



**BIRMINGHAM  
BIG  
CITY  
PLAN**

Curzon Investment plan

June 2016

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It is an unprecedented time for the Greater Birmingham area. We are experiencing an economic renaissance fuelled by significant private investment and the implementation of major infrastructure schemes. The proposals for High Speed 2 (HS2) will further enhance this position, providing unrivalled connectivity and bringing huge growth and jobs benefits.

Since 2014 the Greater Birmingham and Solihull Local Enterprise Partnership (LEP) and Birmingham City Council have been developing plans to maximise the potential of HS2 in the city centre.

The launch of the Curzon Masterplan in February 2014 set the aspiration for growth around the City Centre HS2 terminus station. The subsequent publication of the Midlands HS2 Growth Strategy in April 2015 established how we are going to maximise the impact, attract significant private sector investment to the region and deliver local infrastructure.

The Growth Strategy was a statement of intent for how we will utilise HS2 as a catalyst for growth. This, combined with local commitments, will lead our investment in the people, businesses and places across the region.

For the Curzon area The Devolution Deal, announced in December 2015, secured a major extension of the City Centre Enterprise Zone (EZ) to fund the local infrastructure necessary to unlock growth. In addition there was the commitment to capital funding for the £137m Digbeth Midland Metro tram extension.

The EZ was first launched in 2011 and provides the unique ability to retain and then target the uplift in business rates to fund local infrastructure and unlock development.

The recently agreed expansion of the EZ, with an additional 44ha of land and the time period for the retention of the uplift in business rates extended from 2038 to 2046, will provide the mechanism to fund a £724m investment programme for the Curzon area. This programme is detailed through this investment plan.

Delivering this infrastructure across the Curzon area will help drive major growth and regeneration with over 600,000sq.m. of commercial space, 4,000 homes, 36,000 jobs and over £1.7bn of private sector investment attracted.

By launching the Investment Plan the LEP and City Council are committing to the long term delivery of growth to maximise the impact of HS2.

**Andy Street**

Chair,  
Greater Birmingham & Solihull LEP

**Councillor John Clancy**

Leader,  
Birmingham City Council

# 4 Introduction

HS2 is a once in a century opportunity for the City to enhance its national rail connectivity and accelerate its economic growth potential.

It arrives in Birmingham in 2026 with a new terminus station, Birmingham Curzon. The new high speed rail service will provide radically improved connectivity linking the city with both London as phase 1 and Manchester, Sheffield, Leeds and Crewe as phase 2. It will bring upward of 25,000 passengers per day to the city centre.

Alongside the significant improvements in rail connectivity, the arrival of high speed rail will spark a new wave of growth and development in the city centre and beyond.

At the heart of this opportunity is the new HS2 station, located within the city centre and with close proximity to the existing Moor Street and New Street stations.

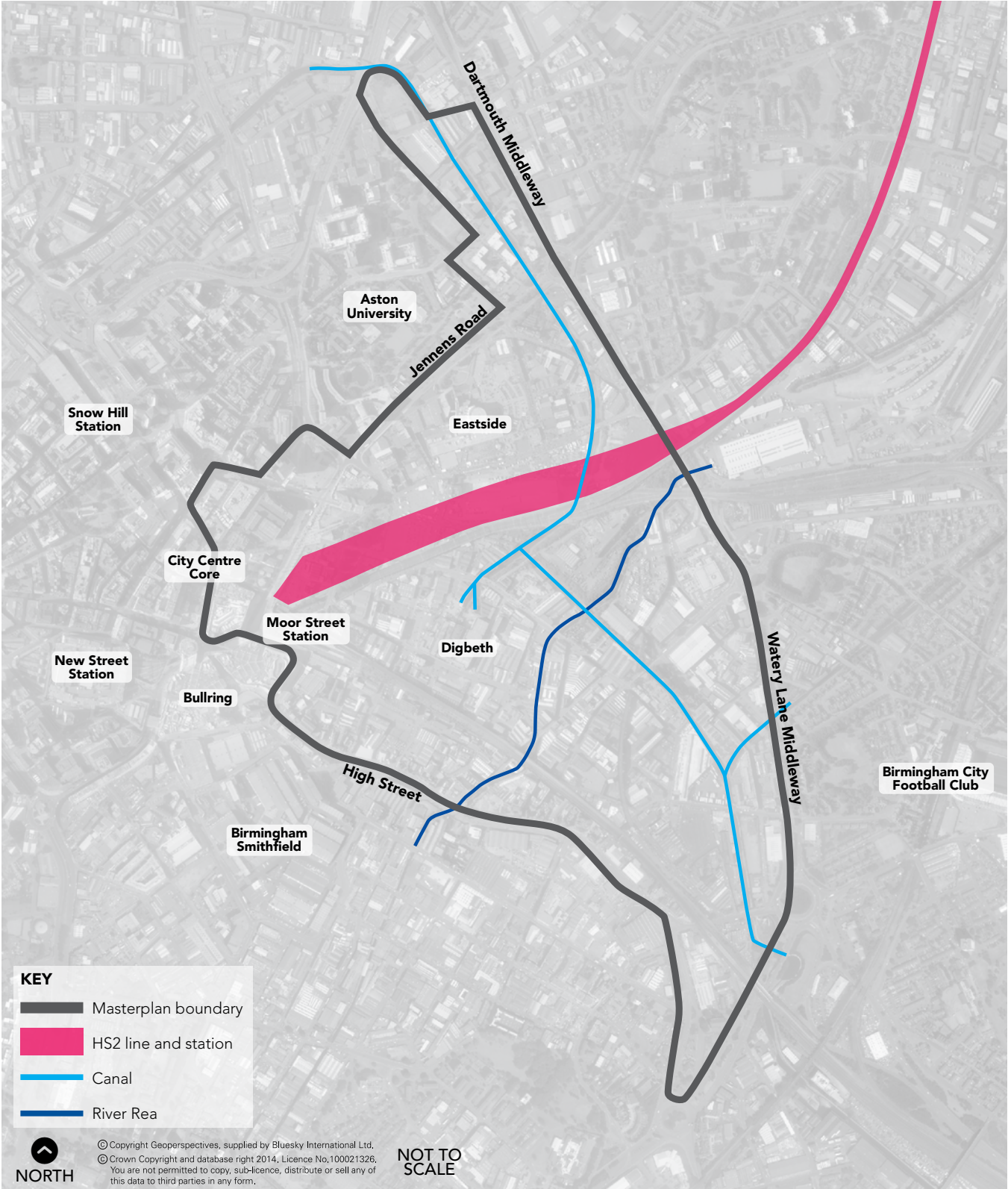
The Curzon Investment Plan sets out how the regeneration potential of this opportunity will be maximised through a £724m programme of local infrastructure that will integrate the new rail terminus and unlock wider development. The Curzon Investment Plan responds to the strategic direction set by the Curzon Masterplan, launched in February 2014. The masterplan sets out how a fully integrated city centre terminus station can, alongside a package of wider interventions, unlock significant development opportunities across a large part of the City Centre.

The plans for Curzon sit within a region wide strategy that will ultimately deliver investment of £4.4bn, including new transport infrastructure and major new economic growth.

This region wide plan, the Growth Strategy, was published in April 2015. The HS2 Midlands Growth Strategy has seen partners across the Midlands collaborating on HS2 to secure the best outcomes for the region. This work has been overseen by the Greater Birmingham and Solihull LEP (GBSLEP) and will be incorporated into the West Midlands Combined Authority (WCA).

The Growth Strategy leverages the benefits delivered by HS2 to drive local growth on a nationally significant scale over and above the construction of HS2. This will be achieved through targeted packages of interventions that are tailored to the local context. It will ultimately drive job creation, increased productivity and generate net national growth. The plans for Curzon are an integral part of delivering the region wide strategy.

The primary funding source for the Curzon package is the City Centre Enterprise Zone (EZ). The EZ was first established in 2011 by the GBSLEP and enables the retention of uplift in business rates generated by the zone to be re-invested. As part of the Midlands Devolution Deal (2015) the EZ was extended to cover the Curzon area, to enable the delivery of local infrastructure to drive growth. Alongside the existing EZ Investment Plan (2014) of £275m, Curzon is the primary priority for EZ investment, attracting significant private sector investment and delivering growth and jobs.



**Plan 1** Birmingham Curzon HS2 Masterplan Area and City Centre context

# Curzon Investment Strategy

As a key site within the HS2 network, Birmingham Curzon will become a focal point for transformation, development and economic growth.

The Curzon Masterplan establishes how the arrival of HS2 can be maximised and the growth and regeneration opportunities around the terminus station unlocked. Covering 141 hectares of the City Centre, with the area centred on the station, the strategy of the masterplan is:

- For the delivery of an integrated world class station. In order to deliver successful regeneration and act as catalysts for growth, the station must become a destination in its own right, and open up connections to the wider area. This will include its immediate surroundings as a place that enables activity and movement of people.
- A series of big moves to achieve this integration and support wider growth and regeneration. The big moves include:

- Station design to create a landmark building and arrival experience.

- Creation of a high quality setting for the station with public squares and spaces to create an attractive destination, open up surroundings, improve access and create conditions for growth. This includes:

**Paternoster Place** - connecting into the Digbeth Creative Quarter by bridging the west coast mainline.

**Curzon Promenade and Curzon Square** - creating the station in the park and providing a setting for the original Curzon Station building (Grade I listed building).

**Station Square and Moor Street Queensway** - first point of arrival and connecting, via a high quality space and environment, the city centre office and retail core with the station.

**Midland Metro Tram** - connecting the station with the wider city centre network and continuing the line into Digbeth. This will be the first phase of the eastern extension that will see the line go out through East Birmingham and north Solihull to UK Central and the Airport.

