

Contact

Inclusive Growth Directorate
Birmingham City Council

Contact:

E-mail:

richard.cowell@birmingham.gov.uk

Call:

Tel:

(0121) 303 2262

Visit:

Office:

1 Lancaster Circus
Birmingham
B4 7DJ

Post:

PO Box 28
Birmingham
B1 1TU

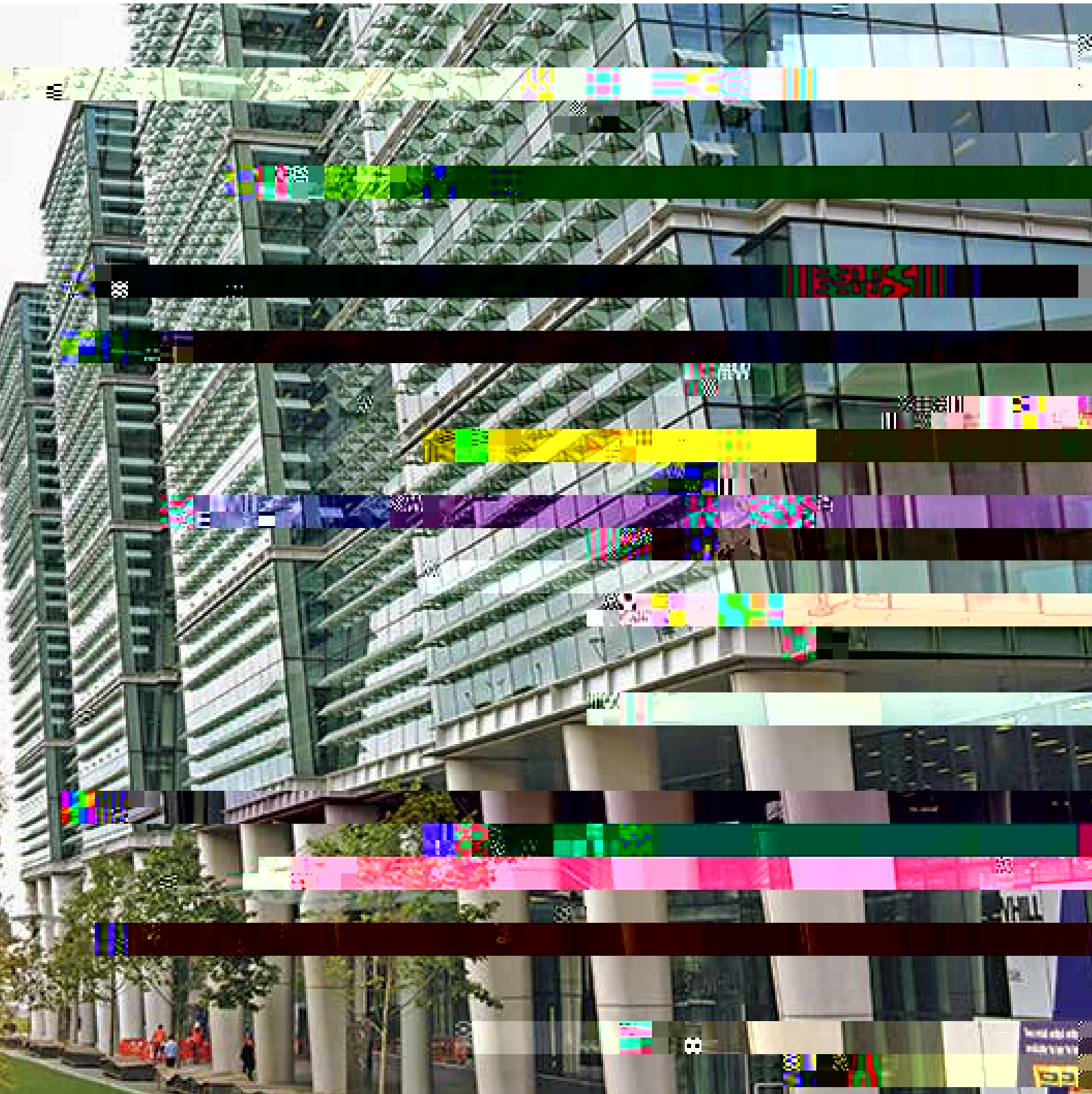
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The Enterprise Zone (EZ) has been a huge success enabling the accelerated transformation of the City Centre; one of the region's most important economic assets. Since its establishment in 2011 the EZ has attracted £598m of private investment, accelerated 208,000sqm of floorspace, delivered 4,264 jobs and secured a range of occupiers such as HSBC, HS2 Ltd and HMRC.

Based on the strategy of the City's Big City Plan (2010), the EZ demonstrates the commitment of the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) and Birmingham City Council (BCC) to delivering economic growth through innovation and bold decision making. This commitment has been borne out in successive investment plans that have now collectively invested £121m into infrastructure and development schemes across the EZ.

The launch of the Enterprise Zone Investment Plan (EZIP) 2019 is the next bold step in our drive to create the conditions for economic success. Focussing on the period of 2019-2028, it sets out a phased programme of investment for major schemes and infrastructure. This Investment Plan will continue to accelerate development across the EZ including maximising the benefits of HS2 arriving in 2026 and a contribution to delivering the expansion of the Midland Metro Tram Network from the City Centre through East Birmingham to North Solihull and UK Central.

This investment plan now represents a strategy for nearly £1bn of investment by the GBSLEP and BCC, which will unlock and accelerate the delivery for the region of 1.1m sqm of new commercial floorspace, create over 71,000 new jobs, contributing £2.3bn to the economy in GVA per annum and generating in excess of £2.1bn in additional business rates.

The next 10 years will be an historic period for the GBSLEP area and the EZ will be at the forefront of driving economic growth and ensuring the residents and businesses share in the benefits that will be generated.

