Edgbaston Cricket Stadium & Community Masterplan Development Levelling Up Bid

# Part 1 – Gateway/applicant details (BCC or the Club or both?)

To be completed on submission, including details of the primary consultancies involved in our bid, being:

* Arcadis Design & Consultancy
* David Simmonds Consultancy
* Turley

# Part 2 – Subsidy control and State aid analysis

N.A

# Part 3 – Bid summary

* 1. **– Bid Name**

Edgbaston Stadium and Community Masterplan

# Section 3.2 – Please provide a short description of your bid, including the visible infrastructure that will be delivered/upgraded and the benefits that will be felt in the area (100 words)

The Masterplan will create a new mixed-use destination that builds health and prosperity in South Birmingham. With cricket and community at its core, it will combine elite sport, sustainability, digital innovation and active travel with new community centres and learning and development hubs which will provide apprenticeships, training and employment, together with physical and mental wellbeing projects and public health outreach in some of the most deprived and diverse communities in Birmingham.

The scheme will bring much-needed centres to the communities within Edgbaston, removing local severance to opportunity whilst increasing a sense of pride and associated prosperity.

# (98 words)

**Section 3.3 – Please provide a more detailed overview of the bid proposal (500 words)**

Some of the city’s most economically and socially deprived communities are within a mile of Edgbaston Cricket Stadium (“ECS”), with a lack of community facilities available to provide education, training, physical and mental wellbeing projects.

The bid will deliver demonstrable positive societal and environmental benefits by providing a new sense of place and community engagement. Combining new community/cultural facilities to address health and wellbeing challenges, new learning and training hubs to boost employment and skills and enhanced public realm and accessibility via new walking and cycling routes to address inactivity and connectivity to existing green space will capitalise upon the rich heritage and largely untapped amenity value of ECS. New community facilities, greater access to training and employment, new and easily accessible public realm and sustainable placemaking alongside the iconic Stadium redevelopment (which will be separately funded) will galvanise the wider community and act a conduit for engendering civic pride and a sense of belonging for citizens that might not otherwise ordinarily benefit from this heritage.

This is part of wider Masterplan aspirations and developments for the stadium.

The LUF funding will help fund non-revenue generating elements, those being:

* + - A new flexible use cultural/community hub (which also could be used as an NHS walk in centre) which will be owned by the Club and operated by its Club’s charitable foundation to offer health and wellbeing benefits derived from the improved opportunities for volunteering and community participation;
    - New learning and training facilities to provide hospitality, catering and IT/digital skills and ultimately employment for local young people, to be operated in partnership with two of the largest companies in the world in Compass Group and [redacted] respectively;
    - Creating new cycling and walking routes which open up the Balsall Heath side of the stadium through to the new piazza and Cannon Hill Park to improve mobility and active travel; and
    - Innovative sustainability and digital connectivity improvements to the new and existing stadium campus to support the Club’s and national/local government’s net zero ambitions.

The bid also includes a community hub at the former Quinton Police Station building in the north of the Edgbaston constituency, close to the cricket club’s academy ground. This additional community hub, approximately 4 miles from ECS, will provide a further platform for community engagement in a separate part of the constituency with specific deprivation issues and will be operated on the same basis as the main community hub at ECS.

# (396 words)

**Section 3.4 – Please provide a short description of the area where in the investment will take place (500 words)**

The investment will take place primarily within the existing campus of Edgbaston Cricket Stadium (“ECS”), which is approximately three miles to the south of Birmingham city centre in both the Edgbaston parliamentary constituency and Edgbaston City Council ward.

ECS occupies a unique location in the east corner of the ward, with Cannon Hill park (one of the largest parks in Birmingham) and Midlands Arts Centre to the south and west of the stadium and Balsall Heath/Sparkbrook, containing two of the most deprived council wards in the whole city, being to the north and east of the stadium and largely disconnected to the activities at the stadium and the aforementioned green space and arts activity.