- Wider network of public transport and public realm improvements promoting walking and cycling to integrate the station and surroundings into the wider city centre and beyond. This will play a central role in creating an attractive environment for business, workers, residents and visitors with the quality of the environment directly linked to key investment decisions.
- To unlock opportunities for development linking into the wider city centre growth agenda set out in the Big City Plan.

### Growth opportunities

The masterplan focuses on utilising HS2 as a catalyst for growth across the Curzon area, enhancing the city centre's existing assets and supporting new development. These growth opportunities include:

**Expanding The Central Business District** - home to the largest centre for the business, professional and financial services outside London with over 40,000 employees and 500 businesses. The plans for Curzon will see the district expand.

This will include the redevelopment of major strategic sites such as Martineau Galleries.

**The Digbeth Creative Quarter** - home to leading digital media, tech and creative companies the quarter is set to expand significantly on the back of the arrival of HS2. Through the Curzon Masterplan there are clear proposals to integrate into the wider city centre and neighbouring Knowledge Hub.

**The Knowledge Hub** - focused to the north of the HS2 station this area is home to over 20,000 students and a number of leading educational establishments including Aston University, Birmingham City University and the national college for High Speed Rail. Bringing together the research and innovation capabilities, it will provide an international leader supporting economic growth across a range of sectors.

**Residential Communities** - creating new neighbourhoods across the Curzon area enhancing the city living offer and providing places that complement the commercial, leisure and cultural activity including homes for the future workforce.

Realising this vision, by building on its principles and setting the framework for an investment programme, will help deliver a number of economic benefits:

- 600,000sq.m of employment floorspace.
- Over 4,000 new homes creating additional local expenditure of £41m per year.
- 36,000 net new jobs by 2056 creating GVA per annum of £1.4bn.



### Wider opportunities

In addition the following neighbouring opportunities will benefit through the catalytic effect of HS2 and investment across Curzon including:

**Southern Gateway** - a 61ha regeneration area that will see new residential neighbourhoods with over 5,000 homes delivered.

**Birmingham Smithfield** - a 14ha site delivering a new place for the city with vibrant new markets, cultural offer and family leisure and entertainment, alongside 2,000 new homes as part of an exemplar neighbourhood. The site is adjacent to the Curzon Masterplan area, and this proximity will bring new impetus and activity. A masterplan for the site was launched by the City Council in March 2016.

**Snow Hill District** - adjacent to the existing business district this 42ha area will see 200,000sq.m commercial and 2,000 residential units. In October 2015 the City Council adopted the Snow Hill Masterplan, setting out clear proposals, including enhanced connections to the HS2 terminus.

**East Birmingham and North Solihull** - benefiting from the Midland Metro connection and proximity to the HS2 growth hubs at UK Central and Curzon. This area will be dramatically transformed with new neighbourhoods and commercial development.

HS2 will also benefit the wider City and region supporting new investment to unlock further growth. This includes its role in the Midlands 'Engine for Growth', with the potential to ensure that

the City's manufacturing and other sectors can benefit from HS2 arriving in the City. With HS2 placing Birmingham into London's Zone 4 for journey travel times, it will enhance the attractiveness of the City and the wider area's housing and business offer.



Birmingham Curzon Masterplan

### The investment package

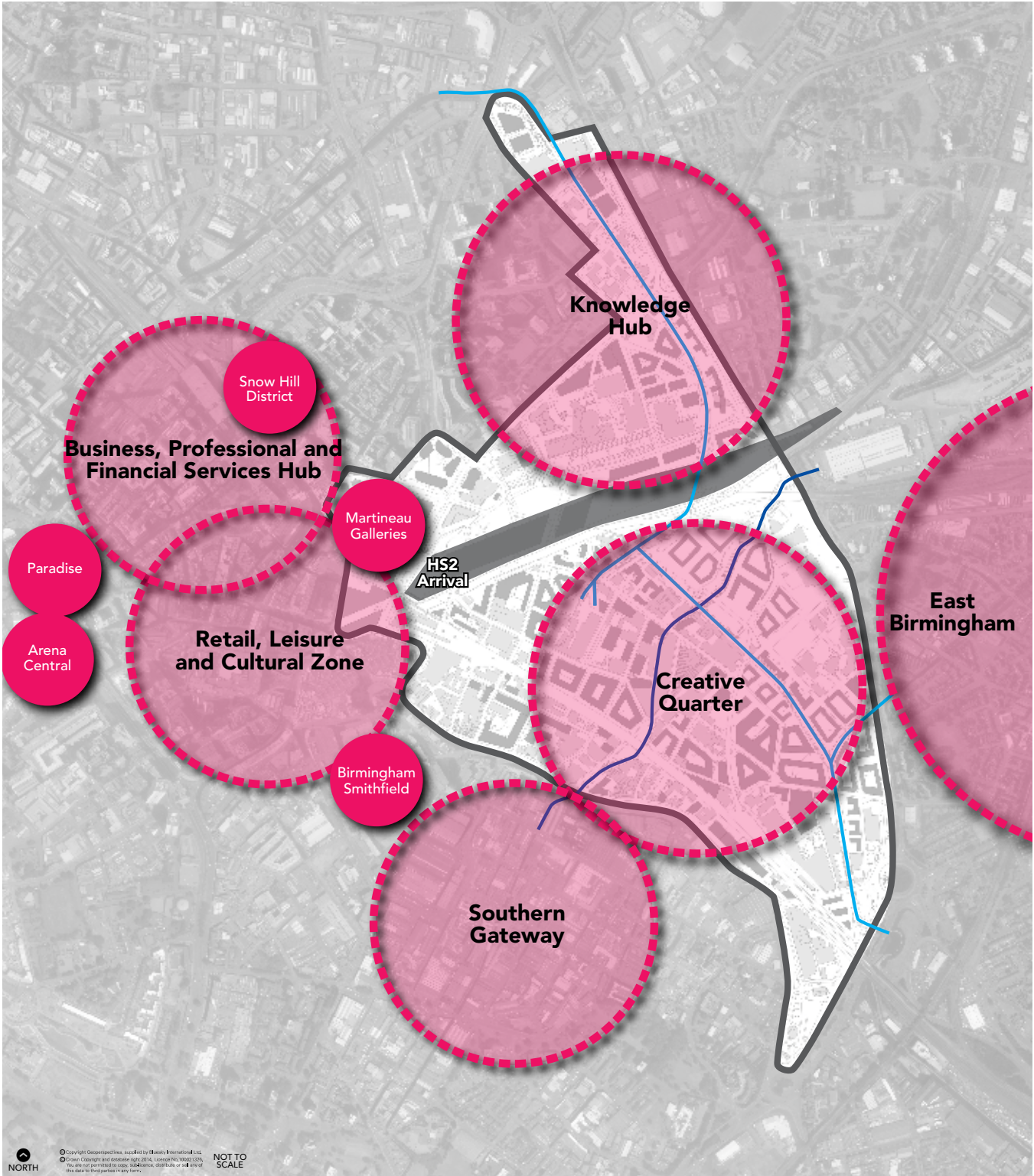
Key to unlocking growth and maximising the potential is the delivery of a local infrastructure investment package for the Curzon area consisting of two phases:

- Phase One - upfront investment in the infrastructure required to unlock growth immediately around the station including HS2 Station Environment (Big Moves), Metro Extension to Digbeth, Site Enabling works and public realm and local transport improvements.
- Phase Two - further investment over the wider area including area wide public realm, local transport/highway improvements, Social Infrastructure and supporting infrastructure for the growing residential population.





Improving accessibility and connectivity will also be essential for driving growth. Investment will be required to support the proposals to expand the Metro through Digbeth, works to the transport network and new public realm for pedestrians.

In order to unlock growth and maximise impact, investments will need to be targeted to respond to the key deliverables, outcomes and strategy of the masterplan. These will be underpinned by a series of investment priorities and decisions to fund projects within these phases, informed by investment drivers that are essential to delivering the financial model that makes this programme, and the wider EZ, viable. The initial focus will be on phase one and making sure the infrastructure around the station successfully delivers the objectives of integrating the station into the City Centre. Successful delivery here will then set the foundations for implementing phase two, and the wider investments that will deliver further floorspace, jobs and business rates.

The unlocking of business rates is a principle driver, as this is essential to meeting the EZ Prudential Borrowing commitments that form a significant element of the funding package. The growth across Curzon will also involve the creation of new communities and the delivery of homes and associated infrastructure, which is a key component for the Investment Plan.



**KEY**

-  Masterplan boundary
-  HS2 line and station
-  New development block
-  Places for growth
-  Canal
-  River Rea

# Investment programme

Delivering the vision and growth potential outlined in the Investment Strategy requires a comprehensive programme that sets out the projects to be delivered and the resources required to implement them.

By utilising the funding commitments agreed in the Devolution Deal; combined with the integration of existing programmes and financial mechanisms made available through the extension to the Enterprise Zone, a £724m funding package has been identified to deliver local infrastructure, unlock development and maximise growth across the Curzon area.

Within this package investment of up to £556.8m, earmarked from the Enterprise Zone has been identified as necessary to deliver the additional regeneration benefits and other place making opportunities. This Investment Plan focuses on how this funding will be prioritised and targeted in line with the investment strategy.

This programme is built around 2 phases:

## Phase 1 (2016-2026 - £399m)

- Upfront investment in the infrastructure required to intergrade the station and unlock growth immediately around it including strategic sites.

## Phase 2 (2026-2038 - £325m)

- Further investment over the wider area including public realm and local transport/highway improvements to unlock the full potential for growth in housing and jobs across the Curzon area.

Tables 1 and 2 set out the total Curzon investment programme worth £724 million. Based on funding commitments of £167.2m it has been identified that EZ resources of £556.8m are required to deliver this Investment Plan.