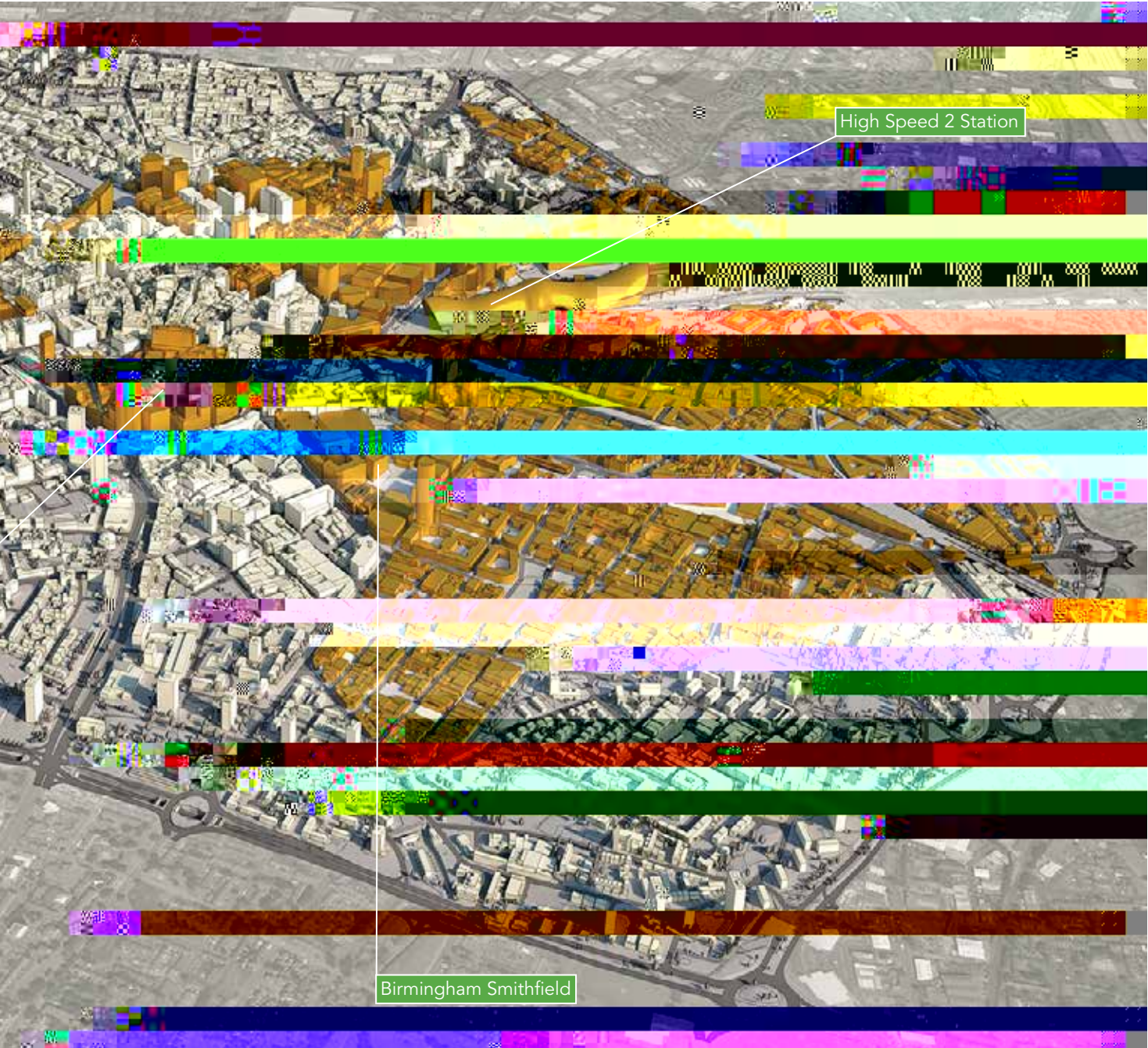
Tim Pile
Chair,
Greater Birmingham & Solihull LEP

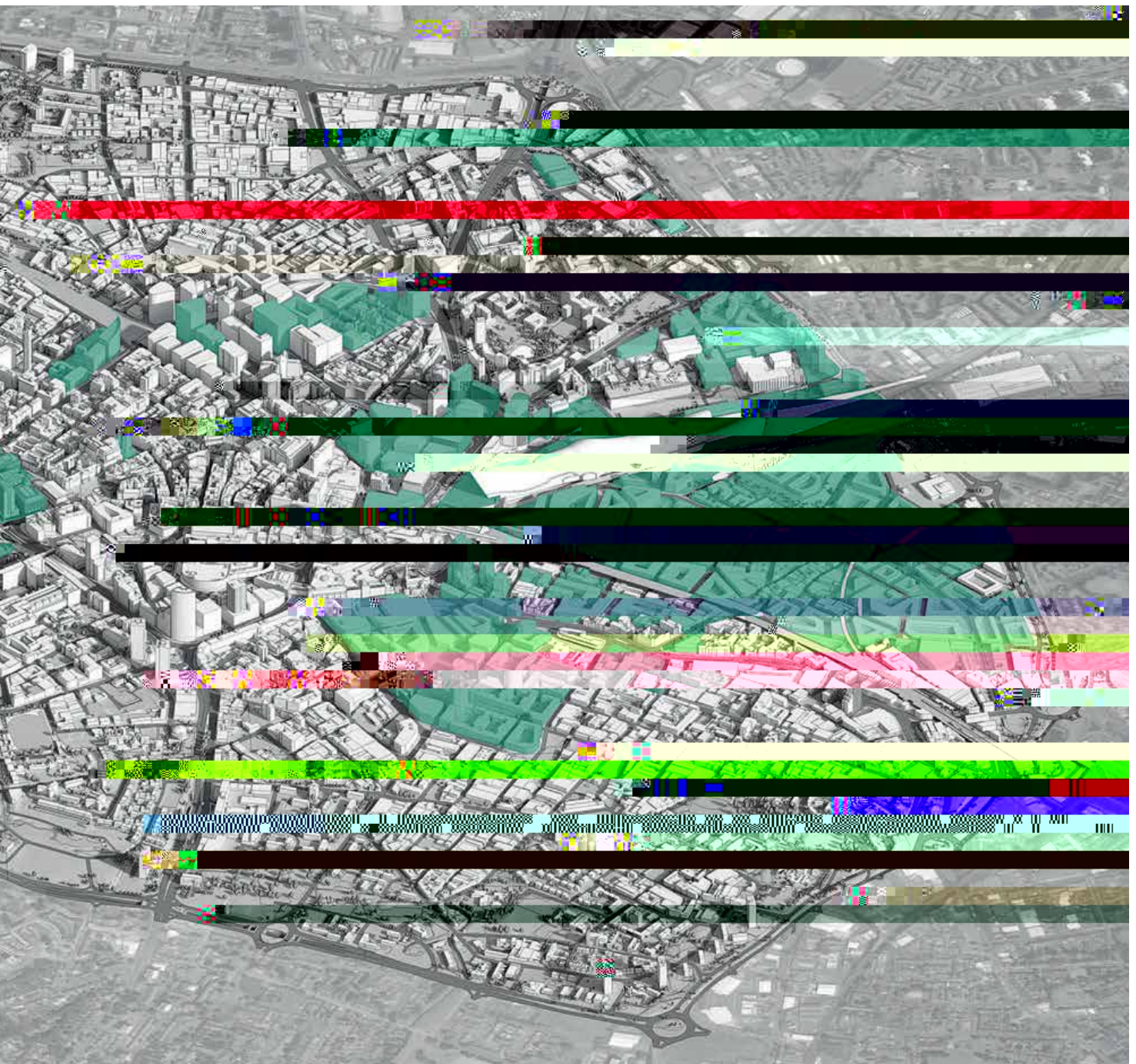
Councillor Ian Ward
Leader,
Birmingham City Council

