

BIRMINGHAM CITY COUNCIL

PUBLIC REPORT

Report to:	CABINET
Report of:	STRATEGIC DIRECTOR FOR ECONOMY
Date of Decision:	15th November 2016
SUBJECT:	SNOW HILL GROWTH STRATEGY
Key Decision: Yes	Relevant Forward Plan Ref: 002352/2016
If not in the Forward Plan: (please "X" box)	Chief Executive approved <input type="checkbox"/> O&S Chairman approved <input type="checkbox"/>
Relevant Cabinet Member(s) or Relevant Executive Member:	Councillor John Clancy: Leader of the Council Councillor Stewart Stacey: Cabinet Member for Transport and Roads Councillor Majid Mahmood: Cabinet Member for Value for Money and Efficiency
Relevant O&S Chairman:	Councillor Zafar Iqbal: Economy, Skills and Transport Councillor Mohammed Aikhlaq: Corporate Resources and Governance
Wards affected:	Aston, Ladywood, Nechells

1.	Purpose of report:
1.1	In the 2016 Budget HM Treasury committed to providing a £2m ringfenced capital Local Growth Fund allocation (via the Greater Birmingham and Solihull Local Enterprise Partnership) to support the progression of the Snow Hill Masterplan (adopted by the Council in October 2015), with the objective of maximising inclusive economic growth and realising the development potential of Snow Hill Station and the surrounding business district area. A local contribution of £0.631m will be provided to support this work, as required by Government.
1.2	Further to discussions with Government over the summer period it is proposed to produce a 'Snow Hill Growth Strategy', which seeks to create a development proposition focussed upon the successful transformation of Snow Hill Station and its immediate environs, with the model adopted for Birmingham Curzon to be followed. 'De-risking' development opportunities for the private sector will form a key part of the strategy, particularly in the context of developing both around and above a 'live' railway operation. In addition, the strategy will identify the wider growth potential of the Masterplan area, connectivity enhancements and suitable delivery model options.
1.3	This report covers the key work packages and deliverables to be included in the Snow Hill Growth Strategy, grant acceptance, procurement strategy, timescales and project governance arrangements. Confidential information that could impact on the tendering process is provided in the accompanying private report.

2.	Decision(s) recommended:
	That Cabinet:
2.1	Accepts £2m of ringfenced Local Growth Fund (LGF) capital funding from the Greater Birmingham and Solihull Local Enterprise Partnership to support the development of the Snow Hill Growth Strategy.
2.2	Approves the procurement strategy to commence tendering activities for the professional services as set out in paragraph 5.6 of this report in accordance with Standing Orders and the Procurement Governance Arrangements.
2.3	Authorises the Strategic Director for Economy in conjunction with the Assistant Director of Procurement to commence single contractor negotiations with Network Rail Infrastructure Ltd to enter into a contract to undertake feasibility and design development activities associated with the Snow Hill Station specific work package of the Snow Hill Growth Strategy.

2.4	Delegates the award of the contract to Network Rail Infrastructure Ltd to undertake feasibility and design development activities associated with the Snow Hill Station specific work package of the strategy, subject to successful completion of the negotiations, to the Strategic Director for Economy in conjunction with the Strategic Director of Finance and Legal (or their delegate), the Acting City Solicitor (or their delegate) and the Assistant Director of Procurement.
2.5	Approves the proposed project governance arrangements set out in paragraph 5.7 of this report.
2.6	Authorises the Acting City Solicitor to negotiate, execute and complete any necessary legal documentation to give effect to the above recommendations.

Lead Contact Officer(s):	Phil Edwards – Head of Growth and Transportation
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E-mail address:	Philip.edwards@birmingham.gov.uk

3. Consultation	
	<u>Internal</u>
3.1	Consultation has been undertaken with the Deputy Leader, Cabinet Member for Transparency, Openness and Equality, Assistant Director (Development) and Assistant Director (Transportation and Connectivity) who support the proposals contained within this report.
3.2	Officers from City Finance, Procurement and Legal and Democratic Services have been involved in the preparation of this report.
	<u>External</u>
3.3	A work specification for the Snow Hill Growth Strategy has been developed in conjunction with the Cities and Local Growth Unit, which cross cuts a number of Government departments including HM Treasury, the Department for Transport (DfT) and the Department for Communities and Local Government (DCLG). Initial engagement has taken place with Transport for West Midlands (TfWM), Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP), adjacent land owners, Network Rail, London Midland and franchise bidders for the new West Midlands Rail Passenger Franchise.