As part of the programme, specific revenue projects will be delivered including resources to manage the programme.

Table 2 sets out the total revenue costs. The programme will be managed by the Curzon Delivery Board, which will require an appropriate level of resource to fulfil its responsibilities. This includes salary funding for a Curzon Delivery Team and associated project development costs, which are essential if the objectives and benefits are to be achieved. A programme of this scale requires dedicated support.

Table 3 sets out the funding commitments already identified and includes resources to deliver the Metro extension to Adderley Street and an existing commitment from the EZ. It's anticipated that



Birmingham Curzon concourse entrance

further funding would be secured from the public and private sectors as projects are developed and the financial model will be updated to reflect this.

The plan sets out the approach for the overall investment programme, with a greater level of information for those projects within Phase 1, which is associated with upfront infrastructure around the station. Phase two will proceed as the income becomes available from the growth in business rates but is essential to realise the full growth potential.

The Investment Plan will be a live document that will be updated every 3 years to ensure projects are progressing and being developed in line with the Investment Strategy. It is proposed that each investment theme will be co-ordinated by a 'Working Group' that will be responsible for developing a programme of activity, which sets out the detail of the work to deliver the projects for the following 2 years. A programme of key tasks and milestones for 2016/17 is set out in Appendix 1.

Delivering the vision set out in the Curzon Masterplan will require a wide range of activity that will build on the opportunities created by the Station and Metro extension. These major pieces of infrastructure will unlock sites and areas of the city centre that have not yet realised their full potential. By targeting the investment at these areas it will be possible to deliver the new employment floorspace, that are necessary to drive the uplift in business rates that supports the EZ resources.

Capital project	Promoter	Total (£m)	Phase 1 to 2026 (£m)	Phase 2 2027-2038 (£m)
HS2 Station environment	BCC	44.2	44.2	0
Metro extension to Digbeth	Centro	137.2	137.2	0
Site enabling works	BCC	101.6	91.6	10
Local transport improvements	BCC	109.8	40.5	69.3
Connecting economic opportunities	BCC	149.8	38.9	110.9
Social infrastructure	BCC	109.9	0	109.9
<b>Sub total</b>		<b>625.5</b>	<b>352.4</b>	<b>300.1</b>

**Table 1** Curzon investment programme

Revenue costs	Total (£m)	Phase 1 to 2026 (£m)	Phase 2 2027-2038 (£m)
Investment programme - delivery vehicle operating costs	44	28.8	15.2
Business development	22.5	14.5	8
Marketing	5	3.4	1.6
<b>Sub total</b>	<b>71.5</b>	<b>46.7</b>	<b>24.8</b>
<b>Total</b>	<b>724</b>	<b>399.1</b>	<b>324.9</b>

**Table 2** Revenue delivery vehicle operating costs

Funding source	Value (£m)
Extended EZ	556.8
Existing EZ Investment Plan (2014)	30
Metro funding - West Midlands Combined Authority	137.2
<b>Total</b>	<b>724</b>

**Table 3** Funding commitments

## HS2 Station

### Introduction

Ensuring that the Station integrates with its surrounding environment is a key objective for transforming this area of the City Centre. Delivering a programme, based around the 'Big Moves', will interlink with the development of the station and ensure its integration into the fabric of the city centre unlocking the growth of the wider area. The design of the station is a key priority to ensure the wider benefits can start to be realised.

### Value

The station and its immediate environs will be funded by HS2 Ltd and no resources are required through this Investment Plan. However, in order to deliver the truly transformational impact of the station, funding is needed to deliver the place making and connectivity aspects that are additional.

### Timescales

The station will commence construction in 2021/22, and open in 2026. Whilst some of the delivery milestones for these projects are known and are outlined in this chapter, they are dependent on the

overall programme for the design and construction of the station as proposed and owned by HS2 Ltd. This programme will then influence the delivery of the immediate place making projects that will integrate the station into the wider area. The Investment Plan will be updated to reflect the timescales and their cost implications for this programme as more detail is made available.

### Delivery partners

Led by HS2 Ltd, this is an ambitious programme and will require multiple stakeholders to come together quickly to meet the timescales set out by Government.

The Station will be funded by Government with input from key stakeholders, including the City Council and Centro, to reflect the design principles set out within the Curzon Masterplan and the assurances secured to the Hybrid Bill. Achieving high quality design, which integrates the station into its surrounding environment is a key challenge. HS2 Ltd, in partnership with the City Council, will bring together a Design Review Panel that includes specialist architects and urban designers, to influence the station design and help ensure it meets the objectives set out in the Curzon Masterplan.

## HS2 Station environment

Ensuring the station building is seamlessly linked into the wider city centre is vital for creating a world class arrival point and unlocking growth and development. To address this, a number of projects that provide important place making elements will be delivered alongside the station. These are over and above the design, as set out in the HS2 Hybrid Bill, but assurances have been provided that will allow for these to be incorporated within the final scheme. The Design Review process will have an integral role in the process.

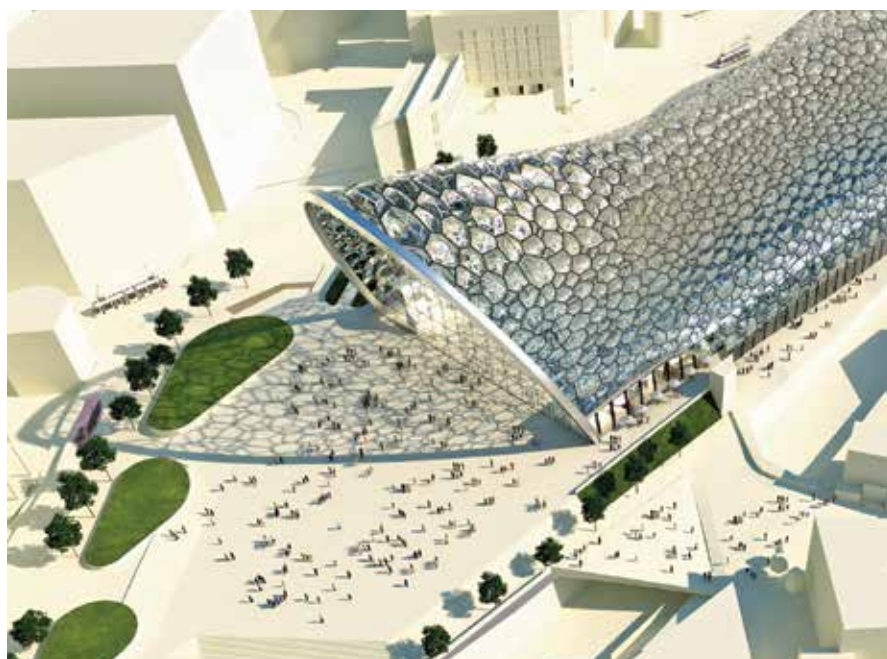
### Value

It is estimated that local improvements totalling £44m will be required.

## Station Square and Moor Street

### Introduction

A major new 'gateway' space to provide the sense of arrival for visitors by High Speed train and from the adjacent Moor Street station. The proposal will see Station Square linked with the Moor Street Queensway to create an area where pedestrians and transport can move efficiently and safely within one high quality public space. This will be vital in connecting into the city centre core and creating a seamless link into the central business district, retail core and interchange with New Street Station and Moor Street Station. The creation of a one-station concept, which includes integrated transport and radical re-prioritisation of movement, including use of St Martin's Queensway, will form part of this project. The intention is to rationalise the road space and close it for private vehicles, whilst introducing Sprint as the dominant public transport offer.



Birmingham Curzon HS2

### Timescales

Over the next 12 months work will take place to determine the preferred concept, this will inform HS2's Design Ambitions document that will become a design brief for the proposed HS2 station and surrounding public realm, which is forecast to commence in 2018. In addition this work will inform the preparation of Centro's Metro extension proposals, which will be coming forward in 2017 within a Parliamentary Bill under a Transport and Works Act.

Transport modelling to draw up the preliminary design for the engineering works will commence in 2016.

It's anticipated that final designs for the public realm will be drawn up in 2017. Following approval of the preferred option, development terms will be agreed amongst partners and work will be ongoing to finalise the design, initiate procurement and secure planning in preparation for starting on site in early 2020 in line with the delivery of the station.

### Delivery partners

Station Square is the space immediately in front of the station and will fall within the perimeter of the station to be delivered by HS2 Ltd. The City Council in partnership with HS2 Ltd and Centro, will lead on works to the wider public realm. To achieve the objective of both projects being delivered as one scheme, the preferred delivery model is to work closely with HS2 Ltd to commission the same architect for both schemes and align the respective work programmes.

## Paternoster Place

### Introduction

As the primary gateway to Digbeth from the station and the City Centre Core, Paternoster Place will be a pedestrian space that will open up the regeneration potential of the Digbeth Creative Quarter and interface with Moor Street

Station. With a number of under-utilised sites and buildings there is great potential for regeneration by linking the Station with Digbeth.

Rather than becoming just a functional link, the funding identified within this Programme will enable this scheme to become a wide and attractively landscaped route that will bridge over part of the existing railway and provide a high quality entrance to Digbeth, vital for improved pedestrian access and a catalyst for further private investment.

