

Birmingham City Council

Report to Cabinet



12th October 2021

Subject: **BORDESLEY PARK (WHEELS SITE) DEVELOPMENT: STRATEGIC BUSINESS CASE UPDATE**

Report of: Acting Director, Inclusive Growth

Relevant Cabinet Member: Councillor Ian Ward, Leader of the Council
Councillor Tristan Chatfield, Finance and Resources

Relevant O &S Chair(s): Councillor Saima Suleman, Economy and Skills,
Councillor Mohammed Aiklaq, Resources

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Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s): <i>Bordesley & Highgate</i>		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 007228/2020		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Exempt Appendix 3 Information relating to the financial or business affairs of any particular person (including the council)		
Schedule 12A Local Government Act 1972		

1 Executive Summary

- 1.1 The Council is the freeholder of the Bordesley Park (formerly Wheels) site and regained control of the site on 31st January 2020 following forfeiture of the lease of the site by the previous leaseholder. The site has subsequently been re-let on a short-term lease which expires on 31 October 2021. This report provides an update on the Strategic Business Case and the stages to bring forward the re-development of the site in accordance with the Bordesley Park Area Action Plan adopted by the Council on 14th January 2020 (which provides the statutory

local planning framework for the area) including, in the first instance, the procurement strategy for the treatment of invasive species (Japanese Knotweed) and to undertake site investigations, attached at Appendix 2.

- 1.2 Proposals for the site have been progressed following the Cabinet report titled “Wheels Site Development: Strategic Business Case” on the 17th March 2020 which gave authority to fund the cost of obtaining control of the site and budget to commence options appraisal and site investigation works. Subsequently, consultants were appointed to advise on property matters, procurement and technical and remediation issues.
- 1.3 This report seeks to approve the release of capital development funding to immediately commence the procurement and removal of Japanese Knotweed, undertake site investigations, install security measures and patrols, site clearance and ecological mitigations in advance of the outcome of the Levelling Up Fund (LUF) grant application to the Government submitted on 17th June 2021.

2 Recommendations

- 2.1 Notes the progress on the proposals to bring forward the development of the Bordesley Park (former Wheels site) (shown at Appendix 1 identified within bold area) in accordance with the Bordesley Park Area Action Plan adopted by the City Council on 14th January 2020.
- 2.2 Notes that the Council is awaiting the outcome of its Levelling Up Fund (LUF) capital application to the Government totalling £17.145m for the full remediation and provision of services to the site which will enable the Council to retain interest in the site. In the event of an unsuccessful bid the Council will progress the remediation and addition of services and infrastructure with the intention of recovering its costs from a disposal of the site.
- 2.3 Approves the release of development funding of up to £1.2m to progress the development of the site, including the procurement of Japanese Knotweed removal, undertaking site investigations, securing the site, and on-going security (estimates set out in Exempt Appendix 3) to be funded from either the LUF or the future capital receipt from the disposal of the site.
- 2.4 Approves the strategy and commencement of the procurement activity for the removal of Japanese Knotweed on the site as detailed in Appendix 2.
- 2.5 Delegates the award of contracts for the removal of Japanese Knotweed and site investigations to the Acting Director, Inclusive Growth in conjunction with the Interim Assistant Director, Procurement (or their delegate), the Director of Council Management (or their delegate) and the Acting City Solicitor (or their delegate).
- 2.6 Authorises the City Solicitor to take all necessary steps to carry out preparatory work for compulsory purchase order(s) in respect of any of the land shown edged black and hatched black on the plan of the Wheels site and Cambabest

site on Venetia Road in Appendix 1a together with the plans in appendix 1b of the Cherrywood Industrial Estate and the former Meadway Spares site, including the appointment of land referencers, prior to authority being sought for the making and progressing of compulsory purchase order(s)

- 2.7 Authorises the Acting Director, Inclusive Growth to enter into negotiations to acquire any third party owned land interests in the land shown on the plans in advance of the compulsory purchase order(s)
- 2.8 Approves the strategy and award of contract for undertaking site investigations in the site as detailed in Appendix 2.
- 2.9 Notes that an Outline Business Case report will be produced to accept the LUF grant if successful and a Full Business Case report to Cabinet will be produced to finalise the commercial arrangements for either the development and ongoing management of the Bordesley Park site or its disposal.
- 2.10 Authorises the Assistant Director of Property to commence market engagement to establish whether there are early opportunities to bring forward the development which would be subject to further Cabinet approval.
- 2.11 Authorises the Acting City Solicitor (or their delegate) to negotiate, execute, and complete all necessary documentation to give effect to the above recommendations.