The ECS Masterplan aims to provide new community facilities and employment opportunities, together with great pubic realm and sustainable placemaking, within walking distance of over 21,000 people to galvanise the wider community and act as a conduit for engendering civic pride and a sense of belonging for citizens which might not otherwise ordinarily benefit.

In addition to the primary investment at ECS, the bid also includes creating a new community hub at the former Quinton Police Station building in the north of the Edgbaston parliamentary constituency, approximately 4 miles directly west of ECS. This facility falls within the heart of the Quinton City Council ward and is targeted at addressing specific challenges associated with the Welsh House Farm area.

# (236 words)

* 1. **Please confirm the total grant requested from LUF**

£16,952,400.

# Please specify the proportion of funding requested for each of the Fund’s three investment themes:

* + - Regeneration and town centre – 100%
    - Cultural – 0%
    - Transport – 0%

# Please tick one or more sub-categories that are relevant to your investment:

**Regeneration**

* + - Commercial
    - Civic
    - Residential
    - Other – The investment is requested to fund new community facilities and projects as set out.

# Cultural – N.A

* + - Arts & Culture
    - Creative Industries
    - Visitor Economy
    - Sports and athletics facilities
    - Heritage buildings and sites
    - Other

# Transport - N.A

**Part 4 – Strategic Fit**

**Section 4.1 – Member of parliament endorsement**

Covered by proforma 6 (attached) which has been provided by Preet Gill, MP for Edgbaston.

# Section 4.2 – Stakeholder Engagement and support

* + 1. **- Describe what engagement you have undertaken with local relevant stakeholders, including the community (the public, civic society, private sector and local businesses). How has this informed your bid and what support do you have from them? (500 words)**

Since the start of the project to redevelop the south and west stands at Edgbaston Stadium in 2010, Warwickshire County Cricket Club (“WCCC”) has been in constant dialogue with its surrounding communities and key local stakeholders, including the City Council’s ward and cabinet politicians. Since its inception in 2016, the Club has also worked closely with the West Midlands Combined Authority through the Mayor, Chief Executive and Transport Leads to ensure Edgbaston’s growth and development supports the case for continued public and sustainable transport improvement in South Birmingham.

This engagement is underpinned by two formal stakeholder groups, which the Club set up to ensure its day-to-day, matchday, and long-term activities are in step with local, city-wide and visitor needs.

In 2018, a formal review group was established which sees Birmingham City Council’s Leader, Senior Officers and the stadium’s surrounding ward councillors come together quarterly with WCCC’s Chair and Chief Executive. The group discusses all matters relevant to both the Club and the city. Group meeting agendas include things like matchday arrangements and benefits, economic value to the city, Equality Diversity and Inclusion (EDI) updates, the Stadium and Community Masterplan, and transport needs.

Since 2010, quarterly and special meetings have been held with a Community Liaison Group. There is more information about this group and its feedback in the next section.

Most recently, over 2,500 letters were sent to households around the stadium inviting them to a drop-in event to gain feedback on the aspects of the Masterplan they are most interested in. Improved connectivity between the communities and amenities north and south of the stadium was welcomed, as well as new training facilities and essential service provision for the community to use and benefit from all year round. Minutes from this meeting are appended to this bid.

We have engaged directly with our area’s elected representatives regarding the Masterplan and the value it will bring to our community.

West Midlands Mayor Andy Street has said he thinks the Masterplan will help Edgbaston Stadium become a shining beacon for Birmingham and the Midlands on the national and international stages, bringing people together for cricket, concerts, open air events, public markets and much more.

Cllr Ian Ward believes the Masterplan will capitalise on the legacy of the Commonwealth Games, supporting participation and engagement in sport among all Birmingham communities.

Edgbaston MP Preet Gill told us she was excited about how the Masterplan would help tackle social and wellbeing issues for thousands of people.