### Timescales

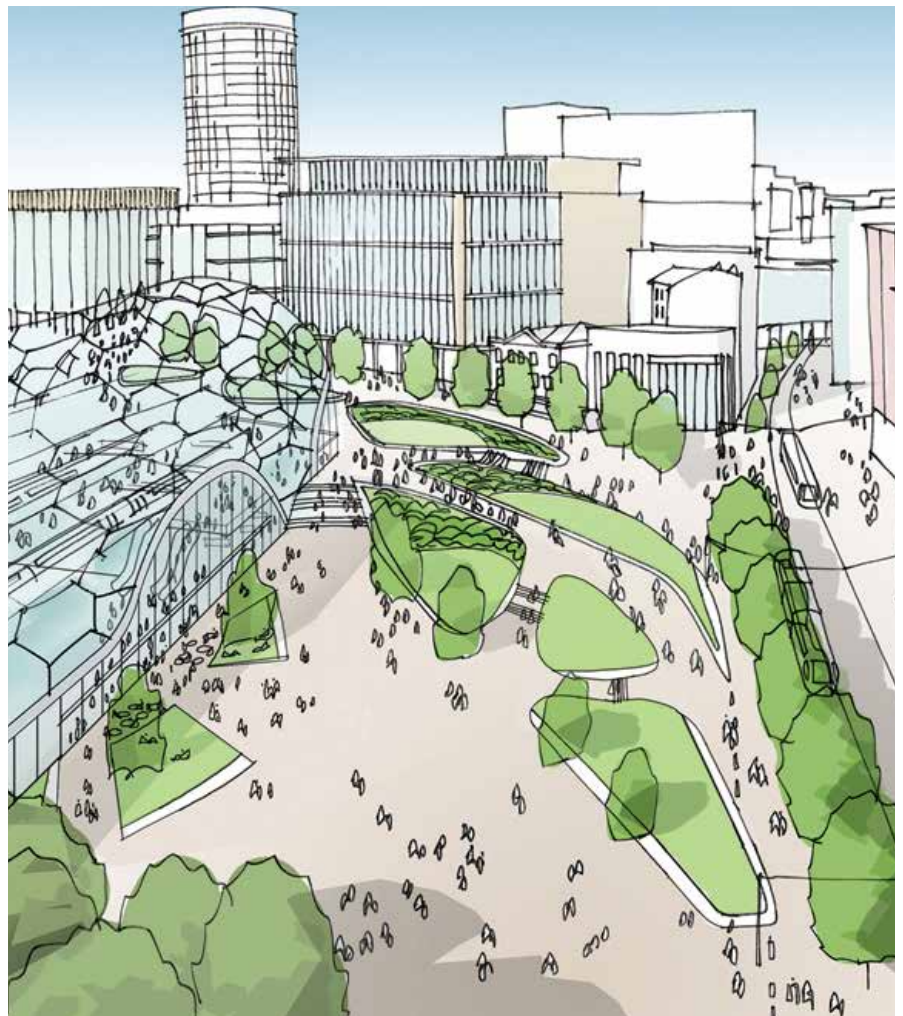
The delivery of this project is an important early win and with

roads closing in 2017 as part of the HS2 Ltd programme, this will help access to Digbeth whilst construction takes place.

The preferred option will be agreed in summer 2016 and incorporated into the Station design competition commencing in late 2016 with a final design in 2017 and works expected to commence in 2018/19.

### Delivery partners

HS2 Ltd will lead on design and planning, and options explored to secure land ownerships. Close working with Network Rail and Chiltern Railways is also required as the project impacts on the adjacent mainlines.



Curzon Promenade

## Curzon Promenade and Curzon Square

### Introduction

As an extension to Eastside City Park the Promenade will set the Station within a green landscape. The area will be a hive of activity that includes a continuous mix of retail and leisure uses, with potential offices above the ground floor of the station, which interacts directly with the landscaped Promenade that will extend the feel of the Park into the City Centre Core. Curzon Square will be a stretched event space into the City Park that will form part of the station that welcomes passengers from the station itself into the area. The space will also be shared with an extended Metro line.

### Timescales

Initial work will focus on designing and agreeing the preferred scheme intergrated with the station and agreeing the development terms, which will target completion by the end of 2018. Works on site are expected to commence in early 2020 in line with station works.

### Delivery partners

Design, planning and delivery will be led by HS2 Ltd. The City Council will be involved closely to ensure the place making requirements as set out in the Masterplan are incorporated within the final scheme and will lead on securing additional resources if required. Centro will be integral to delivery as the works will need to align with the Metro extension which will be routed through the area.

## Metro extension

### Introduction

An extension of the Metro is proposed between the City Centre and Adderley Street and will run through the heart of the Curzon area. Four stops are proposed at:

- Albert Street - Serving the Martineau Galleries Site.
- Birmingham Curzon - On New Canal Street under the station concourse.
- Fazeley Street.
- Adderley Street.

Integrating the Metro with the station will be vital and creating a wide pedestrian boulevard linking the Knowledge Hub and Digbeth is essential as part of this.

In addition to the HS2 station it will provide local and regional access to Digbeth, including Birmingham Coach Station, Custard Factory, and key strategic sites such as Typhoo Wharf. It will also provide important access to the Southern Gateway

and Birmingham Smithfield. Beyond this plans are being developed to further extend the Metro line beyond Adderley Street through East Birmingham and North Solihull finally connecting with UK Central including the HS2 Interchange, Airport and NEC in Solihull. This will be a priority for EZ investment with funds allocated.

### Value

The Digbeth extension will cost £137m funded directly from Government grant secured through the Devolution Deal.

### Timescales

The principle of the route has now been confirmed and works are expected to start in 2019 following approval to the Transport and Works Act Order Submission in 2018. The extension will complete in 2023. The initial focus will be in preparing the Full Business Case and the design work for the route through Digbeth, which will look at issues such as public realm and addressing existing services and accessibility.



Metro extension at New Canal Street



## Unlocking and enabling strategic sites

### Introduction

The Curzon masterplan identified a significant number of opportunities to accommodate commercial and residential development. A large number of these sites face constraints to development and local interventions will be required to support initial viability. Across the area there are a number of strategic development opportunities that will require investment to bring them forward. Unlocking these sites will be important to delivering the economic impact that will create uplift in business rates and support maximising growth potential of HS2. Interventions will include gap funding, site acquisition and access improvements.

The Digbeth area is seen as having the ingredients to become one of the most distinctive and vibrant creative quarters in Europe, building on the direct connections from the station that will unlock the area and proximity to the Knowledge Hub and business district. It is however an area characterised by old industrial land and buildings with constraints but the potential is significant. Already plans are emerging to bring the 3.2ha Typhoo Wharf site forward as part of the 'Knowledge Hub' proposals led by a partnership of business investors and academic institutions, including Birmingham City University.

Support for mixed use residential schemes will be central, utilising canal networks, removing heavy industrial uses and clearing sites for development.

Other major strategic opportunities exist across the wider area including at Martineau Galleries and funding will be utilised to kick start schemes as required.

### Value

A budget of £101m has been allocated towards this theme and will be utilised for interventions based on business cases that set out the benefits to be delivered.

### Timescales

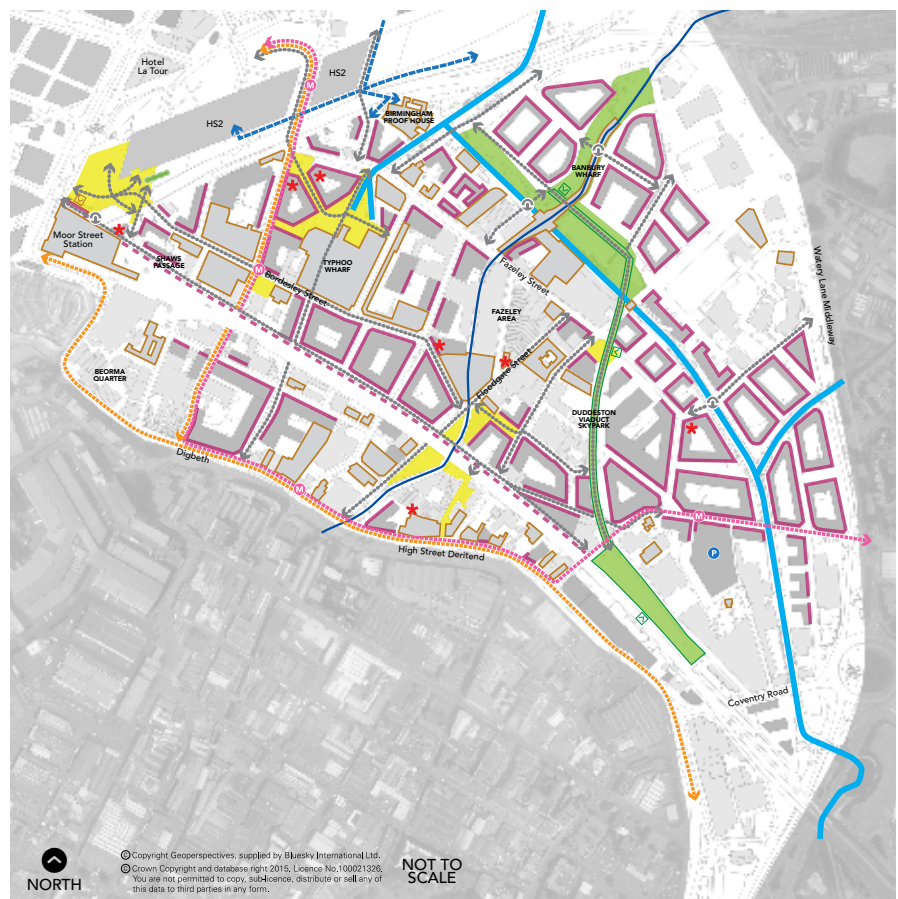
A detailed programme for delivering these sites will be developed. The first task will be to engage with landowners and stakeholders to identify a common vision for the area and priority sites to be brought forward. A masterplanning exercise for the canal corridor will be delivered alongside a review of the planning and conservation area policy for the wider area. Other activities

will include the launch of a site development fund.