4. Compliance Issues:	
4.1	<u>Are the recommended decisions consistent with the Council's policies, plans and strategies?</u>
4.1.1	The development of the 'Snow Hill Growth Strategy' aligns with the Snow Hill Masterplan, Big City Plan, Birmingham Development Plan and the Council's Birmingham Connected Transport strategy. Additionally the proposals support the Council Business Plan and Budget 2016+ and the Council's vision 'A City for Growth' and key priorities around Jobs and Skills (a city to succeed in) and Housing (a great city to live in). Work is also set in the context of the Midlands Engine, Midlands Connect, West Midlands Combined Authority (WMCA) Strategic Economic Plan and the GBSLEP Strategic Economic Plan.
4.1.2	<p>Birmingham Business Charter For Social Responsibility:</p> <p>The providers on the West Midlands Transportation Professional Services Framework Agreement are certified signatories to the Charter. The recommended supplier for each area of professional services will be required to commit to additional actions that are relevant and proportionate to the value of the contract awarded.</p> <p>Network Rail and the recommended provider from the Crown Commercial Services framework for Professional Estates Services will be required to become certified signatories to the Charter, with action plans produced and approved prior to the award of contracts that are relevant and proportionate to the value of contracts awarded. This would include appropriate apprenticeship opportunities in the rail and estates sectors. Given the scale and importance of the Snow Hill Growth Strategy, further development work of a significant nature and proposed rail investment in the city, Network Rail becoming a signatory to the Charter will be a major benefit to Birmingham Citizens.</p>

4.2	<u>Financial Implications (Will decisions be carried out within existing finance and Resources?)</u>														
4.2.1	LGF capital funding of £2m will be provided to the Council in its previously agreed capacity as Accountable Body for GBSLEP (including all LGF resources) under section 31 of the Local Government Act 2003. The Council acting in a project delivery capacity will be required to enter into a Service Level Agreement with GBSLEP to formally secure and draw down resources, with the grant to be expended on the work packages described in Appendix A. These work packages have been agreed with the Cities and Local Growth Unit of Government.														
4.2.2	<p>In addition to LGF resources secured from Government via the GBSLEP, a local funding contribution of £0.631m has been committed to formulate an overall budget for the Snow Hill Growth Strategy of £2.631m. This reflects Government requirements and levels of local contribution provided for previous work including the HS2 Growth Strategy. A breakdown of the local contribution is provided below.</p> <p>Local Contribution</p> <table> <tr> <td>Source</td><td></td></tr> <tr> <td>Integrated Transport Block</td><td>£50,000</td></tr> <tr> <td>HS2 Growth Strategy</td><td>£100,000</td></tr> <tr> <td>Transport for West Midlands</td><td>£100,000</td></tr> <tr> <td>Future Council Programme</td><td>£225,000</td></tr> <tr> <td>Salaries</td><td>£156,000</td></tr> <tr> <td>Total</td><td>£631,000</td></tr> </table>	Source		Integrated Transport Block	£50,000	HS2 Growth Strategy	£100,000	Transport for West Midlands	£100,000	Future Council Programme	£225,000	Salaries	£156,000	Total	£631,000
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4.2.3	It should be noted that Integrated Transport Block capital resources are included within the Transportation and Highways Capital Funding Strategy approved by Cabinet in February 2016, while HS2 Growth Strategy and Transport for West Midlands revenue resources have been approved under Chief Officer delegation to produce an updated strategic transport model for the city centre highway network. This model will be used for the transport modelling elements of the Snow Hill Growth Strategy.														
4.2.4	Within the Future Council Programme a total of £0.225m revenue has been allocated across 2016/17 and 2017/18 to undertake a Ring Road Study and a revised Signage Strategy as part of SN2 (Birmingham Connected/Clean Air Zone). This work has a large synergy with the Snow Hill Growth Strategy and will be jointly procured for reasons of efficiency and value for money.														
4.2.5	Salaries of project management resources within the Economy Directorate based upon three GR5 posts in Planning and Regeneration and Transport and Connectivity complete the local contribution. These salaries will be covered by current funding models operating within the Directorate.														
4.2.6	Details of the estimated budget allocations for each work package to be procured are contained within the accompanying private report.														
4.2.7	There are no ongoing revenue costs associated with this report.														
4.3	<u>Legal Implications</u>														
4.3.1	The arrangements set out in this report are in compliance with the powers of general competence as set out in Section 1 of the Localism Act 2011.														
4.3.2	<p>Pre-Procurement Duty under the Public Service (Social Value) Act 2012:</p> <p>Consideration of whether to undertake a consultation exercise was discussed during the planning stage and it was agreed that this would not be required as tenderers will be asked how their bid addresses social value as part of the evaluation and no additional stakeholder consultation was required. This consideration also included how this procurement exercise might improve the social and economic well-being of the city and will be addressed by evaluating social value.</p>														