The EZ is focussed on early intervention in infrastructure to accelerate growth and unlocking development to deliver the vision of the Big City Plan (BCP) and the GBSLEP priorities for growing the economy and creating jobs.

The next 10 years are a key period for Birmingham and GBSLEP area. The City Centre, as the primary economic asset for the region, is undergoing a dramatic period of transformation as the strategy of growth set out in the BCP is implemented.

The focus of the BCP is the growth







The EZ was established to accelerate economic growth by unlocking development sites and attracting private sector investment. Through investment in infrastructure the EZ is and will continue to address constraints to delivery. This strategy for investment in the EZ is structured into three areas:

Strategic site investment

Stimulating new development and supporting the viability of sites to make them deliverable and commercially attractive will be important to ensuring the EZ can deliver jobs and growth for the future. This ranges from Grade A office space in prime locations, focused on the corporate sector, to affordable flexible space for newly established creative/digital companies. In turn this will drive the creation of business rates enabling the GBSLEP to invest in infrastructure in the EZ and beyond. The EZ will support the provision of appropriate space for new and existing commercial businesses alongside new residential and community facilities.

Business

Supporting new development brings important social and economic benefits to Birmingham and the wider GBSLEP region:

- ‡ 3VV [f]a` S^Ua__ WU[S^€aadbSUV to meet future occupier demand.
- ‡ ;` UdVSeW` \aT` abba`fg` [f]Wéž
- ‡ EbSUV`ad` W` S` V` W` [ef]` Y` businesses to grow and remain competitive.
- ‡ Gb` [f]` [T`ge]` We` d`f`e` fa` W` ST` W` the delivery of current and future EZ investments.

Infrastructure

Across the EZ there are key strategic sites to accommodate new growth. The EZ will support a range of investments and actions including:

- ‡ 7` ST` [f]` Y` i` a` d` e` fa` SVV` d` We` constraints such as contamination, demolition, security and land assembly.
- ‡ B` d` h` [V` Wa` ` Z` e` [f` W` b` g` T` [f]` U` infrastructure to support connectivity and accessibility.
- ‡ 455` i` [^S` ea` Ua` __` [f` fa` W` e` g` d` ` Y` an efficient planning service including simplified planning and the use of tools such as Compulsory Purchase Orders where appropriate to enable delivery.



Snow Hill

Infrastructure

Infrastructure is vital to unlocking sites and connecting businesses to wider markets and enabling access for people. The EZ can unlock growth and attract investment in the city centre through investing in infrastructure. Good connectivity for the efficient movement of people and goods, combined with the quality and safety of the pedestrian environment, supports labour market retention and investor confidence. Social infrastructure is also important to support new neighbourhoods and grow residential populations, attracting and retaining workers.

Business

Providing high quality infrastructure brings benefits including:

- ‡ ;` _` b` d` h` [f]` Y` SUU` e` S` ` V` _` a` h` W` _` W` f` z`





The EZIP 2019 sets out a £1bn programme of investment. It consolidates the two existing investment plans: City Centre EZIP (2014) and the Curzon Investment Plan (2016) with a strategy that focusses on delivering a defined programme of projects for the period 2019-2028.

The programme will unlock the major growth opportunities by removing barriers to development, creating a supportive environment for investment, job creation and growing the city and regional economy.

Table 1 sets out the phased programme. The programme has been structured as follows:

Phase 1-2: Curzon Programme and Phases 1-2.

Phase 3-5: HS2 Station Environment and Phases 1-2.

Phase 6-9: GBSLEP Investment Fund and Phases 1-5.

