
- 9 Education Ambassadors are HS2 employees and representatives of the supply chain who are passionate about their profession and have volunteered to promote the transport infrastructure sector and support the wider HS2 Ltd Responsible Business agenda.
- 10 Source: London Borough of Camden, Network Rail and Transport for London, 2015.
- 11 Source: Greater Birmingham and Solihull Local Enterprise Partnership, 2015.
- 12 Source: Cheshire East Council, 2017.
- 13 Source: HS2 Growth Strategies (e.g. Leeds City Region HS2 Growth Strategy, West Yorkshire Combined Authority, 2016) and HS2 Strategic Regeneration Frameworks (e.g. HS2 Piccadilly Strategic Regeneration Framework, Manchester City Council, 2014).

HS2

www.hs2.org.uk

High Speed Two (HS2) Limited

Two Snowhill

Snow Hill Queensway

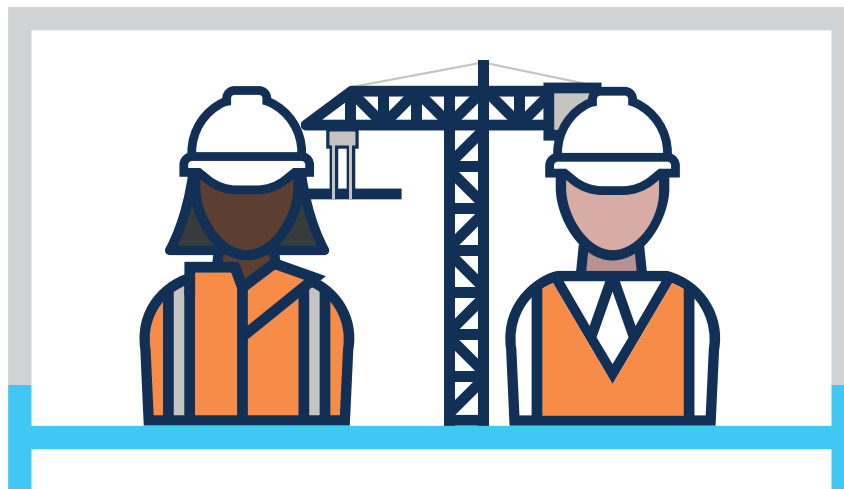
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1

Ensure we have the skills to deliver the HS2 Programme and leave a skills legacy for the transport infrastructure sector and the wider UK economy



Action Plan

The HS2 Programme provides a unique employment and skills opportunity for the transport infrastructure sector – which includes but is not limited to rail engineering and construction – and the UK economy.

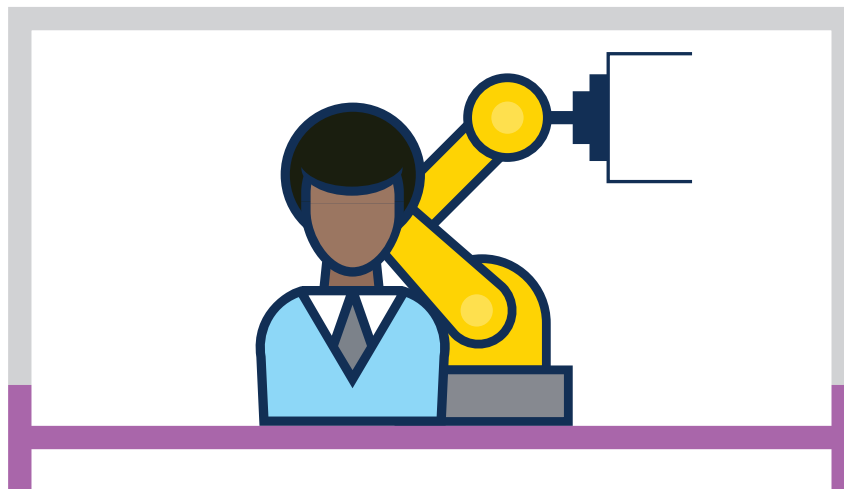
Having the right skills in place to deliver the HS2 Programme will help to ensure delivery is on time and within budget, whilst accounting for the wider pipeline of other construction and infrastructure projects that will draw on a similar pool of skills.