Cllr Deirdre Alden is encouraged that increasing walking, cycling and public transport use is a key objective of the scheme, with new green travel corridors between South Birmingham and the City Centre created to help reduce car traffic in the area.

Cllr Shehla Moledina has only been in post since May but is glad to see that the changes to the stadium will make Edgbaston a vehicle for community cohesion, drawing the proudly diverse local communities together by offering something for everyone on both matchdays and non-matchdays.

(498 words)

# - Has your proposal faced any opposition? Please provide a brief summary, including any campaigns or particular groups in support or opposition, and if applicable, how will you work with them to resolve any issues. (250 words)

Since 2010, regular meetings have been held with a Community Liaison Group drawn from around the stadium. These meetings focus on event day traffic measures and parking arrangements, especially as the number of matches held at the stadium has risen and an increasing interest in women’s cricket. More recently, this group has been a forum for discussing the Masterplan, as well as special arrangements for the Commonwealth Games.

Local residents share concerns about parking and traffic on matchdays. However, the introduction of the Birmingham Phoenix brand to the Edgbaston family, with men’s and women’s teams competing in the Hundred, has seen direct sporting engagement with our surrounding community increase greatly. We have given away and discounted tickets for our local audiences, which has enabled us to demonstrate the value our growth and our teams brings to our area. Now many of our nearest neighbours look forward to matchdays as much as we do because they are participants rather than bystanders.

For those still concerned about congestion, we point to our track record of delivering efficient transport plans and our productive relationship with Birmingham’s bus operators who lay on short-trip buses on all major matchdays. We have also pledged to continue improving sustainable connectivity, which is one of the major objectives of the Masterplan.

Safety and security is also a local priority and we are very proud of the strong relationships forged with the police and emergency services over many years of collaboration on counter terrorism and crowd management measures.

(248 words)

# - Do you have statutory responsibility for the delivery of all aspects of the bid?

Yes

# Section 4.3 – The case for investment

* + 1. **– Please provide evidence of the local challenges/barriers to growth and context that the bid is responding to (500 words)**

The data contained in Appendix A, Data Table for Local Wards, is sourced from the Ward Profiles on the Birmingham City Council website. The three wards in close proximity to the stadium are included, along with Quinton, due to the proposed creation of a second community hub in the former Quinton Police Station.

Key highlights from the Data Table are as follows:

* + - * Balsall Heath West, Sparkbrook & Balsall Heath East are both very ethnically diverse
      * Average incomes at £13,088 for Balsall Heath West and £11,869 for Sparkbrook & Balsall Heath East are significantly below the national average at £18,788
      * Levels of Economic Activity in Edgbaston, Balsall Heath West and Sparkbrook & Balsall Heath East, at 56.6%, 56.7% and 54.3% are all significantly lower the England equivalent figure of 77.0%
      * Employment levels for Edgbaston, Balsall Heath West and Sparkbrook & Balsall Heath East, at 49.2%, 45.0% and 41.7% respectively are all significantly lower than the equivalent figure for England, at 71.2%
      * Levels of Economic Inactivity in Edgbaston, Balsall Heath West and Sparkbrook & Balsall Heath East, at 43.4%, 43.6% and 46.2% are all around double the equivalent figure for England, at 23.0%
      * Unemployment levels for Balsall Heath West and Sparkbrook & Balsall Heath East, at 11.7% and 12.6% respectively are both more than double the national average equivalent figure of 5.8%
      * The percentages employed in Higher Skilled Occupations for Balsall Heath West and Sparkbrook & Balsall Heath East, at 31.2% and 24.6% respectively, are well below the national equivalent figure of 41.1%
      * The percentages employed in Lower Skilled Occupations for Balsall Heath West and Sparkbrook & Balsall Heath East, at 50.9% and 55.4% respectively are well above the national equivalent figure of 36.0%
      * The percentages with NVQ4+ Qualifications for Balsall Heath West and Sparkbrook & Balsall Heath East, at 21.1% and 14.9% respectively are well below the national equivalent figure of 29.8%
      * The percentages with No Qualifications for Balsall Heath West and Sparkbrook & Balsall Heath East, at 25.5% and 32.8% respectively are significantly above the national equivalent figure of 14.8%
      * All four wards are in the most deprived 30% of England
      * Balsall Heath West and Sparkbrook & Balsall Heath East are both in the most deprived 10% of England
      * The percentages with Work Limiting Health Conditions for Balsall Heath West and Sparkbrook & Balsall Heath East, at 18.1% and 19.8% respectively are significantly above the national equivalent figure of 12.7%

