

# BIRMINGHAM CITY COUNCIL

## PUBLIC REPORT

<b>Report to:</b>	<b>CABINET</b>	
<b>Report of:</b>	<b>CORPORATE DIRECTOR OF ECONOMY</b>	
<b>Date of Decision:</b>	<b>25 July 2017</b>	
<b>SUBJECT:</b>	<b>BIRMINGHAM SMITHFIELD DEVELOPMENT PROCUREMENT STRATEGY</b>	
<b>Key Decision: Yes</b>	<b>Relevant Forward Plan Ref: 003575/2017</b>	
<b>If not in the Forward Plan: (please "X" box)</b>	<b>Chief Executive approved</b>	<input type="checkbox"/>
	<b>O&amp;S Chairman approved</b>	<input type="checkbox"/>
<b>Relevant Cabinet Members</b>	<b>Councillor John Clancy – Leader of the Council Councillor Majid Mahmood - Value for Money and Efficiency</b>	
<b>Relevant O&amp;S Chairman:</b>	<b>Councillor Zafar Iqbal - Economy, Skills and Transport Councillor Mohammed Aikhlaq – Corporate Resources and Governance</b>	
<b>Wards affected:</b>	<b>Nechells Ward</b>	

<b>1. Purpose of report:</b>
<p>This report</p> <p>1.1 Sets out the proposed Procurement Strategy for appointing a Developer/Investor to partner with the Council in re-developing the Birmingham Smithfield Masterplan area to support the sustainable growth of the city centre.</p> <p>1.2 To note that a Private Cabinet report contains commercial details and recommendations pertaining to this report.</p>

<b>2. Decision(s) recommended:</b>
<p>That Cabinet:-</p> <p>2.1 Notes the contents of this report.</p>

<b>Lead Contact Officer(s):</b>	Marlene Slater Principal Project Delivery Officer	Simon Garrad Head of Project Delivery Team
<b>Telephone No:</b>	0121 675 2855	0121 4647138
<b>E-mail address:</b>	<a href="mailto:marlene.slater@birmingham.gov.uk">marlene.slater@birmingham.gov.uk</a>	<a href="mailto:Simon.garrad@birmingham.gov.uk">Simon.garrad@birmingham.gov.uk</a>

<b>3. Consultation</b>	
3.1 <u>Internal</u>	<p>3.1.1 Cabinet Member for Cabinet Member for Clean Streets, Recycling and Environment, relevant ward members and Executive Members for the Districts have been consulted and are supportive of the project.</p> <p>3.1.2 Members of the Project Board and Group that includes the Corporate Director Place, Assistant Director of Property Service, Assistant Director Development and senior officers from City Finance, Transportation and Connectivity, Highways and Infrastructure, Arts and Culture, Market Operations, Parks and Events, Legal and Democratic Services, Birmingham Property Services and Corporate Procurement Services, have been involved in formulating the procurement objectives that forms the basis of this report; and are in agreement with the recommendations made in this report.</p> <p>3.1.3 City Finance, Legal and Democratic Services and Corporate Procurement Services officers have been involved in the preparation of this report.</p> <p>3.1.4 A summary of all internal consultation responses are attached at Appendix 2</p>
3.2 <u>External</u>	<p>3.2.1 Key Stakeholders and the general public were consulted in March 2016 on the Birmingham Smithfield Masterplan and comments received in relation to the delivery strategy are reflected in the project plans. The project objectives are based upon the masterplan.</p>
<b>4. Compliance Issues:</b>	
4.1 <u>Are the recommended decisions consistent with the Council's policies, plans and strategies?</u>	<p>4.1.1 The decisions recommended in this report will support the Council's Vision and Forward Plan 2017 for Birmingham to be a city of growth where every child, citizen and place matters by facilitate the development of the Birmingham Smithfield area that supports the priority outcomes of: Housing - Provide housing in a range of types and tenures, to meet the housing needs of all of the current and future citizens of Birmingham; and Jobs and Skills - Build upon assets, talents and capacity for enterprise and innovation to shape the market and harness opportunity.</p> <p>4.1.2 The delivery of the Birmingham Smithfield Master Plan forms part of the Birmingham Development Plan, the Big City Plan, and the Greater Birmingham and Solihull Local Enterprise Partnership Enterprise Zone Investment Plan and supports the Birmingham Connected five core objectives.</p> <p>4.1.3 <u>Birmingham Business Charter for Social Responsibility (BBC4SR)</u></p> <p>4.1.3.1 The appointed Development/Investment Partner(s) will be required to comply with the Birmingham Business Charter for Social Responsibility and develop an action plan. Failure to sign up to the principles of the BBC4SR will result in bidders' submissions being rejected at Selection (Shortlisting) Stage of the procurement process. At Final Tender Stage the Social Value element of the tender evaluation and selection criteria for the appointment of the Development/ Investment Partner(s) will have an increased</p>