4.4	<u>Public Sector Equality Duty (see separate guidance note)</u>
4.4.1	An initial screening for an Equality Assessment (EA) has been undertaken and has concluded that a full EA is not required at this time, with no adverse impacts on protected groups. This position will be reviewed as the strategy develops. The initial screening EA001514 is provided as Appendix B to this report.

5. Relevant background/chronology of key events:	
5.1	The Snow Hill district is identified in the Big City Plan (2010) as one of five areas for major transformation in the city centre, with significant potential to deliver sustainable growth, improved connectivity, environmental quality, new residential communities and a diversified economic base. In October 2015 the Council adopted the Snow Hill Masterplan that identifies the key interventions required to enable the above transformation over the period 2015 to 2035. In addition, the Masterplan sets out a framework to guide infrastructure investment and future development in the area. Key proposals within the Masterplan comprise: the major transformation of Snow Hill Station; reconfiguration of the A38 Great Charles Street Queensway; extension of the office core around Snow Hill Station; revitalisation of the Steelhouse Lane area; and substantial improvements to the public realm, integrated transport, air quality (noting the now mandated Clean Air Zone) and walking and cycling provision.
5.2	In the 2016 Budget HM Treasury committed to providing a ringfenced £2m capital LGF funding allocation (via GBSLEP) to support the progression of the Snow Hill Masterplan, adopted by the Council in October 2015, with the objective of maximising inclusive economic growth and realising the development potential of Snow Hill Station and the surrounding business district area.
5.3	Further to discussions with Government over the summer period it is proposed to produce a 'Snow Hill Growth Strategy', which seeks to create a development proposition focussed upon the successful transformation of Snow Hill Station and its immediate environs, with the model used for Birmingham Curzon to be adopted. 'De-risking' development opportunities for the private sector will form a key part of the strategy, particularly in the context of developing both around and above a 'live' railway operation. In addition, the strategy will identify the wider growth potential of the Masterplan area, connectivity enhancements and suitable delivery model options, along with detailed consideration of viability, deliverability, constructability, affordability, finance and funding. Work activities will be broken down into the following packages: Snow Hill Station; Regeneration and Growth; Wider Transportation and Connectivity; Delivery Advice and Models; Communications and Stakeholder Management. Further detail is provided in Appendix A to this report.
5.4	As Government funding is to be provided via GBSLEP it has been necessary to produce a 'light touch' business case for consideration and evaluation in accordance with the LEP's assurance framework. In accordance with LEP delegations, this business case was approved by the GBSLEP Director in November 2016.
5.5	Development of the Snow Hill Growth Strategy will require external professional services support in respect of detailed work around Snow Hill Station, Regeneration, Wider Transportation and Delivery Advice and Models. Such support is not available in-house.
5.6	Professional Services Procurement Strategy
5.6.1	Transport Planning Professional Services The professional services required will be tendered by a further competition exercise using the West Midlands Transportation Professional Services Framework Agreement. The framework agreement was awarded following approval by the then Cabinet Member for Commissioning, Contracting and Improvement jointly with the then Deputy Chief Executive on 1 st September 2015. This is the Council's approved route for the engagement of this type of professional services. The further competition exercise will follow the protocol and evaluation guidelines of the framework agreement.