In summary, the data clearly highlights low incomes, low levels of economic activity and employment, high levels of economic inactivity and unemployment, low skill levels, high participation in lower skilled occupations, low participation in higher skilled occupations, poor health and high levels of multiple deprivation, particularly in the Balsall Heath West and the Sparkbrook & Balsall Heath East wards.

(459 words)

# – Explain why Government investment is needed (what is the market failure) – 600 words

The evidence of market failure is clear. The commercial market cannot support the delivery of the broad range of community facilities proposed here and without significant public investment the project, as proposed, would not proceed.

The commercially viable elements of the larger scheme (the hotel, the retail units, the residential and leisure units, the car parking and the creation of Edgbaston Piazza) are proceeding with no public intervention, leveraging around £40m of additional private sector commercial investment.

This project contains just those elements of the Edgbaston Masterplan which are not commercially viable, without public intervention. Full business cases are being developed for each of the elements of the project and we are confident that viable entities will be created with robust futures, providing there are no obligations to meet the cost of financing.

There is significant evidence that the commercial market is failing to provide appropriate local economic and community infrastructure facilities, particularly in Balsall Heath. The Balsall Heath Neighbourhood Development Plan talks repeatedly of a range of economic and social infrastructure development issues, which sit alongside high levels of unemployment and worklessness causing many families to live at or near poverty levels.

The combination of high levels of worklessness and low incomes, sitting alongside economic and social infrastructure weakness and the need for innovation in sustainability to support net zero ambitions, collectively make the case for public led investment in:

* + - * New training and employment opportunities
      * The creation of additional community, cultural and social facilities
      * The creation of a new ‘destination’ venue
      * Improved health care provision
      * Improved broadband connectivity and electronic communications networks
      * New cycling and walking infrastructure
      * Landmark sustainability projects

The following quotations are lifted from the Balsall Heath Neighbourhood Development Plan document: -

*The existing social infrastructure of the area is ... still in need of strengthening to match equivalent standards elsewhere.*

*... improved health care provision is needed to match the facilities found in nearby neighbourhoods.*

*... it is recognised that there is little space available for large-scale employment- related development in the Plan area. Therefore the Plan places much of its reliance for job opportunities on areas nearby ...*

## *Policy BH1: A Sustainable Community*

*Proposals for the development and use of land and buildings will be supported which:*

1. *support the improvement of employment prospects by encouraging economic development opportunities in appropriate locations*
2. *support developments which enhance the availability and accessibility of social infrastructure, especially those which promote health and well-being*

*h) provide access to a variety of high quality open spaces and sport and leisure opportunities*

## *Policy BH5: Community Infrastructure and Shopping and Local Centres*

*The NP seeks to maintain and enhance community and physical infrastructure throughout the plan area ... This will be achieved through:*

*c) encouraging the development of further community facilities to ensure that an appropriate array of health, policing, education, sporting, leisure and other related uses is available to the local residents... The area is in need of further investment in community facilities ....*

## *BH7: Marking Significant Places and Spaces*

*Development opportunities at entrance points and key focal points in the plan area will be expected through their architectural design, material, lighting and proposals for public art to mark out and enhance Balsall Heath’s ‘gateways’, promoting a sense of place and local distinctiveness.*

In short, the Neighbourhood Development Plan clearly identifies a requirement for the new facilities that the project will offer and which the market is currently failing to provide.