weighting of 12% as detailed at Appendix 1.

#### **4. Compliance Issues continued.**

4.1.3.2 The appointed Development/Investment Partner(s) Social Value Action plan will include support to project(s) included on the Social Value Matching Projects List. The Council will also ensure that all main and sub-contracted organisations involved in the re-development of the site maximise employment outcomes for local people through the development of apprenticeship schemes and prioritising Birmingham's job seeking citizens.

#### **4.2 Financial Implications**

(Will decisions be carried out within existing finance and Resources?)

4.2.1 The cost of procuring a Development/Investment Partner will be met from the £940,000 GBSLEP Enterprise Zone (EZ) revenue funding approved by the GBSLEP EZ Executive Board on 2 November 2016, which was subject to a report to Cabinet on 18 October 2016.

4.2.2 The project is managed in line with the City Council's gateway process and related financial approval framework.

4.2.3 A further report will be presented to Cabinet to seek approval for the options appraisal for the development of the Birmingham Smithfield project. This report will also outline the whole-life cost of the preferred operational and financing model for developing the site and highlight the capital and revenue implications to the Council's budget. Following the selection of a preferred Development Partner(s), a final report will be presented to Cabinet to seek approval of the FBC, which will provide the detailed whole life cost implications.

4.2.4 The Wholesale Market site that is located within the Birmingham Smithfield Masterplan area will not now generate a capital receipt in 2018/19. The financial implications of this are detailed in the Private Report.

#### **4.3 Legal Implications**

4.3.1 The Council has a duty to efficiently manage its assets and has the power to hold and dispose of land under Sections 120 and 123 of the Local Government Act 1972. Section 1 Localism Act 2011 sets out the Council's general power of competence.

4.3.2 The Council has secured external legal advice to work with its Legal Services in the development of the required procurement documentation.

#### **4.4 Public Sector Equality Duty (see separate guidance note)**

4.4.1 The development of a full Delivery Strategy and Business Case will support the delivery of the Birmingham Smithfield Masterplan approved by Cabinet on 20 September 2016, for which an Equality Analysis was undertaken and concluded that the masterplan was unlikely to have a disproportionate impact on any of the protected groups. This Equality Analysis will be reviewed following production of the options appraisal and Full Business Case (FBC).

#### **5. Relevant background/chronology of key events:**

5.1 On 20 September 2016 Cabinet approved the Birmingham Smithfield Masterplan that set out ambitions for the area to capitalise on the established city assets within and surrounding the site with the creation of a sustainable and inclusive place. This includes new cultural and leisure attractions, vibrant markets and spaces for new and small

businesses and a residential neighbourhood with a high quality public realm and integrated public transport links to the wider city centre.