### Delivery partners

With multiple landowners strong partnership working will be required to bring these sites forward. There are a small number of major landowners that have a major stake in the area and will be responsible for driving forward a number of sites. The City Council will support landowners and investors/developers identifying the delivery arrangements to take forward sites and address constraints.

Other partners include Network Rail, Universities and the Homes and Communities Agency.



KEY					
	New development block		Listed building		Green wall
	Green space		Landmark building		Canal
	Viaduct Skypark		Metro route/stop		River Rea
	Public space/square		Sprint bus route		New bridge
	Shared surface		Park and ride		Access to HS2 station
	Active frontage		Taxi and service route		Access to viaduct
	Improved pedestrian/cycle connection		Taxi drop-off		New access to Moor Street Station
			New parking		HS2 Transformer

Plan 2 Creative

## Connecting economic opportunities

### Introduction

Enabling new development opportunities and encouraging investment cannot be achieved without well connected places along routes that are safe to use.

Projects through this Investment Plan will deliver a number of public realm, cycling and walking initiatives across streets, canals and open spaces.

Initiatives include public realm works in Digbeth, with a major scheme for the High Street, where the quality of the environment and pedestrian facilities are poor and have become a key issue often raised by landowners and prospective investors. This will intergrate with the Metro and create connections to Birmingham Smithfield and the Southern Gateway.

Linking key development sites will also be important, utilising the unique assets within the area, such as the railway viaduct and canals. The proposals for the 'Knowledge Hub' include plans to introduce major public realm works to connect the area to other sites such as the proposed STEAMhouse

project at the Typhoo Wharf building.

The proposed Duddeston Viaduct Sky Park, a new destination public space and green walking route to be introduced through the Curzon area, linking residential neighbourhoods and business opportunities is a long term scheme.

Improvements will also be vital to open up links into the wider City Centre and East Birmingham.

### Value

Investment of £150m has been identified.

### Timescales

This investment will be phased through focused intervention on areas close to the station followed by links to development sites that will come forward as the impact of HS2 takes hold. Initially the focus for public realm works in 2017 will be designing a scheme for Digbeth High Street, where works could start on site connected with the Metro and other early wins around the northern end of Digbeth.

Delivering the Duddeston Viaduct Sky Park is a longer term objective for the programme.

### Delivery partners

Works will take place on both public and private land and partners will be identified according to the schemes being taken forward. Work will happen collaboratively in prioritising projects and agreeing how they should be delivered including use of S278 arrangements.

Where transport works are involved, the City Council will work closely with Centro, HS2 Ltd. and utility companies to align works wherever possible and minimise disruption for businesses and residents.

## Local transport improvements

### Introduction

The scale of construction over the life of the programme will require fundamental changes and improvements to the local transport infrastructure. The development of both the HS2 Station and Metro will result in some road closures, which require mitigation elsewhere in the network to accommodate the displacement of traffic. Key projects will be the closure of New Canal Street, Park Street and Fazeley Street and the redevelopment of Moor Street. Further traffic improvements will also be required in the areas surrounding the station to enable wider development to take place. In addition there are highway pinchpoints, parking pressures and general access issues throughout the area that will need to be addressed to enable new development. Schemes will be funded to improve movement throughout the area, with public transport and cycling routes.

### Value

£100m has been allocated for the works with priority projects as part of a wider programme required early to improve accessibility and facilitate key development sites.



View from Fazeley Street looking towards Duddeston Viaduct Skypark

### Timescales

The first phase of works will be for interventions required to prepare the transport network for delivery of the station. In particular, works are required for the period 2017-2019, which is the point at which Park Street and New Canal Street will close. With traffic to be directed onto the ring road, capacity will be increased at key pinch points around areas such as Jennens Road, Fazeley Street, Floodgate Street, Curzon Circus and Dartmouth Middleway and the remodelling on Moor Street Queensway and Digbeth High Street will be key. Works will focus on signalling and junction improvements and will need to closely align with the improvements to be delivered by HS2 Ltd. to mitigate the impact of the construction work. This will be vital to support access to key development sites.

In 2016/17, work will focus on developing the preliminary designs for this programme through a series of studies looking at traffic modelling and statutory services. As this programme develops the focus will switch to the requirements in the surrounding area, in particular projects required to enable the accessibility by road and public transport to development sites and address the impact of the Metro extension through Digbeth including connectivity to the Southern Gateway and Birmingham Smithfield. Links to the City Centre Core will also be vital.

### Delivery partners

HS2 Ltd. and Centro are key partners whose work will need to align with projects in this workstream. Joint working to develop the work programmes will be needed from the outset.

The City Council will have a central role in delivering highway schemes.

## Social infrastructure

### Introduction

With the creation of 4,000 new homes leading to a population increase of over 6,000 people, investment will be required to ensure the appropriate services are in place so that they become functioning and sustainable neighbourhoods. Funding will support educational, health, digital and community facilities and social initiatives including skills and training that are vital to creating attractive places to live and supporting both new and existing communities including new and existing businesses. These facilities will be brought forward in line with new developments at sites across the area, including for example at Banbury Wharf.

The homes will be vital to supporting the city's growing population, whilst complementing the commercial activity by providing residencies for workers and the creation of vibrant neighbourhoods.

### Value

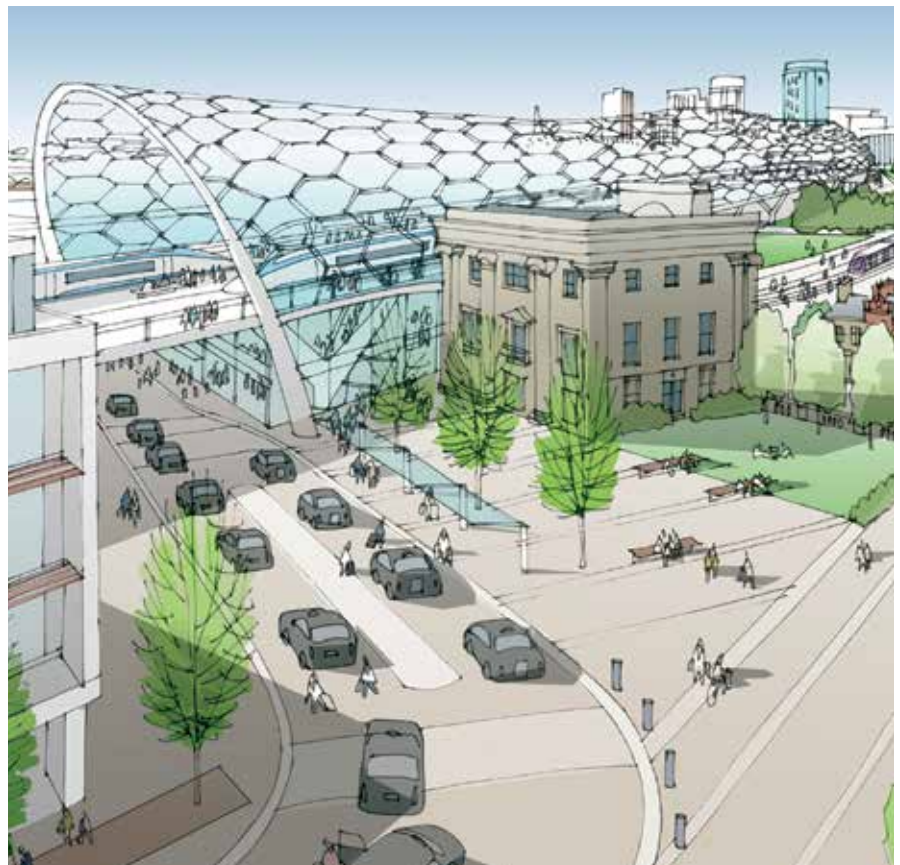
Funding of £110m is necessary to deliver the infrastructure required for this level of population growth with potential to match with some CIL funding in later years.

### Timescales

The establishment of new neighbourhoods is considered a long term investment theme within this Investment Plan. Resources are programmed for delivery after 2024, although this could be brought forward in response to new developments as they occur and funding becomes available.

### Delivery partners

The City Council will be working with developers, house builders, public sector agencies such as HCA and businesses to bring forward developments and the supporting infrastructure.



View from Eastside City Park looking towards Eastside Concourse

## Business development and marketing

### Introduction

The Curzon area will be the focus for significant business investment and activity. Central to the success will be the ability to attract businesses, enabling them to grow and prosper. Packages of support will be provided to respond to the needs of businesses.

The area is home to significant numbers of small businesses, many in the priority sectors of tech and creative industries. It will be important that support is provided to help them grow, remain competitive and able to diversify into new markets.

### Value

Identified within the investment programme is £22.5m to support businesses in the Curzon area and enable them to capitalise on the benefits brought by HS2 and the associated investment in infrastructure.

The Curzon area is also home to the City's Social Enterprise Quarter, where over 70 social enterprises are

located and have come together as a network of businesses that provide commercial services for a wider social benefit. In line with the Government and Council's commitment to socially responsible procurement, support will be given to help social enterprises be competitive within the supply chain for this programme.

The development of digital infrastructure is also a priority and work will be undertaken with business and the Knowledge Hub to maximise the potential.

Marketing and communication is vital to the successful delivery of the programme and resources of £5m have been earmarked for this work. Highlighting the successes of the programme will be important in demonstrating positive progress and the benefits being delivered through this investment.

### Timescales

Building on the support already in place within EZ, an increased business support fund will be available from April 2018.

A communication plan will be developed early in 2017. This will set out the marketing priorities to

be funded and will form the basis of a project to be commissioned in 2018. Prior to this the EZ's current marketing arrangements will incorporate this work.

### Delivery partners

Many stakeholders, including Marketing Birmingham, the Birmingham Chamber of Commerce, GBSLEP, City Council and the Department of Business Innovation and Skills, the business sector and universities will be important in defining this element of the programme.