5.6.2	<p>Engagement of a Delivery Advisor</p> <p>A further competition exercise for the engagement of a delivery advisor will be undertaken using the Crown Commercial Services Estate Professional Services Framework Agreement in line with the protocol and evaluation guidelines of the framework agreement. This engagement will include taxation advice.</p>
5.6.3	<p>Single Contractor Negotiations</p> <p>As outlined above a key element of the Snow Hill Growth Strategy will be to 'de-risk' future development opportunities for the private sector, particularly in the context of developing both around and above a 'live' railway operation. In this respect it is proposed that the Strategic Director for Economy is authorised to commence single contractor negotiations with Network Rail Infrastructure Ltd to undertake feasibility and design development activities relating to Snow Hill Station. This approach also recognises Network Rail Infrastructure Ltd as asset and freehold owner of Snow Hill Station complex; their vast experience of station regeneration projects (including Birmingham Gateway and lessons learnt); a requirement to incorporate rail infrastructure improvements into the strategy including electrification of the Snow Hill lines and reinstatement of platform 4; interfaces with adjacent land owners, rail industry regulators, franchise operators and bidders; unique network operating knowledge; health and safety; and union related operational requirements. The justification for entering into single contractor negotiations is that Network Rail Infrastructure Ltd is the sole supplier and no other organisation could undertake the tasks required in a comprehensive manner.</p> <p>Subject to the successful conclusion of Single Contractor Negotiations, it is proposed that contract award by way of entry into a 'Development Services Agreement' with Network Rail Infrastructure Ltd be delegated to the Strategic Director for Economy in conjunction with the Strategic Director of Finance and Legal (or their delegate), the Acting City Solicitor and the Assistant Director of Procurement.</p>
5.7	<p>In discussion with Government a three tier governance structure has been developed to oversee and drive forward the Snow Hill Growth Strategy comprising a Steering Group, Project Board and Working Group. It is proposed that the Leader of the Council serves as chair of the Steering Group, supported by the Strategic Director for Economy, with senior level representation from GBSLEP, TfWM, Network Rail, Cities and Local Growth Unit, Department for Transport, Train Operating Companies/Franchise Bidders and the private sector development community. The Project Board will be chaired by the Assistant Director (Transport and Connectivity) and the Working Group by the Head of Growth and Transportation, with representation as per the Steering Group, albeit at appropriate levels of seniority. It is proposed that terms of reference for all groups are agreed at the first meeting of the Steering Group, with all governance structures to be initiated during December 2016</p>
5.8	<p>Given high levels of stakeholder interest in the Snow Hill Growth Strategy, it is further proposed that a Reference Group/Wider Stakeholder Panel be created to support strategy development and to act in a critical friend capacity.</p>
5.9	<p>In terms of milestones the below development programme is envisaged, with future revisions falling within the remit of the Steering Group.</p> <ul style="list-style-type: none"> • Cabinet Agreement to Commence Strategy – November 2016; • Procurement and Award of Contracts– complete by February 2017; • Options development, feasibility, business cases, delivery models – complete by June 2018; • Options Appraisal report to Cabinet – September 2018; and • Launch Growth Strategy/Development Proposition – November 2018.
5.10	<p>As noted above, an options appraisal report will be brought to Cabinet upon completion of the Snow Hill Growth Strategy, with approval to be sought in respect of preferred option/s. Additionally, launch arrangements will be confirmed.</p>

6. Evaluation of alternative option(s):	
6.1	Do not progress the Snow Hill Growth Strategy. This option is not recommended as the Council does not have alternative means of developing the strategy at a later date. This option also conflicts with the Council's vision 'A City for Growth' and key priorities around Jobs and Skills (a city to succeed in) and Housing (a great city to live in).