**5. Relevant background/chronology of key events continued.**

- 5.2 Development of the site is expected to deliver over 300,000 sq. metres of new floor space, 2000 new homes and 3000 new jobs, adding £470 million GVA to the local economy. It will attract millions more visitors to the region with over £1bn Gross Development Value.
- 5.3 Due the scale of the redevelopment, the Council will need to partner with an investor/developer to bring appropriate finances and expertise to deliver the re-development. On 18 October 2016, Cabinet gave approval to commission a Delivery Advisor to develop a Delivery Strategy for the site that includes the appraisal of the complex delivery structure options that can deliver the ambitions of the masterplan for the area and to develop a procurement strategy for the appointment of a Development/Investment Partner(s).
- 5.4 Various Delivery Structures have been robustly appraised with the assistance of external property and legal and taxation professional advice which included a consultation exercise with potential Developers/Investment Partners to test the options.
- 5.5 The conclusion of the Delivery Structure option appraisal is that that the achievement of the Procurement Objectives is more achievable through the Joint Venture Partnership (JVCo) or Contractual Partnership (Master Development Agreement) model relative to the other structure options. To simplify and minimise legal requirements and costs, the procurement of a Development/Investment Partner(s) shall commence on the basis of formulating a Contractual Partnership (Master Development Agreement) with the option of changing to the formation of a Joint Venture Partnership (JVCo) if this is preferred by the Bidder and delivers greater benefit to the Council.
- 5.6 The Procurement Route options to appoint a Development/Investment Partner(s) have been robustly appraised against the procurement objectives detailed in Procurement Strategy at Appendix 1 paragraph 4.3 with the assistance of external property legal and taxation professional advice
- 5.7 The conclusion of the Procurement Route option appraisal is that the provisions of the Public Contracts Regulations 2015 (as amended) (the Regulations) would apply and the delivery of the procurement objectives are more achievable through the OJEU Competitive Dialogue procedure relative to the other routes.
- 5.8 The Competitive Dialogue Procedure has four key stages:
- 1 Selection (Shortlisting):** Shortlist bidders to invite to participate in competitive dialogue stage.
  - 2 Competitive Dialogue:** Dialogue between Council and shortlisted bidders to assist in the development of bidder's solution
  - 3 Final Tender Submission and Evaluation:** Evaluation of final tenders
  - 4 Preferred Bidders Stage:** Clarification and confirmation of commitments to development of full business case and partnership contract/agreement.
- 5.9 The project objectives as set out in Appendix 1, Annex 1 will be used to evaluate tenders from prospective Development/Investment Partners to ensure that the preferred development partner(s) is committed and able to achieve the vision for Birmingham

Smithfield.

## **5. Relevant background/chronology of key events continued.**

- 5.10 Bidders' final tenders will be evaluated against a weighted criterion of 68% Quality, 12% Social Value and 20% Price (Commerciality). A detailed breakdown of the criteria is set out at Appendix 1 Section 5 paragraph 5.2.
- 5.11 As Birmingham Smithfield is part of the zero emissions cities programme the key objective relating to environmental sustainability has been embedded in social value. This objective seeks to provide an environmentally sustainable development with reference to Zero Emissions principles in the design, development and occupational stages of the scheme. Where the achievement of Zero Emission is not commercially viable the Development/Investment Partner in partnership with the Council shall make best endeavours to identify and secure external funding to support the ambition for a Zero Emission development.
- 5.12 Unlike a traditional procurement, whereby the Council will typically receive a fixed price to provide works / goods / services, this procurement will only provide an 'indicative value' for the Council's land based on a range of assumptions – the main focus will be to agree an appropriate and fair structure to determine the actual price at a later date once a significant amount of work has been undertaken by the preferred bidder to develop a full costed business case for the scheme – this will all be in accordance with the Council's best Consideration obligations.
- 5.13 It is intended that a further report will be brought to Cabinet later in 2017/18 which will seek approval for the selection of the Preferred Development/Investment Partner(s), to enter into an exclusivity agreement with the Preferred Development/Investment Partner(s) and also to approve the Outline Business Case (OBC), Cabinet approval to a Full Business Case (FBC) will be sought in the latter part of 2018/19.

## **6. Evaluation of alternative option(s):**

- 6.1 Option 1: Do Nothing. This will not enable the Council to bring forward the development of the area in a holistic, coherent manner that optimises the investment opportunity to attract private sector investment and provide the best value for money.
- 6.2 Options 2 to 7: Procurement through Market Disposal, OJEU Open Procedure, Restrictive Procedure, Competitive Procedure with Negotiation, Innovative Partnership Procedure, Negotiated Procedure with Prior Publication would not achieve the procurement objectives and desired outcomes.
- 6.3 Option 8 – Procurement by OJEU Competitive Dialogue Procedure is the preferred option as the procurement objectives and desired outcomes are more achievable through this route relative to the other routes detailed above.

## **7. Reasons for Decision(s):**

- 7.12 To facilitate the comprehensive development of Birmingham Smithfield and ensure that the delivery model for developing the area is commercially and financially viable for both the Council and private sector development partner(s).
- 7.2 To identify and where appropriate utilise public sector resources to remove barriers to development and increase the attractiveness of the investment opportunity.