3 Background

- 3.1 Bordesley Park is identified as one of ten key growth opportunities (Policy GA7) within the Birmingham Development Plan (adopted in 2017).
- 3.2 On 14 January 2020, the City Council adopted the Bordesley Park Area Action Plan (BPAAP) which seeks to drive forward the regeneration of the area delivering economic and housing growth opportunities to local residents and businesses, enhancing public transport and connectivity and supporting the sustainable growth of the city up to 2031.
- 3.3 The BPAAP identifies the Bordesley Park site and environs as a key area of change (Key Opportunity 1) which has the potential to become an attractive location for high quality employment use which delivers inclusive and sustainable growth, improved transportation and employment and training opportunities.
- 3.4 At the heart of the Bordesley Park area is the Wheels site owned by the City Council (shown at Appendix 1 identified within bold area), a former landfill site which has a number of challenges including contamination, access constraints, a poor environment and significant differences in ground levels. The BPAAP recognises the importance of the facilities at the Wheels site and requires the Council to work with existing occupiers regarding their relocation.
- 3.5 The development of the Bordesley Park area will provide the catalyst for the regeneration of the wider area including Bordesley Green Local Centre and the

adjacent Cherrywood Road and Adderley Park areas. The reasons why the City Council is bringing forward employment development on the site is set out in both the Bordesley Park Area Action Plan (AAP) and the East Birmingham Inclusive Growth Strategy and is a response to the need to address the long standing challenges within East Birmingham. The site will be a catalyst for regeneration in a part of the city where over a quarter of the workforce is unemployed (as evidenced by unemployment claimant counts of 28.2% and 27.3% in Ladywood and Hodge Hill respectively (May 2021)). The development of this underutilised site will create up to 3000 jobs with employment and skills programmes put in place to connect these opportunities to the local community. The proposals will also complement and reinforce other opportunities that will be generated in the area including through the arrival of HS2 in the City Centre at the new Curzon Street Station and the extension of the Midland Metro from the City Centre to Birmingham Airport and the proposed HS2 Interchange Station.

- 3.6 On 31st January 2020, the City Council regained control of the Wheels site following non-payment of rent and forfeiture of the lease of the site by the previous leaseholder. A temporary contracted out lease was then granted to one of the former occupiers of the site which expires on the 31st October 2021. The occupiers have asked for this lease to be extended, but due to the need to bring the site forward, including the treatment of invasive species, it is not proposed to extend the temporary lease. As matters stand, the City Council will therefore take vacant possession of the site at the end of October and will be responsible for the site's management and maintenance going forward.

Progress to date:

- 3.7 In order to deliver on the strategic policies set out above and secure a comprehensive approach to the area's regeneration, the City Council has engaged consultants to advise on property, procurement, technical and remediation issues.
- 3.8 Following completion of the preparatory work, an option appraisal is being undertaken to inform the proposed direction for the development of the site. The outcome of the options appraisal and the recommended route will be reported in the Full Business Case report which will be reported to Cabinet at a future date.
- 3.9 On the 8th June 2021 Cabinet approved the submission of four LUF capital bids (Wheels; Dudley Road; Moseley Road Baths and Library; and Erdington) totalling £64.018 million to the Government. The bid for the Wheels site was for the remediation of the site to allow the land to be utilised for future employment opportunities. The proposed works to be funded by the bid included:

- Full site investigations and ecological surveys
- Remediation and ground excavations
- Treatment of Japanese Knotweed

- Ecological mitigation
- Demolition of structures on site and clearance of materials (namely tyres)
- Utility services diversions and installation
- Highway access improvements
- Land acquisition.