On site investment business cases will be considered outside this programme, subject to there being increased or accelerated business rate income and delivery of other key outputs.

| Phase | Period | Project | Current Commitment | Total Commitment | Cumulative Commitment | Cumulative Total |
|--------------|-----------|---|---------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2013-2024 | Current commitments | £350,402,158 | £515,315,051 | £350,402,158 | £515,315,051 |
| 2 | 2021-2022 | Curzon Programme and Phases 1-2 | £4,474,000 | £6,407,386 | £354,876,158 | £521,722,437 |
| 3 | 2019-2026 | HS2 Station Environment and Phases 1-2 | £59,409,580 | £88,036,610 | £414,285,738 | £609,759,047 |
| 4 | 2019-2023 | Digbeth Public Realm Phase 1 High Street and Phases 1-3 | £15,500,000 | £21,867,308 | £429,785,738 | £631,626,355 |
| 5 | 2022-2046 | Digbeth Public Realm Phase 2 and Phases 1-4 | £70,900,000 | £106,674,212 | £500,685,738 | £738,300,567 |
| 6 | 2024-2028 | GBSLEP Investment Fund and Phases 1-5 | £20,000,000 | £27,009,208 | £520,685,738 | £765,309,775 |
| 7 | 2022-2026 | East Birmingham Metro and Phases 1-6 | £183,300,000 | £254,249,028 | £703,985,738 | £1,019,558,803 |
| 8 | 2028-2046 | Curzon Programme and Phases 1-7 | £259,638,953 | £259,638,953 | £963,624,691 | £1,279,197,756 |
| 9 | 2028-2046 | HS2 Interchange and Phases 1-8 | £20,000,000 | £20,000,000 | £983,624,691 | £1,299,197,756 |
| Total | | | £983,624,691 | £1,299,197,756 | £983,624,691 | £1,299,197,756 |

NB. Cumulative columns outline increasing values as each new phase amount is added.

Table 1 Phased investment programme

| | |
|----|--------|
| P | 1-2: A |
| Cu | A |
| P | 1 |

Paradise

Once complete, the £500m Paradise development will constitute a landmark development within the region supporting the transformation of the City Centre with the delivery of high quality office, retail and leisure space alongside a world class urban realm. The surrounding area is undergoing significant change including the completed state-of the art Library of Birmingham, the redevelopment of Centenary Square, arrival of Metro and the Arena Central scheme.

Funding of £87m from the EZ has already supported the preparation of the site for comprehensive development and delivered key infrastructure improvements. Sdäg` V fZWeUZW_ WS` V eVWV BI 5 agree to lease the whole of One Chamberlain Square.

Further funding of £51.3m, has been approved to accelerate development and deliver Phase 2 of the scheme. This investment will focus primarily on site-wide infrastructure and public realm [UqV[Y i ad e Sf 5W fW Sdk I Sk and the new public square, plus the construction of the hotel and two further office buildings in Phase

Birmingham Smithfield

The vision, as set out in the Smithfield Masterplan, is to create a landmark, sustainable, mixed-use development including a family leisure hub, supported by retailers, restaurants, hotels, SME office space, new retail markets and a public spaces as well as a residential neighbourhood and integrated transport facilities.

The scheme will be the largest single city centre redevelopment site in the UK and will deliver 3000 jobs, 2000 new homes and 300,000sqm of new floorspace for a mix of uses.

EZ investment has helped unlock the site through the relocation of the BCC, as the major landowner, has appointed Lendlease as its development partner. The project has evolved since the EZ originally

allocated £34m, into one covering a much wider site that will now deliver £1.1bn GDV, 300,000sqm of floorspace and 2000 homes. The scale of infrastructure has increased accordingly and the City Council, Lendlease and GBSLEP are now developing the relevant business cases to define the overall EZ investment.

V u
£150m.

An FBC is being produced to determine the total EZ investment required.

£1.3m of revenue to support project development.

T m
The site will be delivered in a phased approach and the timescales will be set out in the business case.

Snow Hill

In 2015 EZ funding was granted to support the development of a scheme which proposed to introduce high quality public realm improvements and highway interventions to local streets and spaces in the Colmore Business District. This is linked to emerging proposals to redevelop Snow Hill Station and the Square in front of it. The developed EZ funding has been allocated for the delivery of public realm works, to enhance key areas and improve connections and arrival experience for key EZ sites.

V u
£2.9m

T m
The works will be completed in 2022.

One Station

The One Station project will develop proposals to provide an improved passenger transfer between New Street and Moor Street stations and the Birmingham Curzon HS2 Station. This route is the most direct for pedestrians and cyclists between the stations and is currently used by approximately 1.4m rail interchange passengers per annum; this is forecast to nearly double to 2.3m per annum with the arrival of HS2 in 2026.

EZ funding has been allocated for initial feasibility work and proposals will be taken forward in conjunction with plans to remodel Moor Street Queensway to create a high quality public space in front of the new HS2 station and a connection with New Street Station.

V u
£0.6m

T m
The outline business case will be developed in 2020 for the transformation of the space as part of the wider Moor Street Queensway public realm scheme with delivery phased between 2020 and 2026.

Southside public realm

Recognising the important interface and connection to the EZ's largest site at Smithfield, in 2016 approvals were granted to fund a permanent Traffic Regulation order to close part of Ladywell Lane, as well as £600,000 of funding to develop proposals for the public realm works in this area. The Southside Link will provide the transformation of the route from New Street Station via Southside to Birmingham Smithfield with the creation of a safe and attractive pedestrian and cycle route. The link will extend the highway improvements to Hill Street and Navigation Street that were delivered as part of the New Street Station project. The preferred option has been agreed and EZ funding has been committed to deliver the scheme.

Value
£7m

Timeline
2021.

Enterprise Zone pinch points

The A4540 Ring Road provides vital vehicular access to development sites within the EZ, linking the City Core with the main radial routes serving the City and the Strategic Road network. The road suffers from severe traffic congestion, which is projected to increase significantly by virtue of the EZ developments. Therefore significant investment is required to improve capacity at key locations along the Ring Road.

The investment is focussed on the following areas:

- 4a d/WK 5 [d]gež
- : SVW 5 [d]gež
- 3eZfVW 5 [d]gež
- : a^ai Sk 5 [d]gež

Value
£4m

Timeline
All works will complete by 2020.