<b>Signatures</b>	<b><u>Date</u></b>
Councillor John Clancy – Leader of the Council .....	.....
Councillor Majid Mahmood – Cabinet Member, Value for Money and Efficiency .....	.....
Waheed Nazir Corporate Director of Economy .....	.....

<b>List of Background Documents used to compile this Report:</b>
1. Big City Plan 2010 2. Birmingham Development Plan (BDP) 3. Greater Birmingham and Solihull Local Enterprise Partnership EZ Investment Plan 2014 4. Council's Business Plan Council's Business Plan 2016+ 5. Birmingham Smithfield Masterplan Cabinet Report 20 September 2016 6. Birmingham Smithfield Masterplan September 2016 7. Birmingham Smithfield Development Cabinet Report 18 October 2016

<b>List of Appendices accompanying this Report (if any):</b>
1. Procurement Strategy 2. Internal Consultation Report

## PROCUREMENT STRATEGY

### 1. Context

- 1.3 The aim of the project is to appoint a Developer/Investor to partner with the Council in delivering the vision for Birmingham Smithfield area to support the sustainable growth of the city centre.
- 1.4 The overarching vision for Birmingham Smithfield will be of a sustainable, green and inclusive place that has people at the heart of a zero carbon development. It will drive opportunities for the city's economy creating new cultural and leisure attractions, vibrant retail markets and space for start-ups, small businesses and entrepreneurs. It will be a distinctive place that reflects the area's rich history with high quality architecture, a network of green infrastructure, public spaces and squares and a dynamic new residential neighbourhood that is reconnected to the wider city through new streets, public transport and pedestrian and cycle routes.
- 1.5 The five Big Moves to deliver the vision are:
- ☐ Vibrant Markets & Leisure
  - ☐ Festival Square
  - ☐ Pedestrian Boulevard
  - ☐ Integrated Public Transport
  - ☐ Residential Neighbourhood
- 1.6 The 3 main Principles that will guide the delivery of the vision are:
- ☐ Connectivity
  - ☐ Activity
  - ☐ Design

### 2. Market Analysis

- 2.1 Key to the success of the redevelopment will be the creation of a new destination with high quality urban design and critical mass to provide a high quality environment with the ability to attract people/ visitors, occupiers, investors and funders.
- 2.2 As a new and as yet unproven destination, getting the connectivity and public realm right will be key to changing current market perceptions. To achieve this, the Council needs a delivery partner with the right experience, ambition and financial capacity to work in partnership with the City to realise the bold and ambitious plans for the site.
- 2.3 Given the scale of the opportunity, and its central location adjacent to the established Bullring, the site has the potential to attract strong interest from national and international developers and investors (or developer/ investor consortia).
- 2.4 Informal soft market testing has been undertaken that supports this view, and it is currently proposed that prior to the commencement of site marketing further soft market testing is undertaken to refine the delivery and procurement strategy to ensure that market interest in the site is maximised.



### 3. Duration

3.1 The contract will be for a period of 10 to 15 years commencing early 2019.

### 4. Procurement Route

4.1 To achieve the delivery objectives for the redevelopment of the site the delivery and procurement strategy will need to enable interested parties to provide innovative proposals for the site, and at the same time provide the market with absolute clarity on requirements.

4.2 The procurement objectives are that the procurement process should:

- 1) Maximise and maintain competition and procure the most appropriate development partner to deliver BCC's aspirations;
- 2) Provide for an initial evaluation and shortlisting stage to ensure that only bidders with sufficient experience and financial standing participate within the main part of the procurement process;
- 3) Provide for an efficient, effective and timely procurement programme with an aspiration to achieve preferred bidder status (exclusivity) as soon as reasonably practical;
- 4) Allow for meaningful engagement and negotiation with the market during the procurement;
- 5) Allow for BCC to engage with the market to determine the most appropriate apportionment of risks and rewards and incorporation of a funding agreement within the delivery structure;
- 6) Adhere to Public Services (Social Value) Act 2012 and relevant procurement regulations, such as the Public Contracts Regulations 2015 (as amended) (the Regulations) and the Concession Contracts Regulations 2016 and minimise the risk of procurement, judicial review or any other challenges.