7. Reasons for Decision(s):	
7.1	To accept grant funding of £2 million revenue from the Greater Birmingham and Solihull Local Enterprise Partnership to support the development of a Snow Hill Growth Strategy.
7.2	To approve the procurement strategy set out in paragraph 5.6 of this report and authorises the Strategic Director for Economy in conjunction with the Assistant Director of Procurement to commence Single Contractor Negotiations with Network Rail to undertake feasibility and design development activities associated with the Snow Hill Station specific work package of the strategy.
7.3	To approve the proposed governance arrangements set out in paragraph 5.7 of this report.

Signatures	<u>Date</u>
Cllr John Clancy – Leader of the Council
Cllr Stewart Stacey – Cabinet Member for Transport and Roads
Cllr Majid Mahmood – Cabinet Member for Value for Money and Efficiency
Waheed Nazir Strategic Director for Economy

List of Background Documents used to compile this Report:	
1	Council Business Plan and Budget 2016+
2	Birmingham Connected Transport Strategy
3	Birmingham Development Plan
4	Big City Plan
5	Snow Hill Masterplan
6	GBSLEP Strategic Economic Plan

List of Appendices accompanying this Report (if any):	
1.	Growth Strategy Objectives, Work Packages and Key Deliverables – Appendix A
2.	Equalities Assessment Initial Screening – Appendix B

PROTOCOL PUBLIC SECTOR EQUALITY DUTY

- 1 The public sector equality duty drives the need for equality assessments (Initial and Full). An initial assessment should, be prepared from the outset based upon available knowledge and information.
- 2 If there is no adverse impact then that fact should be stated within the Report at section 4.4 and the initial assessment document appended to the Report duly signed and dated. A summary of the statutory duty is annexed to this Protocol and should be referred to in the standard section (4.4) of executive reports for decision and then attached in an appendix; the term 'adverse impact' refers to any decision-making by the Council which can be judged as likely to be contrary in whole or in part to the equality duty.
- 3 A full assessment should be prepared where necessary and consultation should then take place.
- 4 Consultation should address any possible adverse impact upon service users, providers and those within the scope of the report; questions need to assist to identify adverse impact which might be contrary to the equality duty and engage all such persons in a dialogue which might identify ways in which any adverse impact might be avoided or, if avoidance is not possible, reduced.
- 5 Responses to the consultation should be analysed in order to identify:
 - (a) whether there is adverse impact upon persons within the protected categories
 - (b) what is the nature of this adverse impact
 - (c) whether the adverse impact can be avoided and at what cost – and if not –
 - (d) what mitigating actions can be taken and at what cost
- 6 The impact assessment carried out at the outset will need to be amended to have due regard to the matters in (4) above.
- 7 Where there is adverse impact the final Report should contain:
 - a summary of the adverse impact and any possible mitigating actions (in section 4.4 or an appendix if necessary)
 - the full equality impact assessment (as an appendix)
 - the equality duty – see page 9 (as an appendix).

Equality Act 2010

The Executive must have due regard to the public sector equality duty when considering Council reports for decision.

The public sector equality duty is as follows:

1	<p>The Council must, in the exercise of its functions, have due regard to the need to:</p> <ul style="list-style-type: none"> (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
2	<p>Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:</p> <ul style="list-style-type: none"> (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic; (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
3	<p>The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.</p>
4	<p>Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:</p> <ul style="list-style-type: none"> (a) tackle prejudice, and (b) promote understanding.
5	<p>The relevant protected characteristics are:</p> <ul style="list-style-type: none"> (a) Age (b) Disability (c) gender reassignment (d) pregnancy and maternity (e) Race (f) religion or belief (g) Sex (h) sexual orientation

APPENDIX A

GROWTH STRATEGY WORK PACKAGES AND OBJECTIVES

The Snow Hill Growth Strategy will produce a development proposition for the transformation of Snow Hill Station, with a specific objective to 'de-risk' future private sector investment in terms of commercial development opportunities both around and above the current station complex and its environs. In developing the proposition there will be a strong focus on shaping it to maximise the opportunities for private sector investment. Proposed objectives for the project have been broken down into three areas covering Snow Hill Station, regeneration and growth, and wider transport and connectivity. Development viability, deliverability, constructability, affordability, finance and funding will be key components of each work package; an overarching phasing plan and suggested delivery model/vehicle (i.e. joint venture arrangements or Regeneration Company) will also be formulated as part of the project.