Former Curzon Station

Located right next to the new HS2 Curzon Station building, the Grade 1 listed former Curzon Station building is an important heritage asset that was once the world's first mainline passenger terminus. HS2 and the EZ are jointly funding the redevelopment of the building to bring it back into use as a visitor and information centre for the whole HS2 project, along with office and educational space for other occupiers. It marks the first phase of regeneration activity linked to HS2 and the Curzon Programme which will create a focal point and legacy asset for the area.

Value
£2m

Timeline
2021.

R U P

Business and skills development

The EZ is developing a Business and Skills strategy to attract investor occupiers; grow existing businesses; accelerate scale up of high growing start-ups and establish high growth start-ups. It seeks to improve economic prosperity by encouraging investment, increasing productivity and creating jobs. The strategy will cover business activity across the 39 EZ sites in the city centre and will focus on the following sectors:

- 4ge[We B XWe[a` S^S` V Financial Services.
- 8[S` U[S^FWUZ` a^Ykž
- 5dMSf[hWS` V 6 [Y [fS^;` VgefdWēž

Integral to this strategy will be support for skills as the development of the EZ and the consequential change in the business make-up and occupational profile of the area will result in an increased demand for particular skills at all levels, attracting highly qualified staff and supporting the retention of graduates within the City and wider area.

The EZ has already approved £1.6m for a number of projects focussed on inward investment and relocations, ranging from a dedicated sector sales team working on actively securing occupiers into the EZ, to a relocations team which provides relocation support and after-care for organisations moving to the Birmingham area. Alongside this is an Occupier Proposition programme to target companies outside the GBSLEP region that could consider a move to the EZ.

Further funding has been committed to develop the projects within the strategy.

V u
£2.5m

T →n
Projects will be developed in line with the strategy up to 2028.

Marketing

This package focuses on profile-led activity that will communicate and promote the EZ. It will highlight opportunities relating to key propositions and will target top investment prospects, for both capital and business relocations, from strategic geo-markets, including; London, Europe, Asia, the Middle East and North America.

To effectively achieve the domestic and global reach required, the approach taken will be to adopt an event led strategy - utilising existing trade platforms and events, to position the EZ within key investment markets, simultaneously targeting multiple segments of the property industry value chain. The package will also deliver a two-way communications programme by profiling the EZ proposition and facilitating communications channels in order to manage reactive opportunities. This programme will also support the sector sales team in attracting and managing leads.

V u
£2.1m

T →n
Activities will be developed in response to specific opportunities dependent on the needs of the EZ and identified through the EZ Marketing Strategy.

Programme delivery

Delivering the EZ and its associated Investment Plans requires a sufficiently resourced team. The EZ has approved funding for programme and financial management, project delivery and the relevant technical expertise to deliver complex infrastructure projects.

V u
£10.1m

T →n
Programme support will be in place throughout the duration of the EZIP up to 2028.

Curzon project development

A significant level of project development work is needed to bring forward projects identified within the EZIP 2019 programme. This includes masterplanning, urban design work and other technical studies on key sites across the EZ, including Digbeth and the site of the new Birmingham Curzon HS2 Station. Development work is already underway to develop schemes at Moor Street and Digbeth. Further funding will be released as projects come forward for approval in line with the EZIP 2019 phased programme.

V u
£2.1m

T →n
2028.

P 2

Metro Extension (New Street to Centenary Square)

In order to ensure the project delivers the highest quality infrastructure that compliments the public realm at Victoria Square, Paradise and the transformation of Centenary Square, additional funding of £4.4m has been allocated to increase the specification of the works.

Value
£4.4m

Timeline
Operational in 2019



P 3

HS2 Curzon Station public realm

The Curzon Masterplan (2015) set out how the arrival of HS2 and the growth and regeneration opportunities around the terminus station could be unlocked. Covering 141ha of the City Centre, with the area centred on the HS2 Curzon Station, the strategy of the Masterplan is to deliver a fully integrated and connected world class station, which will support growth and regeneration for the City Centre and the wider area. EZ funding is allocated to develop and deliver the Big Moves including:

- ‡ Balfour Beatty Square
- ‡ 5 grade Balfour Square
- ‡ Eastside Queensway
- ‡ 5 grade Eastside

Paternoster Place will be the primary gateway to Digbeth between the HS2 Curzon station and the City Core; Paternoster Place will be a pedestrian space that will open up the regeneration potential of Digbeth. Rather than becoming just a functional link, the EZ funding will enable this scheme to become a wide and attractively

landscaped route and provide a high quality entrance to Digbeth.

Curzon Promenade will be an extension to Eastside City Park; the Promenade will set the Station within a green landscape. The area will be a hive of activity that could include a mix of retail, office and leisure uses, which interacts directly with the landscaped Promenade that will extend the feel of the Park into the City Centre. Curzon Square will be a stretched event space into the City Park that will form part of the station welcoming passengers into the area.

Masterplan Station Square will be a major new 'gateway' space to provide the sense of arrival for visitors by HS2 and from the adjacent Moor Street station. The proposal will see Station Square linked with the Moor Street Queensway to create an area where pedestrians and transport can move efficiently and safely within one high quality public space. This will be vital in connecting into the City Core and creating a seamless link into the central business district, retail core and interchange with New Street Station and Moor Street Station. The intention is to rationalise the road space and

close it for private vehicles, whilst introducing Sprint and Metro as the dominant public transport offer.

As part of this work, proposals for the 'One Station' project will be progressed. This will see work to transform the public realm in and around the tunnel link that connects Moor Street Station to New Street Station. This will provide a high quality link for pedestrians and passengers travelling between the stations.

Curzon Masterplan will see the integration of the Metro network with the Birmingham Curzon HS2 Station which is vital for maximising the connectivity and benefits of HS2. The vision is for 2 million businesses to be connected with HS2. The new tram stop is part of the East Birmingham extension and will have local growth benefits as direct access to the Metro and HS2 will encourage new investment, businesses, homes and jobs.