4.3 The following table summarises the appraisal of the procurement route options against the procurement objectives:

Green - Good fit against the objective, minimal issues	Amber - Medium fit against the objective – some issues and or risks	Red - Poor fit against the objective, significant issues and or risks
--	---	---

KEY PROCUREMENT OBJECTIVES	PROCUREMENT ROUTE OPTIONS (OJEU)			
	Open	Restricted	Competitive Procedure w. Negotiation	Competitive Dialogue
Provide for an initial evaluation and shortlisting stage				
Maximising and maintaining competition and procure the most appropriate development partner				
Provide for an efficient, effective and timely procurement programme to achieve preferred bidder status (exclusivity) as early as reasonably practical				
Allow for meaningful engagement and negotiation with the market during the procurement				
Adhere to relevant procurement				

regulations and minimise the risk of procurement or any other challenges.				
---	--	--	--	--

- 4.4 The competitive dialogue procedure is more likely to provide an optimal and acceptable solution for this opportunity. Of particular significance is the inability to meaningfully negotiate under the Open and Restricted Procedures and the inability to negotiate following final tenders under the Competitive Process with Negotiation procedure which will be key requisites for a successful outcome. Therefore, based on the option appraisal it is recommended that the Competitive Dialogue procedure is used procure a Development/Investment Partners to achieve the delivery objectives for the Birmingham Smithfield.

## 5. Evaluation and Selection Criteria

- 5.1 The procurement process will have two distinct evaluation stages – the Stage 1 Selection (formally known as pre-qualification (or PQQ), and Stage 2 Final Tender.

### Stage 1 Selection

- 5.1.1 At the commencement of the procurement, a contract notice will be to OJEU will be issued. Organisations will request to participate in the procurement by completing a selection questionnaire (issued by the Council) and submit it by a stated date.
- 5.1.2 The assessment criteria that will be used to shortlist suitable organisations to proceed to participate in the Final Tender stage will include:
- Mandatory and Discretionary Requirements (Exclusion Grounds)
  - Economic & Financial Standing. *(This will establish the financial standing of the company and its ability to deliver the scheme. This assessment will result in a Pass / Fail result so only bidders which can demonstrate sound financial standing will qualify to participate in the procurement).*
  - Technical & Professional Ability

### Stage 2 Final Tender

- 5.2 Bidders Final Tenders will be evaluated against the following criteria:

20%	PRICE	100%	COMMERCIALITY	1	Funding	40%	100%
				2	Financial Structure	60%	
		100%					

68%	QUALITY	49%	CONCEPT (Uses & Design)	3	Leisure	18%	100%
				4	Markets	18%	
				5	Residential Neighbourhood	15%	
				6	Retail, Office & Other Ancillary Uses	7%	
				7	Art & Culture	9%	
				8	Public Realm	18%	
				9	Transport, Linkages & Connectivity	15%	

		37%	DELIVERY	10	Partnering Approach	60%	100%
				11	Delivery & Resources	40%	
		15%	OPERATION	12	Long Term Structure	60%	100%
				13	Smart Cities	20%	
				14	Temporary Uses	20%	
				100%			

12%	SOCIAL VALUE	100%	SOCIAL VALUE	15	Buy Local	17%	100%
				16	Local Employment	25%	
				17	Partners In Communities	8%	
				18	Green & Sustainable	50%	
		100%					
100%							

## 6 Evaluation Team

- 6.1 The evaluation of the tenders will be undertaken by the Economy Directorate officers supported by the Delivery Advisor, Cushman and Wakefield who will manage the procurement process.

## 7 Engagement of Members

- 7.1 The Leader, Deputy Leader and Cabinet Member for Value for Money and Efficiency of the Council will receive a presentation of proposals from shortlisted bidders during the dialogue stage.

## 8 Engagement of Young People

- 8.1 A Young Person Group has been established to facilitate the meaning fully engagement and involvement of young people in the procurement of the Development/ Investment Partner.

## 9 Risk Management

- 9.1 The Council Risk Management Methodology will be applied and the Birmingham Smithfield Project Board is responsible for risk management. A risk management register has been produced in consultation with Corporate Procurement Service with arrangements put in place to ensure operational risks are mitigated. The corporate procurement team will Audit the management of the procurement process.