Snow Hill Station (see Plan One)

- Assess the opportunities and options for successful and de-risked development over the station through the removal of the current multi-storey car park;
- Provide for successful and de-risked development in and around the station taking into account land holdings in both public (considering the one public estate) and private sector ownership;
- Radically transform the appearance of the existing station including improving the passenger experience through improved accessibility and passenger circulation;
- Provide sufficient rail and passenger handling capacity to address current capacity issues and forecast growth up to 2043 to reflect proposals being consulted upon in the West Midlands and Chilterns Route Utilisation Strategy. These include electrification, the reinstatement of platform 4, Bordesley Chords, Water Orton Improvements and Camp Hill Line stations;
- Transform passenger facilities and the environment within the station and create a new gateway for the Snow Hill district;
- Facilitate the improved operational management of the station, which is compromised by its current layout;
- Improve access to/from/in and through the station for all users;
- Provide improved interchange with the Midland Metro;
- Enable improved pedestrian permeability of the station allowing enhanced connectivity between the station/Colmore Business District and the Jewellery Quarter without the requirement to enter a paid concourse area;
- Consider deliverability, constructability and affordability in the context of the station remaining operational at all times and significantly build upon the lessons learnt from Birmingham Gateway and the CP5 enhancements programme; and
- Develop a phased delivery plan and appropriate delivery models/vehicles to input to the overall development proposition and Growth Strategy.

Regeneration and Growth

- Identify the growth potential across the Masterplan area, focussed in and around the station and its environs, and validate projections and opportunities for development;

- Develop expansion options that would be unlocked as a result of the transformation of Snow Hill Station and consider how constraints can be mitigated, thus 'de-risking' development opportunities;
- Refine options in the context of commercial and economic viability;
- Consider deliverability, constructability and affordability;
- Identify land value uplift as part of economic assessments;
- Consider and identify a suitable delivery model/vehicle; and
- Identify a phased delivery plan and appropriate delivery models/vehicles to input to the overall development proposition and Growth Strategy.

Wider Transportation and Connectivity

- Develop and assess technical options for improving the transport network in the wider Snow Hill Masterplan area, with a focus on modal shift, walking, cycling, urban realm, public transport and air quality in the context of the mandated Clean Air Zone (CAZ);
- Develop options to reduce severance created by the A38 Queensway and enable vastly enhanced connectivity within the Masterplan area;
- Propose two to three 'big moves' to provide a step change in transport infrastructure;
- Consider deliverability, constructability and affordability as part of up to three strategic outline business cases;
- Consider and identify a suitable delivery model/vehicle; and
- Identify a phased delivery plan and appropriate delivery models/vehicles to input to the overall development proposition and Growth Strategy.

Key Deliverables

In the context of the above objectives and work package breakdown the key deliverables are as follows.

Snow Hill Station

It is proposed that work in the Snow Hill Station package follows the Guide to Rail Investment Process (GRIP) as defined by Network Rail to Stages 2 and 3. This work will build upon the current GRIP Stage 2 report produced by Network Rail to develop options to increase the passenger handling and circulation capacity of the station within the existing footprint. To date this work has not considered or explored potential options (including risks) to develop over the railway by removing the existing multi-storey car park, nor wider development opportunities in and around the station complex.

GRIP Stage 2 – aim - Define the scope of the investment and identify constraints. Confirm that the outputs can be economically delivered and aligned with network strategy.

GRIP Stage 2 – output - Identifying solutions in response to the requirements.