- 3.10 The LUF bid was submitted on the 17th June 2021 and for the Bordesley Park (Wheels) site totalled £19.05m (£17.145 from government with City Council co-funding of £1.905m (the LUF guidelines require a 10% contribution)). It is anticipated that the decision on the bid will be received in early Autumn. It is a requirement of LUF that successful bidders commence expenditure this financial year (by the end of March 2022).
- 3.11 Surveys and other technical advisory work have been undertaken in order to bring the site forward for development. Following the receipt of the initial survey reports it is evident that Japanese Knotweed is both widespread and extensive across the site. Overall, the knotweed covers an area of 9160 sq. m. in 26 stands that range from smaller stands up to dense multiple areas of growth. The remediation works to address this will be far more extensive and invasive than first envisaged and it is currently considered that these works cannot be undertaken while the site is operational due to the size and extent of the excavations required. The treatment of the knotweed will also require the provision of appropriate warranties to support the development of the site either by the Council or by others, if disposed of. In order to progress the treatment of the Japanese Knotweed there is a need commence work early in the new year otherwise works will not be able to progress until later in the year due to the bird nesting season.
- 3.12 Site investigations, including bore holes, have been undertaken on the site in the past. Although it is considered that the ground conditions are unlikely to have altered significantly these are not sufficient due to their age to support warranties or future planning applications that will be required on the site. Therefore, there is a need to undertake fresh site investigations.
- 3.13 The property advisory work carried out to date has indicated there is significant market interest in the site. A number of unsolicited approaches for the site, including conditional offers, have been received. The City Council has also separately been approached by a major employer who is looking for a relocation site and this opportunity is currently being considered. In addition, the Council will continue to undertake market engagement to establish whether there are early opportunities to bring forward the development, which would be subject to further Cabinet approval if viable.
- 3.14 The acquisition of sites adjoining the Wheels site has been explored to, both, facilitate improved access, and enhance the marketability of the site. As a result, it is proposed that the Cambabest site on Venetia Road be acquired and the company relocated. Furthermore, City Council tenants on the adjacent

Cherrywood Industrial Estate and former Meadway Spares site will be consulted on relocation to provide this improved site access. Most of the Council tenants are on short term tenancies pending this redevelopment but assistance will be provided to identify alternative accommodation. Compulsory purchase powers will be sought if a voluntary acquisition cannot be agreed. The decision to progress this and any further potential acquisitions will be reported to Cabinet as part of a subsequent FBC report.

- 3.15 In the event that the LUF bid is unsuccessful, the Council will continue site clearance and Japanese Knotweed removal and develop options as to how it secures full remediation and disposal of the site in order, inter alia, to bring forward job creation and business rate growth.

4 Options Considered and Recommended Proposal

- 4.1 The Strategic Business Case stated that five high level options had been identified at that stage of the project. These were

- Option 1 – Market the Bordesley Park site as is – when vacant, Bordesley Park AAP in place but no remediation. This is not an option if the Council is to use LUF capital grant to remediate the site.
- Option 2 – Market the Bordesley Park site with some remediation and planning guidance / outline planning approval. Not an option in accepting the LUF grant.
- Option 3 - Market individual plots and remediate / provide infrastructure as required by prospective occupiers with the Council not retaining ownership.
- Option 4 – Undertake a procurement process for a development partner and provide funding within the financial model for remediation of Bordesley Park site and the provision of infrastructure with the Council retaining some or no interest in the site.
- Option 5 – the City Council undertakes the development of the Bordesley Park site directly (similar to the model operated by the Council’s housing development section, Birmingham Municipal Housing Trust) and either sells completed development (all or part) or retains ownership as on-going income stream (whichever is most advantageous to the City Council).

- 4.2 Since, the delivery options above have been refined in order to explore the following:

- Option A – Unconditional site sale (entire site) - The sale would be unconditional (based on the ‘hope value’). The Council would receive an early receipt, but the price would be considerably discounted to reflect the risks, most notably on commercial occupiers and the planning.
- Option B – Conditional site sale (entire site) - The City Council would carry out some remediation (to be determined) which would help to de-risk the

project and seek to recover its costs. Given the contamination on site, the level of work and de-risking proposed might not be sufficiently attractive to potential developers. Without detailed knowledge of end occupier requirements (including loading requirements) the remediation proposed may not be appropriate.