## 10 Indicative Implementation Plan

Task/Milestone	Date
Issue Pin Notice	27 Mar 17
Cabinet Approval (Strategy)	25 Jul 17
OJEU Contract Notice & Publish Opportunity	03 Aug 17

Selection Questionnaire Submission Deadline	08 Sep17
Competitive Dialogue with Bidders	6 Oct 17 to 24 Jan 18
Invitation to Tender	25 Jan 18
Bidders Tender Submission Deadline	07 Feb 18
Tender Evaluation	08 Feb to 14 Mar 18
Cabinet Approval (Preferred Bidder)	20 Mar 18
Develop FBC and Finalise Agreement with DP	27 Mar 18 – 31 Mar 19

## 1. PROCUREMENT STRATEGY – PROJECT OBJECTIVES

- 1.1 The Development/Investment Partner(s) shall deliver the following objectives in re-developing the Birmingham Smithfield Masterplan area:

MAIN CRITERIA			
20%	PRICE/ COMMERCIALITY	<b>Commerciality</b>	
		40%	<b>1. Viability &amp; Funding</b> To deliver a viable and fundable scheme and secure sufficient private sector funding on reasonable and appropriate terms to deliver the scheme and unlock public sector funding where gap funding is required
		60%	<b>2. Financial Structure</b> To provide a transparent financial structure that appropriately remunerates and rewards the parties in consideration of responsibilities, risks and contributions to the development of the scheme and fulfils BCC's obligation to achieve best consideration..
68%	QUALITY	<b>Concept (Uses &amp; Design)</b>	
		18%	<b>3. Leisure</b> To create a major leisure led offer for all ages including provision for young people and families. The leisure offer should complement and extend the city's existing leisure and visitor offer and be of a quality and scale appropriate for a major international city, integrating with the retail markets and providing attractions and activities that will draw more people into the area throughout the day and evening.
		18%	<b>4. Markets</b> The provision of a new integrated retail market complex that establishes the markets as a key anchor to the city whilst respecting their historic part of the city's retail mix. The market offer should provide an adaptable environment, incorporating a mix of uses including eateries, restaurants, small retail outlets, good value fresh food and business space for start-ups and small enterprises, offering real opportunities for growing independent businesses.
		15%	<b>5. Residential Neighbourhood</b> To provide a mix of good quality private and affordable residential units within an attractive green setting, including other supporting uses, to form a new neighbourhood and community.
		7%	<b>6. Retail, Office &amp; Ancillary Uses</b> The provision of complementary ancillary uses to enhance activity throughout the day and into the evening; support the primary leisure, market and residential uses whilst being consistent with a high quality sustainable mixed use city centre development.
		9%	<b>7. Art &amp; Culture</b> For the scheme to incorporate a regional art and cultural attraction that complements the City's existing offer with flexible space for exhibitions. To ensure that the historical identity of the area is embedded in the design
		18%	<b>8. Public Realm</b> The provision of attractive and innovative high quality public

				spaces including greening of spaces, a linear park and linkages to encourage people to live and work in the city. To incorporate public art (temporary and permanent) within the public realm / street scape that reflects the history and future of the site and a major new multi-functional public space, Festival Square, as a hub for cultural, community and arts events, activities and festivals..
		15%	9.	<p><b>Transport, Linkages &amp; Connectivity</b> To connect the site to the wider city and improve permeability and pedestrian flows through the provision of a high quality network of active streets, spaces, paths and other transport improvements.</p> <p>To deliver an environmentally sustainable approach to transport, including encouraging cycle usage, improving accessibility through the integration of the Midland Metro tram system and other public transportation and reducing reliance on car usage.</p> <p>To ensure that the area is truly pedestrian friendly.</p>
		<b>Delivery</b>		
		60%	10.	<p><b>Partnering Approach</b> To create a partnering structure with the Council that: aligns the parties' goals; plays to their strengths; appropriately apportions risks and provides sufficient control for each party to determine those aspects of the development that are core to their respective organisations.</p>
		40%	11.	<p><b>Delivery Approach &amp; Resourcing (Business Plan)</b> The timely delivery of the scheme, with appropriate and sufficient resources.</p> <p>To effectively consult and work collaboratively with key stakeholders, including the local and wider Birmingham community for the effective delivery of the scheme.</p>
		<b>Operation</b>		
		20%	12.	<p><b>Smart Cities</b> To incorporate digital and smart technology within the scheme to create a better place that improves wellbeing, mobility, equality, communities and prosperity. To future proof buildings, infrastructure and technology.</p>
		60%	13.	<p><b>Long Term Structure</b> The provision of a long term management and maintenance structure over the completed scheme in order to maintain the environment as an attractive place to live, work and visit, where people feel safe and secure, at minimal cost and risk to the public sector.</p>
		20%	14.	<p><b>Temporary Uses</b> The inclusion of a range of temporary uses and linkages during the development phase that generates footfall, income, and complements, rather than competes with, activities already available with the city centre. Animation and promotion of the location through a range of activities.</p>
12%	<b>SOCIAL VALUE</b>	<b>SOCIAL VALUE</b>		
		17%	15.	<p><b>Buy Local</b> To provide positive social, environmental and economic impacts on the wider Birmingham through buying locally.</p>