## Curzon Delivery Team

### Introduction

A dedicated team will be established to support the Curzon Delivery Board in developing and delivering the programme. It will work with partners to develop projects, secure additional funding and private investment, monitor and evaluate performance and communication with stakeholders. Further detail on this is included in the Governance section.

### Value

£44m has been identified to fund the team, including initial project development and feasibility for the life of the programme.

### Timescales

The Delivery team will be in place by 2017.

### Delivery partners

The team will form part of the City Council's Economy Directorate and work closely with all stakeholders and report to the Curzon Delivery Board.



Eastside City Park



# Economic benefits

As an extension to the existing EZ, the economic impact of this Investment Plan is defined by the model which supports the current delivery arrangements. The key benefits to be achieved are:

- Creation of short-term and permanent employment.
- Additional economic activity resulting from supply linkage and income multiplier effects.
- Broader impacts of the projects in relation to generating additional economic activity and other benefits.
- A range of wider impacts such as image and cultural benefits.

Benefit	Value
Number of jobs	36,000
Average increase in rateable value per sqm	£136
GVA (Birmingham)	£1.4bn
Private sector investment	£1.7bn

## Gross employment

The Curzon Investment package, as outlined through the investment priorities, will generate employment through the construction of new infrastructure and developments, which will accommodate a range of uses.

## Permanent employment

The creation of nearly a million sqm of new floorspace will generate significant employment opportunities. Over the life of the programme the net additional permanent employment impact is estimated to be 36,000 jobs.

## Construction employment

The level of construction and associated development delivered through this programme will generate significant private investment of around £1.7bn.

Overall this level of expenditure has the potential to generate 960 full time equivalent jobs in the construction sector.

## Residential development

Further to the new employment floorspace created by this programme, there will be a number of sites suitable for residential development. Initial estimates suggest these could support 4,000 new homes and an additional population of over 6,000.

## Net Additional Gross Value

The jobs and new floorspace figures delivered through this investment will have a positive impact on GVA in the Masterplan and LEP areas.

This means that total GVA will be £1.4bn for the whole investment period.

## Wider economic impacts

Jobs and floorspace aren't the only benefits to be delivered through this programme. The wider impact will include:

**Social** - With the potential for such large job creation there is a real opportunity to tackle the wider issue of unemployment and worklessness across the city. There are areas of high deprivation close to the Curzon area, and beyond, that could benefit from the regeneration benefits associated with this programme. Improved infrastructure will make accessing this area easier and improve connections with the City Centre employment opportunities.

Use	Floorspace sqm (retail, office and community - NIA, all others - GIA)
Retail	85,220
Office	356,520
Community	70,200
Leisure	22,950
Hotel	58,190
Employment	106,930
Residential	283,730
<b>Total</b>	<b>983,740</b>

**Table 5** Floorspace created - by sectors

Through the EZ's existing £1.8m programme for improving skills and training, there will be greater opportunities to upskill people to give them better opportunities for accessing jobs. New housing will also bring social benefits through the supporting infrastructure of schools, parks, community and health facilities which will create sustainable neighbourhoods that are attractive places to live.

**Environmental** - Through the regeneration of so much vacant or under-utilised land the associated environmental benefits for the area will be significant. Major public realm schemes that will include new open space will make living and working in the area both attractive and sustainable.

**Digital** - Infrastructure of this scale requires the latest digital connectivity to meet the needs of businesses, shoppers and residents. Working with the 'Birmingham Smart City' initiative, the future digital requirements of all new commercial and residential development will be factored in from the outset.



View from Eastside City Park looking towards Eastside Concourse

# Governance

The launch of the Curzon Masterplan and the subsequent work to progress the extension of the EZ has provided a framework for the regeneration and growth to be delivered through this investment programme.

Delivering this will now require strong leadership and clear governance to direct resources and for maximum benefit. The scale and complexity of the programme; which involves the delivery of the HS2 station and the surrounding regeneration, requires a clear management and governance structure and a dedicated team.

## Regional Governance

The Curzon Investment Programme is set within the context of the Midlands HS2 Growth Strategy, which sets the framework for maximising the benefits of HS2 at a regional level. This ambitious strategy is supported by its own governance structure and the

Curzon governance will work closely to align its programme with the overall objectives. Figure 1 sets out the HS2 regional governance.

## Curzon Regeneration Company

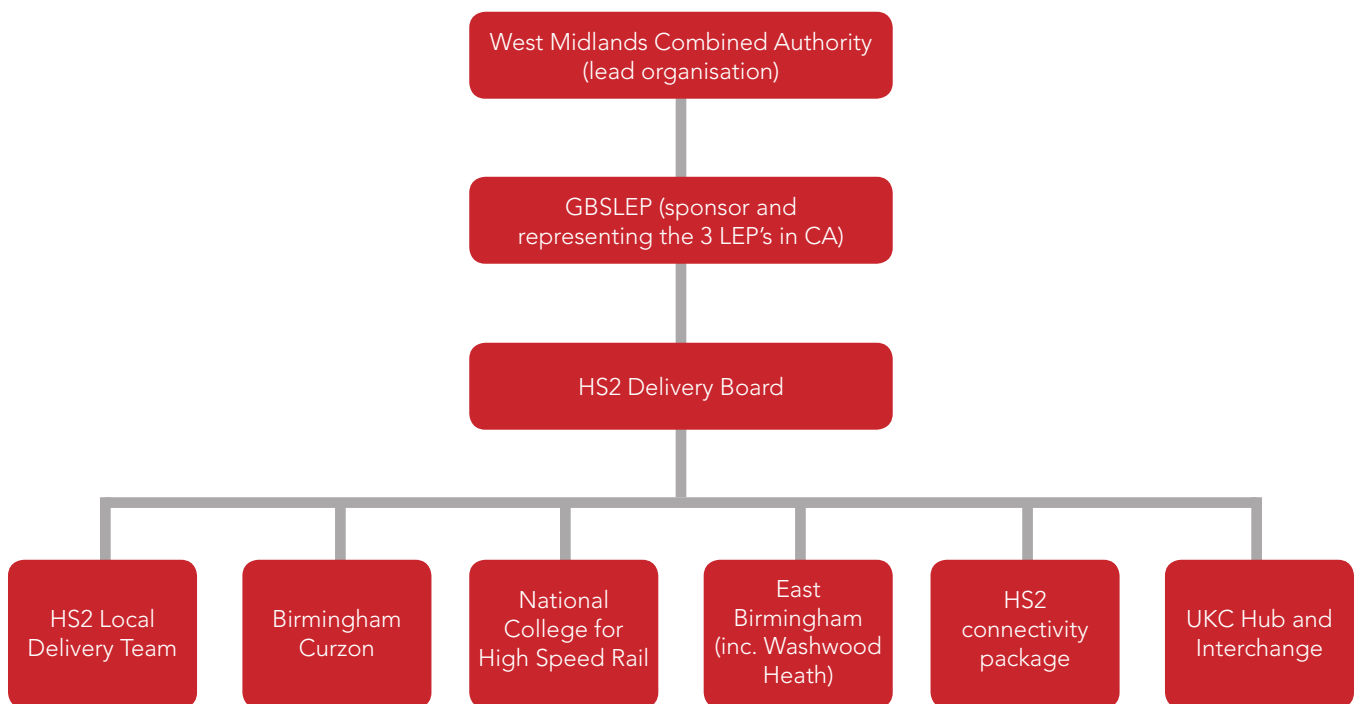
The Shadow Board was set up in July 2014 with Liz Peace CBE as Chair. Over the last 2 years it has worked to set the overall vision for the masterplan area and to progress the delivery model. It has been a successful partnership between Birmingham City Council, the GBSLEP, HS2 Ltd., Centro and Government. It has successfully demonstrated how HS2 can be a catalyst for much greater growth than a single piece of transport infrastructure.

The board has been integral to securing the extension of the EZ and obtaining assurances from Government to deliver a world class station, which would otherwise have not been achieved.

With the launch of the Investment Plan the Shadow Board will now evolve into the Curzon Delivery Board. The Delivery Board will be a formal partnership and provide both the direction and focus for the delivery of the Curzon Investment Plan.

## Purpose

The principle responsibilities of the Board are as follows:



**Figure 1** HS2 Governance



- To provide strategic leadership in the implementation of the Curzon programme, owning the formulation of the Investment Plan and its subsequent delivery.
- Identify and have an understanding of the principal risks associated with the implementation of the Curzon programme and ensure that appropriate systems are in place which effectively monitor and manage those risks.
- Ensure that the necessary structures and resources are in place to enable the delivery of the Investment Plan and to monitor and measure performance against the strategic outputs. This will include providing strategic leadership and overseeing the Curzon Delivery Team and subsequent working groups where necessary.
- Report on a quarterly basis to the HS2 Delivery Board on progress in the implementation of the Investment Plan.
- Ensure a communications program is in place which effectively communicates with government authorities, GBSLEP, West Midlands Combined Authority, HS2 Delivery Board, other stakeholders and the public.
- Considers business cases, developed in line with the Investment Plan, and recommend them for approval by the EZ Executive Board.

#### Delegations

The Board will be delegated authority from the HS2 Delivery Board to lead the implementation

of the Curzon Programme and develop projects for consideration by the EZ Executive Board for approval of full business cases for EZ funding and BCC Cabinet approval as as Accountable Body.

#### Membership

The membership will consist of the following senior representatives:

- Two from BCC Economy Directorate.
- One Senior from Centro.
- One Senior from HS2 Ltd.
- One from the GBSLEP EZ Executive Board chair.
- One from the HCA.
- The Chair of the local partnership board.
- Two non-executive members to provide independent investment and development position.