(570 words)

# – Please set out a clear explanation on what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers with evidence to support that explanation. As part of this, we would expect to understand the rationale for the location. (750 words)

The project’s vision is to create a destination that combines elite sport, conferencing and events with community assets that help improve health and social care, education, employment and social cohesion in the area.

# The Challenges and Barriers

The challenges and barriers facing the local area, particularly the Balsall Heath West and Sparkbrook & Balsall Heath East wards, are clearly articulated in the data table in Appendix A and in the Theory of Change table in Appendix C. They can be summarised as follows:-

* + - * Low levels of economic activity and employment
      * High levels of economic inactivity and unemployment
      * High percentages of people in lower skilled occupations
      * Low percentages of people in higher skilled occupations
      * Low levels of income
      * Poor health statistics
      * Low skills levels
      * High levels of multiple deprivation
      * An evidenced requirement and local desire for improved facilities for health, training and community, cultural and social activity.

# The Opportunity

The opportunity presented arises from a combination of serious barriers and challenges, particularly facing the two wards to the east of the stadium covering the Balsall Heath area, and the availability of a significantly underused iconic asset at Edgbaston Stadium, along with a desire by the Cricket Club and key partners to create new facilities to address the area’s identified barriers and challenges and to create real measurable improvements to the lives of local people.

# Options Analysis

Five options have been considered, as follows: -

# Option 1 – Do Nothing

* + - * **Option 2 – Do Minimum**, undertaking only a small subset of the proposed commercial activity on the site

# Option 3 – Commercial Investment Only

* + - * **Option 4 – Community Investment Only**
      * **Option 5 – Edgbaston Cricket Stadium Masterplan Development**, consisting of both the commercial and community developments

Each of the five options are analysed in the table contained in Appendix B, Options Analysis. The analysis articulates the pros and cons of each of the five options and scores each of them out of a maximum of five points. This process leads to a clear preferred option, as follows.

# The Preferred Option – Option 5 Edgbaston Cricket Stadium Masterplan Development, consisting of both the commercial and community developments

The nature of the proposed community developments derive from the barriers and challenges identified above and they seek to add value to the commercial investments already programmed through the addition of the following facilities, within 15 minutes’ walk of over 21,000 people:

* + - * Two training hubs, offering training, apprenticeship and improved access to local job opportunities in the IT/Digital and Hospitality sectors, both of which offer excellent employment prospects for local people
      * Two community hubs (one at the stadium and the other in the former Quinton Police Station), both offering a broad range of facilities for health, community, social and cultural activity
      * Dedicated walking and cycling routes, linking south Birmingham with the city centre, along with e-bike charging facilities
      * Enhanced 5G and cellular connectivity, improving digital connectivity for large numbers of local residents

This proposal will add significant value to the proposed commercial investment and collectively the developments will create a vibrant, high quality mixed use destination at an iconic venue. It will make a real difference to the lives of local people by directly addressing the identified barriers and challenges for local people, particularly within the Balsall Heath West, Sparkbrook & Balsall Heath East wards, together.

This new facility in the Quinton ward is targeted at addressing specific challenges associated with the Welsh House Farm area.