GRIP Stage 3 – aim - Develops options for addressing constraints. Assesses and selects the most appropriate option that delivers the stakeholders' requirements together with confirmation that the outputs can be economically delivered.

GRIP Stage 3 – output - Single option determined and stakeholder approval to option secured through Approval in Principle [AIP].

The main risks to the successful transformation of Snow Hill Station and the realisation of significant private sector development opportunities rest within the station environment. Key constraints will be identified at GRIP stage 2 including structural surveys to determine the integrity of the existing station building and multi-storey car park; demolition and constructability in a live station environment (station and development above and surrounding Snow Hill); capacity of utilities; passenger and rail capacity; external interfaces with other modes; external property and land ownership interfaces; planned rail improvements; rail regulations and procedures; interface with train operating companies; planning and permitted development requirements; and union considerations in the context of station change.

GRIP stage 3 will develop options for addressing the above constraints and seek approval in principle from all key stakeholders in respect of a preferred option. Within the GRIP 3 report financial and economic viability will be established along with overall deliverability, constructability, affordability and the production of a finance and funding plan. A phased delivery plan will also be produced along with a proposed delivery model/vehicle involving key public and private sector partners.

Regeneration and Growth

The regeneration and growth work package will identify development options in the wider Snow Hill Masterplan area that could be realised with the transformation of the station; this is a key lesson learnt from the Birmingham Gateway project and also reflects work undertaken for HS2 Birmingham Curzon.

Work will focus on the areas highlighted in Plan Two and similarly to the station package identify key constraints, risks and development opportunities. Particular reference will be given to establishing an infrastructure baseline, land ownership, capacity of utilities, phased regeneration and growth options, viability and overall deliverability, constructability, affordability, funding and financing. The work package will also consider local connectivity within the area and how sustainable development can be facilitated including alignment with BCC's current work around parking provision, a revised parking policy and evolving work on the mandated Clean Air Zone.

Further to engagement with key stakeholders a preferred options report will be produced setting out phased development options and measures to address constraints necessary to de-risk opportunities for the private sector. Again proposals will be developed in respect of an appropriate delivery model/vehicle.

Wider Transportation and Connectivity (see Plan Three)

The wider transportation and connectivity work package seeks to enable sustainable development within the Snow Hill Masterplan area and realise opportunities that could be achieved with a modal shift away from the private car to public transport, walking and cycling.

Taking into account schemes already under construction or planned through the HS2 Growth Strategy, Local Growth Fund and West Midlands Combined Authority Devolution Deal, the work package's primary focus will be on options to address the environmental, connectivity and severance impacts imposed by the A38 Queensway. Building upon previous work a preferred option for the future of the A38 Queensway will be developed and assessed using BCC's city centre SATURN model, which is currently being updated to incorporate major infrastructure changes made over the last 5 years. Possible options include:

- Do nothing;
- Sink the current A38 into a deep continuous tunnel between Dartmouth Circus and Suffolk Street Queensway;
- Sink the A38 Great Charles Street Queensway into a shallow 'cut and cover tunnel' in the vicinity of Snow Hill to reduce severance between the Colmore Row area and the Jewellery Quarter;
- Abandon the A38 Queensway tunnels and close without mitigation i.e. let traffic find alternative routes and encourage modal shift; and