Representatives from other organisations to be confirmed as central to supporting the delivery of the programme.

#### Operational matters

Meetings will be held on a 6 weekly basis with minutes and actions circulated no later than 2 weeks from date of the meeting.

Substitutes from organisations with an appropriate level of seniority can be delegated to attend in the absence of main board members.

The Board will fulfil its function for the duration of the delivery of the Investment Plan and will be reviewed on a regular basis as to its membership, function and operational role.

The Board will focus on strategic matters that affect the delivery of the recognised benefits and delegate day to day operation and activity to the Curzon Delivery Team in conjunction with partners. Separate terms of reference for sub-boards and working groups will be established as appropriate.

The Board will be supported in its function by the Curzon Delivery Team.

#### Declaration of interests

Members of the Board must disclose any personal or penurious interests they have in any matter to be discussed at that meeting.

#### Local Partnership Board

The focus on delivery also presents an opportunity to create a collaborative approach with local partners. With much of the programme's focus on the area surrounding the station there is a need to have ongoing engagement with local stakeholders.

Securing the benefits of this programme will require close working with major landowners and businesses, who have been working to regenerate this area for a number of years. The governance will engage with these stakeholders, who have been working to deliver change through their own understanding of the area's unique character.

Local representation from within the investment area includes the universities, major landowners and other agencies.

The first opportunity for all partners to come together will be at the 'Curzon Symposium' due to take place in Autumn 2016.

**Curzon Delivery Team**

The Curzon Delivery Board will be supported in its work by a dedicated delivery team, which has responsibility for the day to day management and co-ordination of the programme. It will require a lead officer of sufficient seniority (Assistant Director) to provide clear leadership and direction, who will also need to be a member of the Delivery Board and be supported by a Programme Manager in reporting to the Board on progress, risks and actions. Figure 2 sets out the Curzon Delivery Team structure. The Delivery Team will sit within the City Council's Economy Directorate Planning and Regeneration function.

Through the Working Groups, the Delivery Team will work with partners to develop business cases that will form the basis of funding proposals that will draw down funding. The Delivery Team will pull together detailed guidance and supporting documentation for the project development process as per the EZ Governance and financial management arrangements.

**Working groups**

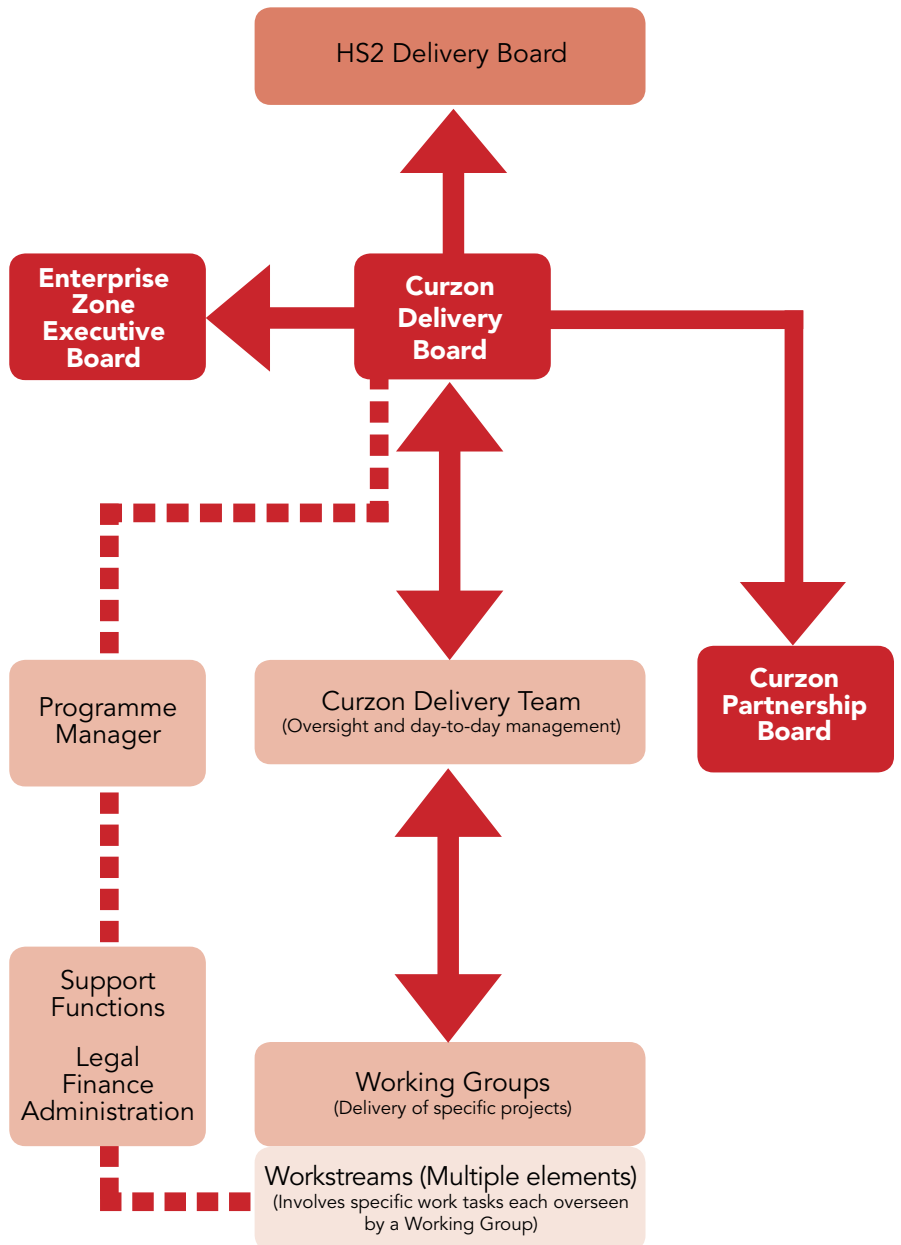
The Investment Plan comprises a number of themes that will ultimately deliver the regeneration benefits. The HS2 Station and Metro extension schemes are large scale transformational projects that will have their own programmes and governance. To ensure the benefits are maximised the Delivery Team will work closely with their structures to align programmes and projects. This is especially important for the station, where much of the associated works, such as Paternoster Place, are reliant on its delivery programme.

The Strategic Sites, Social Infrastructure and Local Transport and Connectivity themes will be driven by the City Council. The Delivery Team will establish and co-ordinate working groups for these activities, whose first task will be to develop a detailed investment programme for phase 1.

**Design Review Panel**

The delivery of a world class arrival point in the centre of Birmingham is the focal point for the regeneration programme. The station and surrounding public realm will need to be appropriately designed to integrate seamlessly with the City Centre. To ensure this is achieved an independent Design Review

Panel has been set up. With 6 expert members, the panel will meet to consider the options for the HS2 Station design projects as the preferred options are developed. It will be serviced and resourced by HS2 Ltd and meetings for the next 12 months will be programmed from May 2016.



**Figure 2** Localised governance structure

**Enterprise Zone Governance**

The Investment Plan, forms part of the EZ’s financial model, which raises the resources to deliver the majority of the programme, which in turn delivers the increased business rates, which pays for the investment. A strategic relationship between the Curzon Delivery Board and the EZ Executive Board is important to ensure financial accountability and transparency. The EZ board will still be responsible for approving all EZ expenditure associated with this Investment Plan, alongside relevant approvals from the accountable body.

**Accountable body**

Birmingham City Council is the Accountable Body for the GBSLEP and as such provides the same function for the EZ. The inter-dependent relationship between the financial strategy and funding for the extended EZ, requires that the obligations of the Accountable Body and its processes be extended through this Investment Plan.

In addition to the financial, monitoring and risk management processes set out in this section, all relevant activity will be subject to the City Council’s gateway approval process. This requires the development of projects to be internally scrutinised and approved under the appropriate delegations, which will be a responsibility of the Curzon Delivery Team.

As the Accountable Body, the City Council will administer the collection of business rates above the baseline and maintain these in a separate account for the EZ. Further responsibilities include the treasury management function for the EZ, overseeing the administration of legal agreements, contracts, procurement and grant conditions to safeguard the City Council and the GBSLEP. This along with the role of the EZ Board is set out in the EZ Governance and Financial Strategy.