How we will do this over the next two years

Priority	Actions for HS2 Ltd
<p>Produce high-quality labour and skills forecasting data to identify labour demand and skills challenges for the HS2 Programme</p>	<ul style="list-style-type: none"> • Regularly update the labour and skills forecasts for both Phases • Develop an approach for receiving quarterly labour and skills data from the supply chain • Use data from the supply chain, alongside the HS2 labour and skills forecasts to enable appropriate skills, employment and education interventions to be planned that meet the needs of the HS2 Programme
<p>Pro-actively support the National College for High Speed Rail</p>	<ul style="list-style-type: none"> • Share labour and skills forecasting intelligence to inform the ongoing development of the curriculum offer • Develop a joint approach to promoting careers within transport infrastructure and the associated higher technical skills training provided at the College • Use the HS2 procurement process to raise awareness of the College and promote engagement and utilisation by the supply chain
<p>Develop a Future Talent Strategy to meet the future skills needs for HS2 Ltd</p>	<ul style="list-style-type: none"> • Develop an internal Future Talent Strategy by April 2018 • Create objectives to align to short, medium and long-term business needs • Integrate wider pipeline programme with education engagement, work experience and internships • Align strategy to the recommendations of the Transport Infrastructure Skills Strategy (TISS)
<p>Deliver a skills and apprenticeship programme for HS2 Ltd in collaboration with the supply chain</p>	<ul style="list-style-type: none"> • Investigate opportunities to develop aligned apprenticeship schemes with the supply chain • Consider how best to work with the supply chain and other organisations to maximise the reach of Apprenticeship Levy funding to lower tiers of the supply chain

2

Create sustainable skills, employment and education opportunities in HS2 Ltd's supply chain through the use of procurement levers



Action Plan

HS2 Ltd's approach to procurement is essential to delivering our Strategic Objectives including our skills, employment and education aspirations.

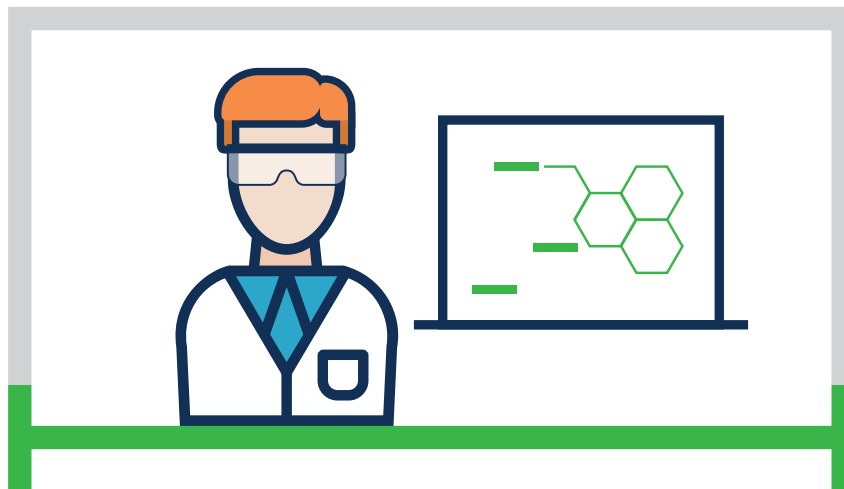
We have adopted an approach to procurement that sets the highest standards for supporting skills, employment, training and career development via our supply chain. We are using our procurement processes to encourage our supply chain to work flexibly to deliver skills, employment and education outputs and to change their recruitment behaviour to attract a more diverse talent pool to the transport infrastructure sector.

How we will do this over the next two years

Priority	Actions for HS2 Ltd
<p>Work pro-actively with the supply chain to achieve the target of 2,000 apprenticeships on the HS2 Programme</p>	<ul style="list-style-type: none"> • Support the supply chain to create apprenticeship opportunities across their contracts • Encourage the supply chain to lead the development of new apprenticeship standards to create routes into roles that are critical to the delivery of the HS2 Programme • Provide data, intelligence and best practice to the DfT's Strategic Transport Apprenticeship Taskforce (STAT) on apprenticeships
<p>Create a Job Brokerage Service that will provide a mechanism for those from disadvantaged backgrounds, local people and young people to access the job opportunities created by the HS2 supply chain for Phase One</p>	<ul style="list-style-type: none"> • Develop a tailored approach for each of the Phase One areas: Area South, Area Central and Area North • Work closely with the supply chain, DWP, local partners and HS2 Ltd's Equality Diversity and Inclusion (EDI) team in the design of the approach • Develop a pilot Job Brokerage Service for Phase One Area North to run from 2018/19
<p>Support the supply chain to share best practice in the delivery of their SEE requirements</p>	<ul style="list-style-type: none"> • Establish with HS2 Ltd's EDI team, a contractor-led Supplier Community Forum for the contractors' SEE and EDI Co-ordinators. • Build up a portfolio that shows the impact of skills, employment and education delivery on individuals' lives
<p>Continue to ensure that SEE requirements are an integral part of relevant contracts and play an active role in the procurement process</p>	<p>The SEE team will be involved in the following major contracts over the next two years:</p> <ul style="list-style-type: none"> • South Stations: Contract award Sept 2018 • Rolling Stock: Contract award Dec 2019 • Rail Systems: Contract award Dec 2019 • North Stations: Contract award April 2020
<p>Engage with other large infrastructure projects and DfT clients to share best practice on the delivery of skills, employment and education</p>	<ul style="list-style-type: none"> • Be a leading organisation in a range of relevant networks including: STAT, Engineering UK's Business and Industry Forum, Transport and Infrastructure Education Partnership and Heathrow Skills Taskforce