(564 words)

# – Please explain how you will deliver the outputs and confirm how results are likely to flow from the interventions (500 words)

The Theory of Change Model, contained in Appendix C, describes:

* + - * The “Problems, Barriers and Challenges” faced locally
      * The “Evidence” that the issues highlighted exist, including references to the ward based data that makes the case, as contained in Appendix A, Data Table for Local Wards
      * The “Interventions” undertaken as part of the project to address the “Problems, Barriers and Challenges” identified
      * The “Outputs” that flow from the “Interventions” made
      * The “Short & Mid-term Outcomes” that flow from the “Outputs”
      * The “Long-term Impacts” that result

Whilst the detail can be found in the Theory of Change Model table in Appendix C, the following summarises how the “Outputs”, “Short & Mid-term Outcomes” and “Long-term Impacts” will flow from the planned project “Interventions”:

* + - * The much needed improvements to the levels of economic prosperity for local people, particularly in the Balsall Heath West and Sparkbrook & Balsall Heath East wards will flow from: -
        + The improved skills levels and employment prospects of local people deriving from the creation of two training hubs on the stadium site: with the focus on the IT/Digital and Hospitality sectors, the hubs will improve skills levels in areas where there is a real local need for additional higher skilled people, increasing both economic activity and income levels. The hospitality training hub is expected to deliver 1,800 apprentices in year one, increasing to 3,000 per year when fully established
        + The jobs created locally by the proposed developments
        + The secondary visitor spend in the area deriving from the creation of an iconic destination venue at the stadium site
      * Health and well-being benefits for local people will flow from:
        + The creation of an NHS Walk In Facility at the Community Hub at the stadium, providing much needed improvements to local health facilities
        + The increased prosperity, primarily, but not exclusively, due to the creation of two training hubs, as identified above
        + The additional opportunities for exercise provided by the new cycling and pedestrian routes
        + The additional opportunities for volunteering and community participation provided by the two community hubs
      * Reductions to the levels of multiple deprivation will flow from:
        + The increased prosperity, as described above
        + The increased health and well-being, as described above
        + The increased levels of activity and community participation deriving from the community hubs
        + The increased pride in place resulting from the additional participation in a broad range of activities at an iconic “destination” venue

In short, the planned interventions have been designed to complement other planned activity on the site, to address the identified issues and to ensure the delivery of the required outputs and results.

(436 words)

# – For package bids, hence N/A

* + 1. **– Applicants should also briefly set out how other public and private sector funding will be leveraged as part of the intervention (500 words)**

This application for Levelling Up Funding relates exclusively to those elements of the development proposals for the site which are not commercially viable and consequently the formal total cost of this project is £19m.

Securing this investment will leverage additional long term capital and revenue investment in training, development and ultimately employment for local people from two of the largest companies in the world in [redacted] and Compass.

However, this project is one element of a much larger and broader plan for the continuing development of the iconic Edgbaston Stadium site and additional private sector investment of around £40m is expected, bringing the total capital expenditure on the site to in excess of £60m by the end of 2026. The elements of this project will be prioritised to be completed by 31st March 2025.

Consequently, the Levelling Up Fund contribution will leverage additional contributions, from both public sector and private sector sources, of in excess of

£40m.

The proposed private sector investment will include:

* + - * Further improvements to the stadium, including to the Priory and Raglan Stands, potentially increasing the stadium’s capacity and significantly improving the visitor experience for cricket spectators
      * The completion of 375 high quality apartments, with a roof terrace, a residents’ gym, 340 parking spaces and secure storage for 200 bicycles
      * The creation of a 150 bedroom hotel and a new colonnade
      * 20,000 square feet of new retail and leisure space
      * 76,000 square feet of new car parking
      * The creation of Edgbaston Plaza, boasting a huge 14,800 square metres of external space, one of the largest external event spaces in Birmingham, with potential to host a wide range of external events, including cultural festivals, outdoor cinemas, markets and fun fairs

This project is key to leveraging the required private sector investment. In addition to delivering a broad range of much needed facilities for local people to meet an identified need in an area with high levels of multiple deprivation, it will increase the footfall and vibrancy of the stadium site, underpinning much of the commercial activity.

Without this project, securing the required levels of private sector investment for the commercial elements proposed for the site will be much more difficult.

Consequently, there is a real synergy between the utilisation of an iconic sporting venue and creating a true international quality destination, both for local people and visitors alike.