	50%	16.	<b>Green &amp; Sustainable (Environmental Sustainability)*</b> The provision of an environmentally sustainable development with reference to Zero Emissions Cities in the design, development and occupational stages of the scheme.
	25%	17.	<b>Local Employment</b> To create clear training and employment pathway opportunities for local residents throughout the delivery of the project, targeting areas of high unemployment and groups facing disadvantage and supporting schools, colleges and universities to ensure that the economic growth is delivered in an inclusive way benefiting the wider Birmingham population.
	8%	18.	<b>Partners In Communities</b> To build capacity by supporting community organisations with resources and expertise in areas of the city with the greatest need. To improve and sustain local facilities with a particular focus on Arts and Cultural facilities across the city.

## INTERNAL CONSULTATION REPORT

STAKEHOLDER	DATE	RESPONSE	ACTION
<b>Executive Management Team</b>	25 Apr 17	1. Young People to be involved in the procurement of the Development/Investment Partner	To include in Appendix 1 Procurement Strategy Background that a Young Person Group has been established to facilitate the meaning fully engagement and involvement of young people in the procurement of the Development/ Investment Partner.
		2. To ensure that the any archaeological findings in respect of moat lane are protected.	The Planning process would ensure this happens.
		3. Development/Investment Partner to commission artist to be engaged in the design of all public art throughout the development.	To include in Art & Culture Social Value Partner Art & Culture tender requirements.
		4. To ensure that the area is truly pedestrian friendly.	To include in Transport, Linkages & Connectivity Objective/.
		5. To ensure that the historical identity of the area is embedded in the design.	To include in Art Objective
		6. Where the achievement of Zero Emission is not commercial viable the Development/Investment Partner in partnership with the Council shall make best endeavours to identify and secure external funding to support the ambition for a Zero Emission development.	To include Appendix 1 Project Objectives.
		7. To consider increasing Environmental Sustainability weighting to 6-8% of overall weighting.	Green & Sustainable Environmental Sustainability weighting increased to 6% of overall weighting.
		8. Social Value to ensure the creation of a clear training and employment pathway from the outset.	To include in Social Value Objective; Local Employment principle
		9. Social Value to enhance and sustain the existing cultural offer across the city.	To include in Social Value Objective; Partners in Communities principle
<b>Councillor Stewart Stacey</b> Cabinet Member - Transport and Roads.	25 Apr 17	Partnering Approach objective to ensure that BCCs interests are protected.	To be assured through the careful drafting of questions and minimum requirements/model answers.



<b>Councillor Zafar Iqbal</b> Economy, Skills and Transport	05 Apr & 15 May 17	<i>No comments made.</i>	N/A
<b>Councillor Mohammed Aikhlaq</b> Corporate Resources and Governance			
<b>Chauhdry Rashid JP</b> Nechells Ward Councillor			
<b>Councillor Tahir Ali</b> Nechells Ward Councillor			
<b>Councillor Yvonne Mosquito</b> Nechells Ward Councillor			
<b>Councillor Ziaul Islam</b> Ladywood District Councillor	20 Apr	Agrees with the contents of report.	N/A
<b>Jacquie Kennedy</b> Corporate Director Place			