3

Stimulate interest in Science, Technology, Engineering and Maths (STEM) subjects to encourage more young people into transport infrastructure related careers



Action Plan

The scale of the HS2 Programme means it provides a unique opportunity for engaging young people to promote transport infrastructure related careers.

As a result, we are committed to stimulating interest in STEM subjects, supporting the priorities outlined in the Government's Transport Infrastructure Skills Strategy.

We will achieve this via our dedicated Education Programme and by working in partnership with our supply chain to engage with a wide range of education providers.

How we will do this over the next two years

Priority	Actions for HS2 Ltd
<p>Provide children and young people in schools and colleges along the line of the HS2 route with access to direct encounters with HS2 Ltd and its supply chain, to promote interest in STEM subjects and transport infrastructure careers</p>	<ul style="list-style-type: none"> • Develop an Education Engagement Policy which prioritises regions that will benefit most from the skills opportunities HS2 will create and with measures of socio-economic disadvantage • Deliver workshops in schools to raise awareness of the high-tech nature of rail jobs of the future and develop work-related soft skills and increase uptake of STEM subjects • Consider an engagement approach for UTCs, sixth forms and further education colleges to inform and attract young people to opportunities on HS2 • Engage young people and their influencers through attendance at large-scale regional and national skills and careers events
<p>Provide educators across the country with resources and information to confidently embed HS2 and related careers into their teaching</p>	<ul style="list-style-type: none"> • Develop downloadable and freely accessible curriculum-linked resources for all schools and age groups • Engage with educators at events and through teacher CPD sessions
<p>Effectively communicate future career opportunities and pathways to young people and their influencers</p>	<ul style="list-style-type: none"> • Provide quality careers information linked to up-to-date labour market forecasting through digital careers platforms accessed by young people • Develop case studies and articles from real people working on the project to promote the diversity of the workforce • Identify and train a diverse cohort of active employee ambassadors to support schools' careers activities
<p>Co-ordinate and facilitate quality education engagement through the supply chain</p>	<ul style="list-style-type: none"> • Provide effective communication platforms across suppliers to ensure a co-ordinated approach • Promote best practice in educational engagement across the supply chain

4

Work in partnership with stakeholders and industry as they maximise the economic and regeneration benefits of the HS2 Programme locally along the line of the route and across the UK



Action Plan

The economic and regeneration benefits of the HS2 Programme are expected to be significant. These benefits will be enabled by providing fast, frequent and reliable connections between our cities and regions, releasing extra capacity on the existing network and bringing more opportunities within reach for businesses and individuals.

How we will do this over the next two years

Priority	Actions for HS2 Ltd
<p>Work proactively with HS2 Growth Delivery Boards and other bodies to ensure skills, employment and education interventions are designed to maximise the regeneration benefits for regional economies</p>	<ul style="list-style-type: none"> • Work in partnership with local stakeholders including Combined Authorities, LEPs and Local Authorities to share HS2 labour market intelligence • Engage with HE, FE, training providers and employment and skills organisations to facilitate solutions to the labour market and skills challenges faced by the HS2 Programme • Engage with employment, skills and training providers to ensure the employment and apprenticeship opportunities created by the HS2 supply chain are visible and accessible to their clients/customers • Identify events which are relevant to the supply chain such as Jobs and Careers Fairs to promote the range of careers and jobs to those looking for work
<p>Ensure that Undertakings and Assurances with a SEE focus are delivered</p>	<ul style="list-style-type: none"> • Work closely in partnership with contractors and stakeholders to support the delivery of skills requirements in accordance with the wording of specific Undertakings and Assurances
<p>Facilitate meaningful engagement between the HS2 supply chain and economic development and regeneration organisations to support them in meeting their SEE requirements</p>	<ul style="list-style-type: none"> • Provide introductions for the supply chain to a range of national, regional and local organisations which can support them in delivering SEE outputs