- Option C – Option agreement - This delivery model incorporates an enabling approach to tailor individual plots to the occupier’s requirements in terms of detailed remediation and associated building loading requirements. In this option the City Council provides and funds the infrastructure works such as roads, services and statutory undertakers.
- Option D – Development Agreement - This option would involve the City Council carrying out the proposed remediation works and then a sale of the site to a development partner, awarded following a procurement process, to develop out the whole site in agreed phases and in accordance with the Development Agreement. The development partner will then bear most of the risks and bringing market knowledge, delivery expertise and access to finance.
- Option E – Contractual Joint Venture - This option requires the City Council to set up a separate Joint Venture Company (JVCo) with a partner and participate in the delivery of the scheme and sharing profit.
- Option F – City Council to deliver the site (buildings and infrastructure) - This option involves the Council funding all necessary infrastructure and building out the scheme under the guidance of a development manager.
- Option G – Undertake a procurement process for a Development Manager/Partner to deliver buildings (City Council to deliver infrastructure).
- Option H – City Council to deliver part of site for an occupier and sell remainder (conditionally or unconditionally).
- Option I – City Council to deliver part of the site for an occupier and then deliver the remainder.
- Option J – City Council to deliver and sell serviced plots.

Associated risks and the alignment with the Council objectives:

	1. Un conditional freehold disposal – no remediation	2. Disposal with limited remediation and development agreement	3. Disposal of individual plots with remediation	4. Disposal with full LUF work and Development Agreement	5. Corporate Joint Venture	6. Direct Development
Cost of capital	Lowest	Intermediate	Intermediate	Intermediate	Higher	Highest
Risk	Lowest	Low	Low	Low	Higher	Highest

Profit premium (to reflect risk)	Lowest	Low	Low	Low	Higher	Highest
Risk of no/substantially delayed delivery	Highest	Higher	Intermediate	Intermediate	Low	Lowest
BCC control over development rate and quality	Lowest	Low	Intermediate	Higher	Higher	Highest
BCC capital requirement and exposure	Lowest	Low	Intermediate	Low	Higher	Highest
Summary	Uncertain results and returns and does not meet BCC objectives	Uncertain results and returns and might not meet BCC objectives	Might meet BCC objectives	Meets BCC objectives with relatively low risk	Meets BCC objectives but with relatively high risk	Meets BCC objectives but with high risk

Further work to refine these options will be carried out including in the event of the City Council's bid for LUF grant being successful. The LUF grant would replace the Council's borrowing to bring forward the remediation and servicing of the site and potentially enable the Council to generate a revenue income stream. In the event that the bid is unsuccessful, then the Council will continue to remediate and clear the site to a lesser extent and recover its costs from the capital receipt that would result from its disposal on the open market.

5 Consultation

- 5.1 There has been extensive and wide-ranging public consultation at each stage of the preparation of the Bordesley Park AAP culminating in the Public Examination into the plan on the 30 May 2019.
- 5.2 Following non-payment of rent the City Council took legal action through the Courts to take control of Bordesley Park, which was granted on the 19th November 2019 (with possession on the 31st January 2020). A subsequent short term contracted out lease was then agreed with one of the former occupants which expires on the 31st October 2021. There has been a request to extend the short-term lease, however this has not been agreed given the need to bring forward the development of the site. This includes the need to address

the extensive Japanese Knotweed on site and also, if successful, incur expenditure this financial year in accordance with the requirements of the LUF bid guidance.

- 5.3 Informal discussions have taken place with Cambabest, who occupy a site on the Venetia Road access into the Bordesley Park site and these will be progressed subject to approval of the FBC. Discussions will take place shortly with tenants at the Council's Cherrywood Industrial Estate and former Meadway Spares site, which are incorporated within the proposed development site and where additional site access may be required.
- 5.4 As the proposals for the Bordesley Park site are progressed, further public consultation will take place including all future planning applications relating to the site.
- 5.5 A Bordesley Park Project Board comprising the Acting Director, Inclusive Growth and senior officers from Planning and Development, Transport and Connectivity, Finance, Legal and Democratic Services, Property Services and Procurement with support from external advisors has been convened to bring forward the development of the site.

6 Risk Management

- 6.1 Risks will be identified, evaluated and managed in line with the City Council's Risk Management Methodology 2017. The initial risks and opportunities are shown in the Risk Register at Appendix 4.