**Commissioning**

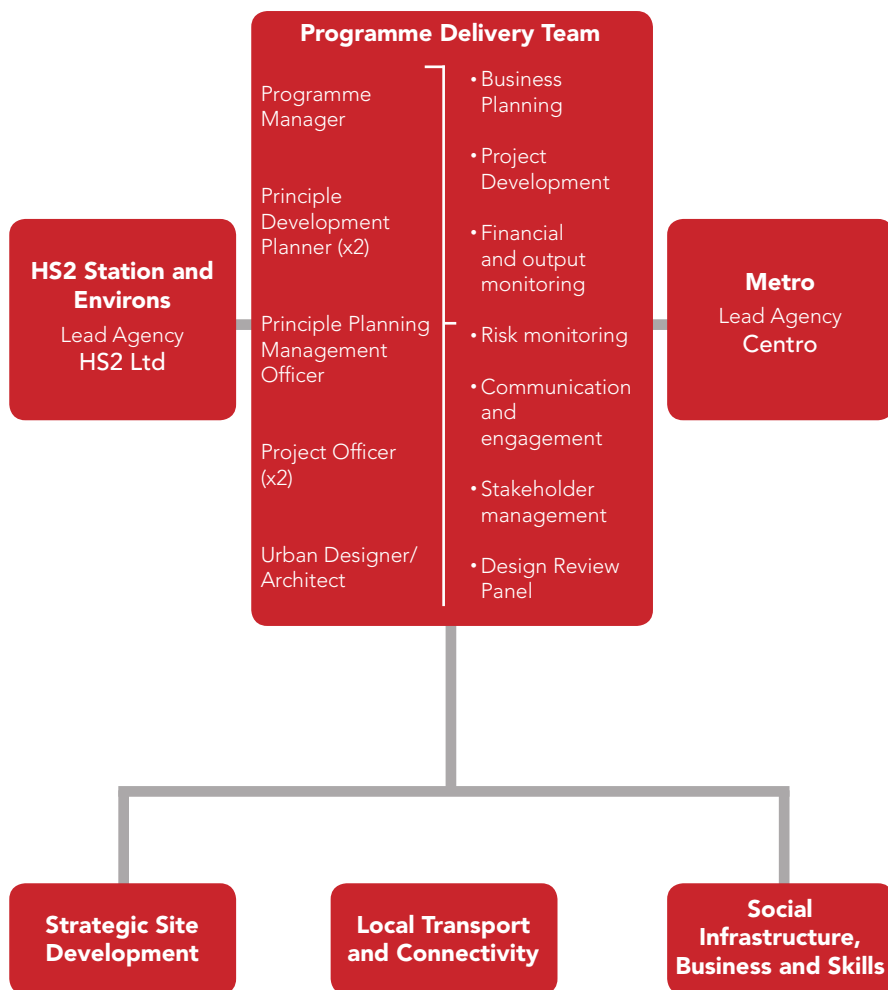
The Curzon Masterplan has set out a number of interventions, which have been developed in more detail through the subsequent baseline and modelling work. It’s anticipated that much of this investment will be commissioned, as it has already been agreed as necessary for delivering the overall vision.

**Funding applications**

Applications will be made using the existing EZ paperwork and guidance, which will be appraised

by the Delivery Team and a recommendation made to the Curzon Board and EZ Executive for approval. The appraisal of applications will assess State Aid implications and procurement issues.

Once approved all projects will be subject to a funding agreement between the City Council, as Accountable Body, and the applicant. Regular monitoring will be required and carried out by the Delivery Team and reported accordingly.



**Figure 3** Curzon Delivery Team

**Procurement**

The delivery of major infrastructure projects requires extensive up front work to determine the feasibility and viability for delivery. Procuring these works needs to be compliant and transparent, but also flexible and responsive to maximise the use of resources and minimise delays.

As outlined above, the process for commissioning or applying for EZ funding can release up front funding to develop detailed proposals.

A project development budget forming part of the capital programmes as well as a more general feasibility budget for revenue schemes, is allocated from within the Delivery Team’s budget. Wherever possible the use of existing procurement frameworks will be explored for efficiency and value for money. Where this isn’t possible procurement through portals such as Finditinbirmingham will be utilised. The approach will be to develop programmes of work for delivery.

**Risk Register**

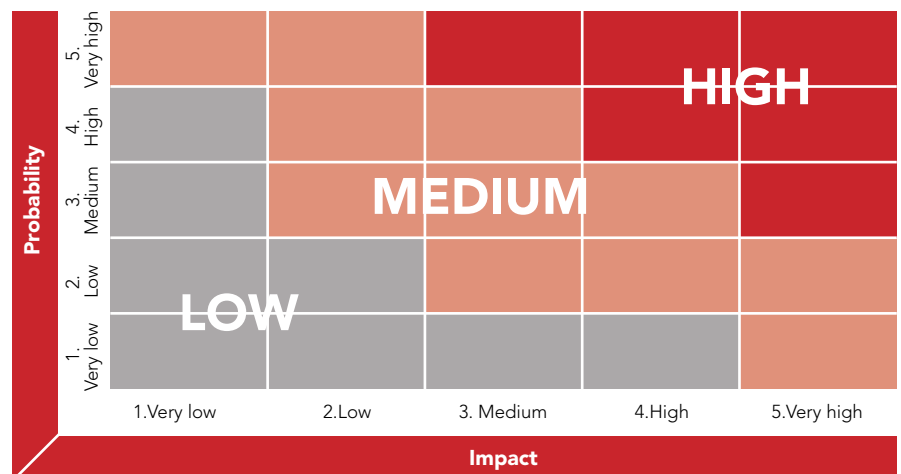
The programme will take a robust approach to monitoring and managing risks in line with the matrix in Figure 4. Being part of the EZ means many of the measures to mitigate common risk are already in place, including the financial strategy and governance arrangements which ensure sound investment decisions are made and the required outcomes are delivered. These and other risks are outlined in the attached Appendix 2.

**Delivery**

The focus for this Investment Plan and the governance is ultimately to ensure that HS2 acts as a catalyst for growth and local commitments are in place to enable this. All partners are focussed on ensuring the growth potential is realised with this Investment Plan the first key step.

**Waheed Nazir**

Strategic Director, Economy  
Birmingham City Council



**Figure 4** Risk matrix



# Appendix 1

## Curzon programme 2016-17

ACTION	Q1	Q2	Q3	Q4	OWNER	OTHER
<b>Curzon Governance</b>						
GBSLEP approve Investment Plan	█				BCC	BCC
BCC approve Investment Plan	█				BCC	BCC
Curzon Delivery Board meetings	█	█	█	█	BCC	BCC
Agree resources and advertise Delivery Team posts		█	█		BCC	BCC
Appoint Delivery Team posts			█	█	BCC	BCC
Agree communication strategy			█	█	BCC	BCC
Curzon Symposium		█	█		HS2	HS2
<b>Station</b>						
Station DRP	█				HS2	HS2
Station design competition commences		█			HS2	HS2
Royal Assent granted			█		C.Govt	C.Govt
<b>Paternoster Place</b>						
Preferred option completed		█			HS2 Ltd	HS2 Ltd
DRP		█			HS2 Ltd	HS2 Ltd
Final option agreed by HS2 Delivery Board			█		HS2 Ltd	HS2 Ltd
Development agreement			█	█	HS2 Ltd	HS2 Ltd
Agree strategy for additional land requirements			█	█	BCC	BCC
<b>Moor Street Queensway</b>						
Finalise brief and procure engineering principles		█			BCC	BCC
Complete study		█	█		BCC	BCC
Consult and agree preferred option			█	█	BCC	BCC
Progress preferred option to preliminary design				█	BCC	BCC
<b>New Canal Street</b>						
Heads of terms for development agreement	█				HS2	HS2
Development agreement negotiated		█	█			
Finalise work packages and costs			█	█	HS2 Ltd	HS2 Ltd
FBC for additional resources					BCC	BCC
<b>Metro Extension</b>						
TWA submission			█		Centro	Centro
Outline design, construction and planning		█	█	█	Centro	Centro

ACTION	Q1	Q2	Q3	Q4	OWNER	OTHER
<b>Local Transport Improvements</b>						
Prioritise transport projects					BCC	BCC
Agree resources to develop PDDs					BCC	BCC
Procure preliminary design studies					BCC	BCC
<b>Unlocking Sites</b>						
Prepare brief for masterplanning work					BCC	HS2
Procure and complete masterplanning					BCC	HS2
Complete Conservation Review					BCC	C.Govt
Agree and implement delivery strategy for Curzon Building					BCC	HS2 Ltd/BCU
Review Knowledge Hub proposals funding opportunity					BCU	BCC
<b>Connecting economic opportunities</b>						
Develop programme of early wins					BCC	

# Appendix 2

## Risk register

	RISK	PROBABILITY	IMPACT	MITIGATION	LEAD RESPONSIBILITY
1	HS2 Hybrid Bill does not receive Royal Assent.	Low.	High.	Managed by HS2 Ltd through Central Government.	HS2 Ltd.
2	Transport and Works Act is not approved and Metro extension is not delivered.	Low.	High.	Robust business cases are being developed which will set out the economic benefits to be delivered.	Centro.
3	Costs for HS2 and Metro increase and the schemes become unviable.	Low.	High.	Both programmes incorporate sufficient contingencies to allow for cost increases.	HS2 Ltd/Centro.
4	Place making opportunities with HS2 Station are not delivered.	Low.	High.	Close working arrangements with HS2 Ltd are in place to integrate design requirements into the final station design brief.	BCC/HS2 Ltd.
5	Works to mitigate impact of construction are not sufficient creating significant long term disruption for businesses and pedestrians.	Low.	High.	Schemes have been identified and will be worked up in line with the HS2 Programme.	HS2 Ltd/BCC Transportation
6	Business rates in the Enterprise Zone comprise businesses eligible for rate relief, e.g. charities. This will impact on the total collectable rates.	Low.	High.	Managed through Financial Reporting System and Contingency Allowance.	EZ Executive Board
7	Business rate collection falls below forecasted 98%.	Low.	Moderate.	Resources are devoted to maximising payment. Managed through Financial Reporting System and Contingency Allowance.	BCC Business Rates Team
8	Development fails to materialise in accordance with projections. Whilst developed using detailed knowledge of the Birmingham Property Market and development activity, the development scenarios which underpin the financial model are vulnerable to wider fluctuations in the economy.	Moderate.	High.	The financial strategy has used robust evidence to forecast business rate growth and a rigorous approach to aligning investment decisions with revenue projections will be taken. Infrastructure investment decisions aligned to income and governance in place to minimise risk.	EZ Executive Board
9	Costs for key projects increase due to unforeseen rises in costs or delays.	Moderate.	High.	Projects will be developed with robust business cases and will be subject to detailed appraisals. Ongoing programme management will identify and mitigate for potential cost increases. Contingencies have already been built into the forecasted costs for the proposed works.	EZ Executive Board/Delivery Team
10	A reliance on upfront infrastructure works to enable wider development, which cannot be financed.	Moderate.	High.	The financial model has profiled income levels alongside the delivery of works to demonstrate affordability. Other mechanisms such as rolling up interest will also alleviate financial pressures.	EZ Executive Board