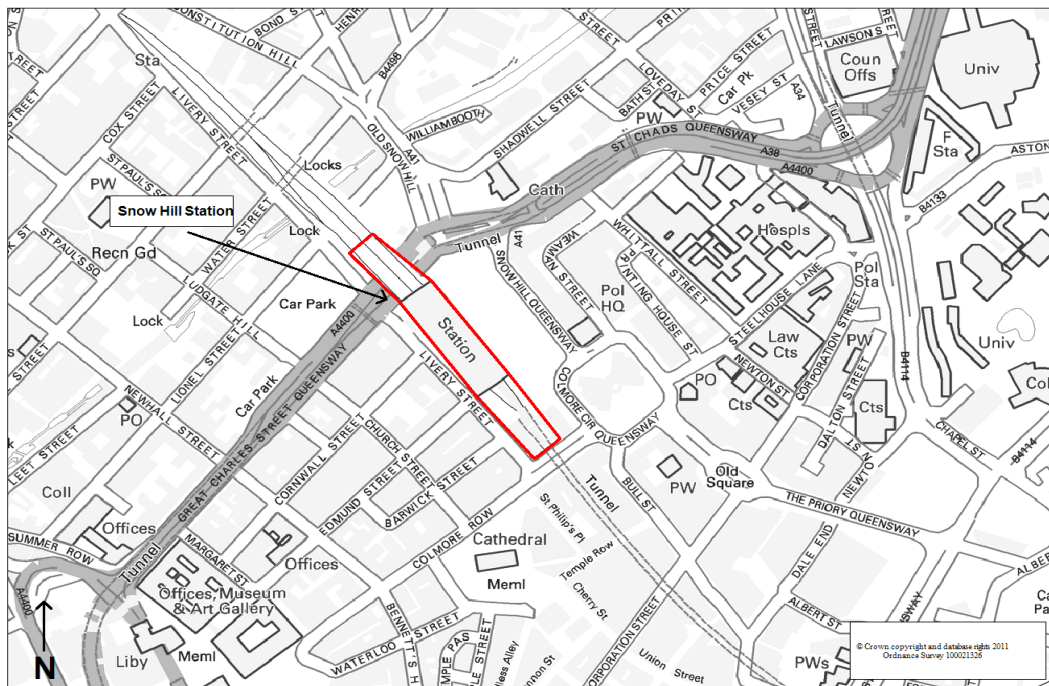
- Abandon the A38 Queensway tunnels and mitigate impacts with further improvements to the city's ring road in conjunction with planned public transport enhancements.

From the above work two or three big moves will be developed and strategic outline business cases produced in accordance with the 5 cases required for a transport appraisal. Again deliverability, constructability, affordability, financing and funding will be key aspects of this task.

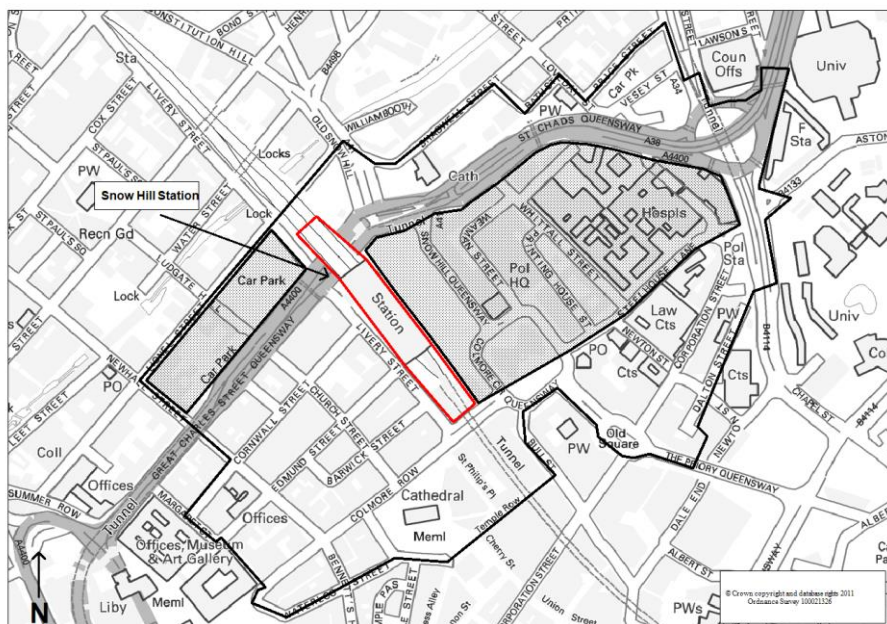
Growth Strategy

It is proposed that the final deliverable will be in the form of a Snow Hill Growth Strategy, which will holistically join and present the work undertaken for each of the work packages.

Plan One – Snow Hill Station Work Package Boundary



Plan Two – Regeneration and Growth Work Package Boundary



Plan Three – Transport and Connectivity Work Package Boundary