7 Compliance Issues:

- 7.1 **How are the recommended decisions consistent with the City Council's priorities, plans and strategies?**

The decisions recommended in this report will facilitate the development of the Site which contributes to:

- 7.1.1 The Council's Plan 2018-2020 (2019 update) to prioritise jobs and skills for Birmingham to be a great city to succeed in and to be renowned as an enterprising, innovative and green city. The scheme will support inclusive sustainable growth in the number of jobs across Birmingham, invest in infrastructure to develop a modern, sustainable transport system; invest in growth sectors such as manufacturing; and provide training for Birmingham residents so that they can take advantage of sustainable employment. The scheme will deliver on actions within the Council Plan to concentrate on significant areas of opportunity, by facilitating jobs and training opportunities in an area of deprivation within East Birmingham, using the City Council's property assets to bring forward regeneration and investment and by facilitating the expansion of the Metro.

- 7.1.2 The Birmingham Development Plan identifies Bordesley Park (including the Wheels site) as one of ten key growth areas to deliver the objectives of the plan. It also designates the Wheels Site as a Core Employment Area which will make a significant contribution to the city's growth strategy to deliver industrial land and job opportunities.
- 7.1.3 The adopted BPAAP (2020) identifies the former Wheels Site as a key opportunity for change which can become an attractive location for high quality employment uses.
- 7.1.4 The East Birmingham Inclusive Growth Strategy (2021) sets out the strategy for a comprehensive multi-agency approach focussed on East Birmingham that seeks to ensure that the benefits of growth are shared more fairly, providing new opportunities for local people to change their lives for the better and delivering lasting improvements to living standards, education and skills, access to jobs and opportunities, health, the environment, local places and transport. The development of the Wheels Site for employment uses is a key part of the Inclusive Growth Strategy and will be complemented by skills and training programmes to connect the local community to the job opportunities created.
- 7.1.5 The Birmingham Connect Mobility Action Plan sets out a vision to create a transport system which puts the user first and delivers the connectivity that people and business requires. The aim is to improve people's daily lives by making travel more accessible, more reliable, safer and healthier, and using investment in transport as a catalyst to improve the fabric of the city.
- 7.1.6 Birmingham Business Charter for Social Responsibility (BBC4SR)
- Compliance with the BBC4SR is a mandatory requirement that will form part of the conditions of contracts for the removal of the Japanese Knotweed and for the site investigations. Tenderers will be required to submit an action plan with their tender that will be evaluated, implemented and monitored during the contract period. This will include measures to provide training and work experience outputs through the tender contract in association with local schools and South and City College.
- The social value outcomes to the benefit of the Bordesley and Highgate Ward and the surrounding areas, tenderers will be required to address will include:

Local Employment

- A strong local employment offer with the focus on the hardest to reach groups particularly focused on young people and residents in the Bordesley and Highgate Ward for training and work experience outputs.

Partners in Communities

- Bidders will need to utilise their community reach and focus their outcomes on community cohesion with sensitivity to local demographics using www.matchmyproject.org
- Working with schools and colleges, in particular South and City College, Birmingham – Bordesley Green Campus to focus on increasing attainment and employment options for those students facing disadvantage.
- A robust understanding and methodology for community engagement.

Green and Sustainable

- Plans for a carbon neutral position and what activities they are undertaking to achieve that additional to the specification including details relating to transport, materials used and offsetting.

7.1.7 Net Zero Carbon Measures –

The preparation of the Bordesley Park AAP was both supported and informed by a Sustainability Appraisal (a statutory process incorporating the requirements of the European Union Strategic Environmental Assessment (SEA) Directive). Both the SA and the AAP were subject to independent examination by an Inspector appointed by the Secretary of State and found to be sound.

The Outline Business Case is currently being developed for the site and the final approach will determine the remediation of the site. The preferred/chosen option will determine the project approach on the sustainable development methods to be implemented on the development to achieve the reduction of carbon on site by delivering development that utilises green energy and supports the City Council's drive towards zero carbon. Once the option appraisal recommends the best development for the city the project delivery team will work closely with the Route to Zero (R20) team to reduce the city's carbon footprint.

The Birmingham Development Plan (BDP) relates to the sustainability of new developments through TP3 (Sustainable construction) and TP4 (Low and zero carbon energy generation). The new City Council 'Our Future City Plan - Central Birmingham 2040' is currently being progressed. The plan sets the vision for the City Centre for the next 20 years. The City Council's R20 initiative is at the heart of the plan that includes a zero-carbon approach to development.