Value
Total Funding: £60m

Timeline
Design work will complete in 2019 with delivery phased within the period 2021-2026.

HS2 interchange

The HS2 Interchange station is a strategically important site located close to the NEC and International Airport and forms part of a wider

The full implementation of the EZIP 2019 will result in a number of major economic growth impacts, which will contribute substantially to the GBSLEP programme for inclusive growth, supporting a wide range of stakeholders within the Greater Birmingham area. It will also produce significant wider social and environmental benefits with the investment programme for the EZ being funded by growth in business rates.

Wider economic benefits

It is expected that the investment will result in significant increases in residential floorspace providing some 9,500 much-needed residential units for a growing population. This will result in important economic benefits, including improved labour mobility and supply, increased productivity and additional expenditure in the local economy, supporting the growth of indigenous businesses.

A large amount of employment will be created through supply chains which will benefit businesses across the GBSLEP area.

Additional benefits will include:



This includes financial management and a detailed gateway process which supports effective and affordable decisions. The terms of references for each organisation and decision making board are summarised below and in the GBSLEP Assurance Framework.

R R

Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) Board

The GBSLEP Board has overall strategic ownership of the EZ and for setting and approving the EZ



F P

The EZIP 2019 has been developed in accordance with the EZ Financial Strategy approved in September 2016. Key to this is a set of financial principles established in 2012 which govern its management and ensure that the financial management of the EZ is robust, and that projected expenditure including borrowing and other revenue based programme expenditure is affordable.

The development of this programme has been linked with a comprehensive review covering all aspects of programme management including: financial principles and model, business rates development phasing, programme database, programme team resources, reporting, due diligence, governance and monitoring. This has informed the creation of this investment plan ensuring that there is a deliverable programme now and into the future.

Decision making is to now be based on secured business rates income and as more income only is secured then projects within each phase of the EZIP 2019 will be accelerated and business cases developed and assessed against the overall affordability of the programme.

The financial model for the EZ has evolved since its inception to a more sophisticated position. In developing the EZIP 2019, the business rates which are expected to be generated from each EZ site have been reviewed to ensure income projections are accurate and in line with the profile of future development, particularly with a number of schemes on-site/ completing and creating business rates i.e. Paradise, Snow Hill 3, Arena Central and 103 Colmore Row. Based on this review phases 1-3 of the investment programme are affordable and full business cases can be developed for each project. Further phases will be brought forward as the level of development on the EZ

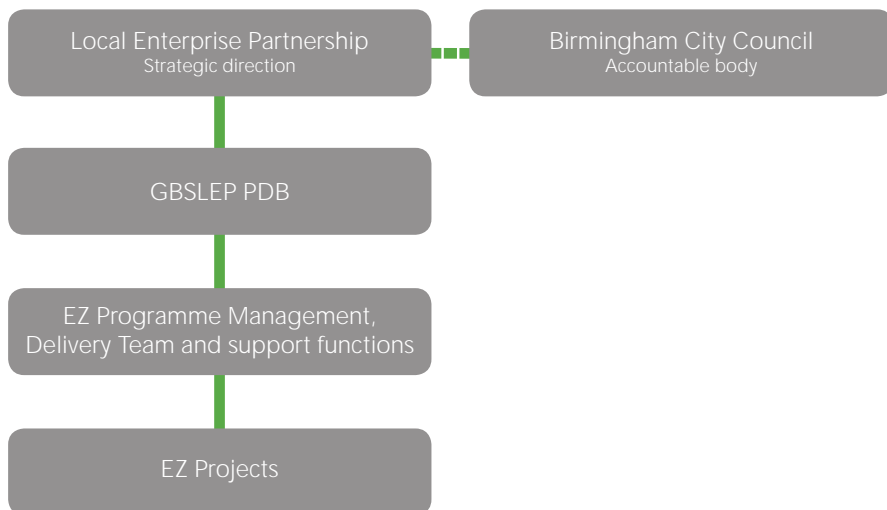


Figure 1 EZ Governance

Project approval

‡ 3 ^b d W W f V y b W V [fgd W] e supported by individual business cases. Applications for funding will be required to complete a full business case that is compliant with HM Treasury's Green Book standards.

‡ 7L Xj V [Y Sbb d h S e X d e f W developments are supported by appropriate legal agreements linked to the business rates uplift.

‡ 4 [d [Y Z S _ 5 [fk 5 ag` U [† Se f Z W Accountable Body, will ultimately endorse all EZ funding decisions to ensure affordability based on the availability of future business rates income.

‡ 7j b W V [fgd W ag fe [V W 4 [d [Y Z S _ will be the responsibility of the relevant local authority.

Reporting

‡ C g S d W k g b V S f W e a ` performance will be presented to the GBSLEP Board.

‡ 3 ^ _ [g f W e a X F Z W 9 4 E > 7 B Board and PDB will be publically available.

Risk register

‡ F Z W b d Y d S _ _ W i [^ f S] W S d T g e f approach to monitoring and managing risks in line with the matrix in Figure 2.

‡ F Z W 9 4 E > 7 B 4 a S d / e i [^ d W W h W risk updates as part of the regular performance reports.

Being part of the EZ means many of the measures to mitigate common risk are already in place, including the financial strategy and governance arrangements which ensure sound investment decisions are made and the required outcomes are delivered. These and other risks are outlined in the attached Appendix 4.