7.2 Legal Implications

- 7.2.1 The City Council has powers to acquire, appropriate and dispose of land under Sections 120 to 123 of the Local Government Act 1972.
- 7.2.2 The City Council has powers to compulsorily acquire land, including under Section 121 of the Local Government Act 1972 and Section 226(1)(a) of the Town and Country Planning Act 1990.
- 7.2.3 Section 1 of the Localism Act 2011 sets out the Council's general power of competence, which is circumscribed only to the extent of any applicable pre-commencement restrictions and any specific post-commencement statutory restriction of that power, and Section 111 of the Local Government Act 1972 contains the City Council's subsidiary powers to do anything, (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to the discharge of any of its functions.
- 7.2.4 Japanese Knotweed is an invasive plant species listed in Schedule 9 to the Wildlife and Countryside Act 1981. It is a criminal offence for any person to allow that species to grow in the wild. The Council is the prosecuting authority for offences under that Act. Work for eradication of that species is carried out by specialist contractors in accordance with procedures regulated by the Environment Agency.
- 7.2.5 The Council has a duty under Section 13 of the Planning and Compulsory Purchase Act 2004 to keep under review the matters which may be expected to affect the development of their area

7.3 Financial Implications

- 7.3.1 This report seeks to approve the release of £1.2m capital funding through prudential borrowing to immediately commence the procurement and treatment of Japanese Knotweed, site investigations, install security measures and patrols, site clearance and ecological mitigations as set out in Exempt Appendix 3. This is currently unbudgeted but forms part of the £1.905m match funding requirement supporting the LUF bid as per the Cabinet report dated 8th June 2021. The bid which was submitted on 17th June 2021, included £17.145m LUF grant for this scheme matched by City Council funding of £1.905m. The outcome of the bid is expected in Autumn 2021. If the LUF bid is unsuccessful the £1.2m will be recovered through the capital receipt generated through the disposal of the site.

7.4 Procurement Implications

- 7.4.1 The procurement strategy for the removal of the Japanese Knotweed and the strategy / award for the undertaking of site investigations is set out in Appendix 2.
- 7.4.2 The Council's Manned Security Services Framework Agreement will be used for the security requirements to patrol and secure the site.
- 7.4.3 There is a requirement for fencing and security bollards that will be tendered with contracts awarded approved under Chief Officer delegated authority in accordance with the Procurement Governance Arrangements
- 7.4.4 Any procurement implications for the remediation and for the development of the site will be reported as part of the subsequent FBC report.

7.5 Human Resources Implications (if required)

- 7.5.1 The Council is using existing staff from the Planning and Development service to progress this project.

7.6 Public Sector Equality Duty

- 7.6.1 The Bordesley Park redevelopment scheme will support the delivery of the BPAAP which Full Council adopted on the 14th January 2020. The Equality Analysis attached to this report is attached at Appendix 5, which concluded that the BPAAP will help create a framework that will positively impact on the quality of life of the area's diverse community. A further Equality Analysis will not be required at this stage, as the report recommendations do not have an adverse impact on the groups and characteristics protected under the Equality Act 2010.

8 Appendices

- 8.1 List of Appendices accompanying this report:

1. Site plan 1a &1b
2. Procurement Strategy; Japanese Knotweed and Site Investigations
3. Exempt Appendix – Development Cost Estimates
4. Risk Register
5. Equality Analysis

9 Background Documents

- 9.1 Adoption of the Birmingham Development Plan 2017 – Cabinet report dated 13th December 2016.
- 9.2 Council's Plan 2018-2022 (Update): Cabinet report dated 25th June 2019.
- 9.3 Bordesley Park Area Action Plan (BPAAP) 2020 adopted by Council 14th January 2020.

- 9.4 East Birmingham Inclusive Growth Strategy 2021 Cabinet report to 9th February 2021 meeting for adoption.
- 9.5 Wheels Strategic Business Case, Report to Council 17th March 2020.
- 9.6 Levelling Up Fund - Tranche 1 Bids, Report to Cabinet 8th June 2021.
- 9.7 Driving Housing and Employment Growth through the City Deal Public Asset Accelerator report: Report to Cabinet October 2014.