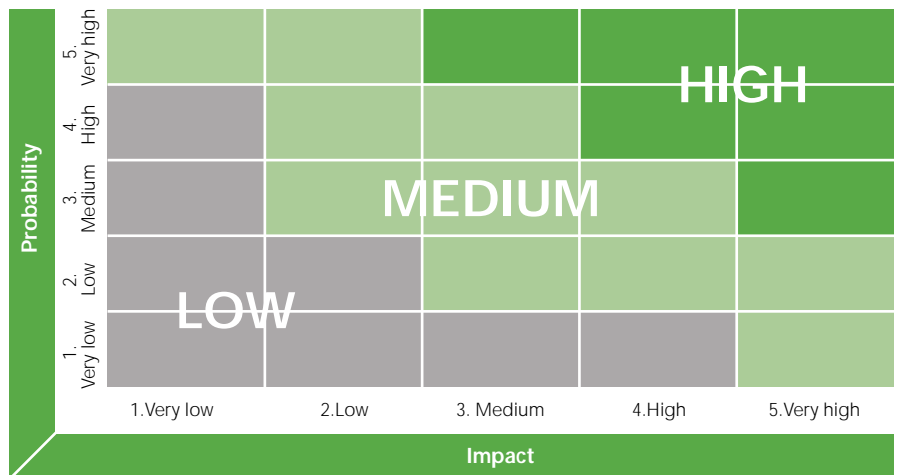


Figure 2 Risk matrix



Y¹¹
2022-23

3,942,257

19,905,690

0

0

0

0

0

0

0

0

48,100,000

0

0

0

Appendix 2 - Forecast and actual outputs

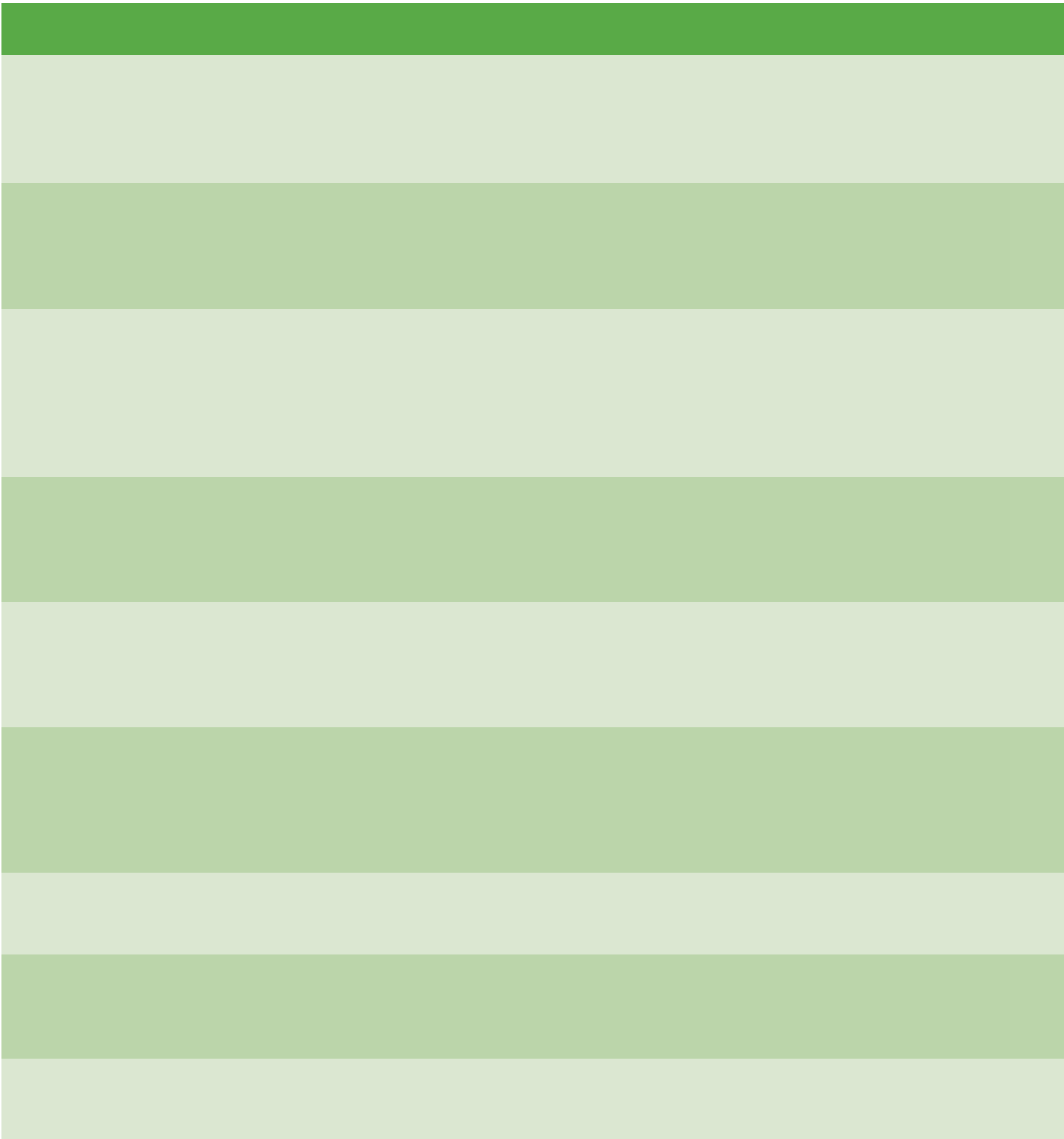
| C | Output | Y 1-7 2012-19 | Y 8 2019-20 | Y 9 2020-21 | Y 10 2021-22 |
|-----|---|------------------|----------------|----------------|-----------------|
| 1 | Land reclaimed and made ready (ha) | 16 | 1 | 1 | 2 |
| 2 | Investment (£m) | 724 | 132 | 93 | 88 |
| 2a | Investment - Public (£m) | 126 | 12 | 23 | 16 |
| 2b | Investment - Private (£m) | 598 | 120 | 70 | 72 |
| 3 | Land developed (sqm) (000) | 208 | 70 | 35 | 151 |
| 3a | Number of homes | 118 | 0 | 1,278 | 284 |
| 4 | Number of businesses locating in the EZ | 65 | 7 | 8 | 11 |
| 5* | Total number of gross jobs created (FTE) | 9,258 | 3,582 | 4,959 | 4,461 |
| 5a* | Number of gross workplace jobs created | 6,814 | 2,483 | 5,276 | 5,436 |
| 5b* | Number of gross workplace jobs created (FTE) | 5,141 | 1,923 | 4,060 | 4,179 |
| 5c* | Number of gross construction jobs person year | 5,047 | 2,034 | 1,103 | 346 |
| 5d* | Number of gross construction jobs person year (FTE) | 4,117 | 1,659 | 899 | 282 |
| 6 | Uplift in Business Rates (£m) per annum | 13 | 7 | 18 | 27 |
| 7 | EZ Investment Programme Total Expenditure (£m) | 127 | 45 | 35 | 37 |
| 7a | EZ Investment Programme Capital Expenditure (£m) | 121 | 42 | 33 | 34 |
| 7b | EZ Investment Programme Revenue Expenditure (£m) | 6 | 2 | 2 | 3 |
| 8a* | Net Additional Gross Value Added (GVA) (£m) - Birmingham once all developments are fully complete and operational | 111 | 47 | 79 | 171 |
| 8b* | Net Additional Gross Value Added (GVA) (£m) - GBSLEP once all developments are fully complete and operational | 102 | 43 | 72 | 157 |

* EZ Impact Assessment

| Y 11 2022-23 | Y 12 2023-24 | Y 13 2024-25 | Y 14 2025-26 | Y 15 2026-27 | Y 16 2027-28 | 2028-46 | TOTAL Y 2020-46 |
|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------|--------------------|
| 0 | 1 | 1 | 4 | 5 | 1 | 28 | 60 |
| 150 | 106 | 120 | 105 | 133 | 592 | 1,853 | 4,096 |
| 10 | 4 | 0 | 0 | 0 | 0 | 0 | 191 |
| 140 | 102 | 120 | 105 | 133 | 592 | 1,853 | 3,905 |
| 40 | 50 | 13 | 39 | 41 | 75 | 378 | 1,100 |
| 59 | 160 | 406 | 273 | 770 | 252 | 5,744 | 9,345 |
| 12 | 16 | 15 | 14 | 17 | 4 | 71 | 240 |
| 4,597 | 3,173 | 2,478 | 4,333 | 2,943 | 2,833 | 29,179 | 71,796 |
| 5,398 | 3,070 | 1,814 | 4,765 | 3,572 | 3,248 | 27,991 | 69,867 |
| 4,161 | 2,356 | 1,378 | 3,732 | 2,722 | 2,481 | 22,039 | 54,172 |
| 535 | 1,003 | 1,348 | 737 | 271 | 431 | 8,754 | 21,608 |
| 436 | 818 | 1,100 | 601 | 221 | 352 | 7,140 | 17,624 |
| 34 | 38 | 40 | 47 | 53 | 56 | 1,839 | 2,172 |
| 95 | 78 | 86 | 78 | 20 | 6 | 463 | 1,069 |
| 94 | 76 | 84 | 77 | 18 | 5 | 399 | 984 |
| 1 | 1 | 2 | 1 | 1 | 1 | 64 | 86 |
| 186 | 188 | 109 | 64 | 164 | 123 | 1,094 | 2,335 |
| 170 | 172 | 99 | 59 | 150 | 113 | 1,001 | 2,137 |

Appendix 3 - Key project indicators 2019/2020

| T | P | R | 1 | Qu | A | - Ju |
|--|---|---|---|----|--|------|
| Strategic Site Investment | | | | | | |
| Paradise Circus Phases 1, 2 and 3 | | | | | | |
| 5gd a` E[fW7` ST ↑ Y I a d e Ž8ad_ Wd5gd a` 4g[V[` Y | | | | | Contractual documentation completed. I a d e fa efSd f a` e[fVž | |
| Birmingham Smithfield | | | | | | |
| Infrastructure | | | | | | |
| Metro Extension Centenary Square | | | | | | |
| Centenary Square Improvements | | | | | Delivery of lighting columns and installation. Project completion. | |
| Pinch Points - Ashted Circus | | | | | | |
| Pinch Points - Holloway Circus | | | | | | |
| Southside Public Realm | | | | | Public consultation of concept design. | |
| Snow Hill Public Realm | | | | | Project 1.1 FBC Cabinet Member Approval and work to start on site. | |
| >SVki W`I S] /5 `a egdWti: g d f Efd/Wf FDA | | | | | | |
| Moor Street Queensway | | | | | | |
| Curzon Public Realm | | | | | Outline Business Case approved by GBSLEP. | |
| Curzon Tram Stop | | | | | | |
| Digbeth High Street | | | | | | |
| Bussines Support | | | | | | |
| Programme Delivery | | | | | Quarterly performance to GBSLEP PMO. | |



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Managed through Financial Reporting System and contingency allowance. Financial principles reviewed with contingencies increased, resulting in a robust prudent position - January 2019.

To cater for a loss/downturn in overall business rate income, the Investment Plan has set a contingency allowance to ensure overall affordability of the programme is maintained.

Investment Plan has categorised the business rates growth and a more rigorous management approach has been implemented to align investment decisions with revenue projections. Investment programme financial profile reflects the likely date when resources could be available for these projects. The availability of this funding will be subject to appropriate Governance arrangements and business case requirements.

Investment Plan has identified the likely date when resources could be available for these projects. The availability of this funding will be subject to appropriate Governance arrangements and business case requirements.

Robust assessment of business cases will ensure cost estimates are accurate. Budgets managed for wider programme to ensure projects are affordable within available resources.

The City Council applies its treasury management rates to prudential borrowing including the latest projections for future years. On the basis of market knowledge/advice from the money markets, these are adjusted as necessary to provide for the most realistic borrowing rates.

Implementation of marketing/promotions in line with resources identified in Investment Plan.

The Investment Plan has set a contingency allowance to mitigate against reduction in business rates received per