(375 words)

# Section 4.4 – Alignment with local and national context

* + 1. **- Explain how your bid aligns to and supports relevant local strategies (such as Local Plans, Local Economic Strategies, Local Cultural Strategies or Local Transport Plans) and local objectives for investment, improving infrastructure and levelling up (500 words)**

The project is consistent with a broad range of local strategies and objectives for investment, as follows:

# Birmingham City Council’s Levelling Up Strategy - Prosperity and Opportunity for All

With its bottom up approach to the provision of improved community, well-being, training and educational facilities for some of Birmingham’s most deprived communities, the project will make a significant contribution to Birmingham City Council’s Levelling Up Strategy, which identifies the following objectives: -

* + - * *Increasing the pace and scale of growth and embedding in an inclusive and sustainable way so all people and places share in the benefits ...*
      * *A bottom-up empowering of communities and citizens to improve their quality of life and their communities ....*
      * *Improving public services and social infrastructure* ...
      * *Moving the dial on the outcomes and opportunities for all citizens and all parts of the city, addressing spatial disparities and long-standing structural inequalities.*

# Birmingham Development Plan 2031

The project aligns with and will contribute to the delivery of these objectives of the Birmingham Development Plan: -

* + - * *To develop Birmingham as a City of sustainable neighbourhoods that are safe, diverse and inclusive, with locally distinctive character*, through the provision of high quality, community facilities.
      * *To create a prosperous, successful and enterprising economy with benefits felt by all*, through the provision of much needed educational and training facilities.
      * *To promote Birmingham’s national and international role*, through the creation of a broad range of new facilities at an internationally recognised sporting venue.
      * *To encourage better health and well-being through the provision of new and existing recreation, sport and leisure facilities* through the provision of much

needed health, well-being, sport and leisure facilities.

# Imagination, Creativity and Enterprise - Birmingham Cultural Strategy 2016- 2019

The project is consistent with all five themes of Birmingham’s Cultural Strategy, but particularly with:-

## *Theme 1 Culture on our Doorstep*

The project is clearly consistent with this theme, providing much needed community facilities for some of Europe’s most deprived communities, using cricket, the predominant sport within local South Asian communities, as a platform for social mobility. It will embrace the principal of cultural democracy, ensuring people come together to co-create, commission, lead and participate in a wide range of locally relevant, pluralistic and community driven cultural ventures.

## *Theme 4 Our Cultural Capital*

The project will make a significant contribution by providing much needed education and training facilities within this flagship development, cementing Birmingham’s role as a centre of imagination, innovation and enterprise, with local roots and international reach.

# The Balsall Heath Neighbourhood Development Plan

Edgbaston Stadium is adjacent to the Balsall Heath Neighbourhood Development Plan area. The plan clearly identifies a requirement for improved social infrastructure, including health and well-being facilities, and improved job and training opportunities. This project will contribute to the delivery of many of the plan’s policies, but most directly to:

* + - * *BH1 – A Sustainable Community*
      * *BH5 – Community Infrastructure and Shopping and Local Centres*
      * *BH7 – Marking Significant Places and Spaces (484 words)*

# - Explain how the bid aligns to and supports the UK Government policy objectives (500 words)

The project aligns with and supports the delivery of a broad range of UK Government policy objectives, as follows:

# The Levelling Up White Paper

With its focus on the provision of new community facilities for one of the UK’s most deprived communities, including the provision of improved facilities for health, well- being and skills development, new cycling and walking routes and the enhanced 5G and cellular connectivity, the project will contribute to the following missions from the Levelling Up White Paper:

* + - * ***Living Standards -*** *By 2030, pay, employment and productivity will have risen in every area of the UK ... and the gap between the top performing and other areas closing.*
      * ***Digital Connectivity*** *– By 2030 the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.*
      * ***Skills -*** *By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK.*
      * ***Health -*** *By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed.*
      * ***Well-being -*** *By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.*
      * ***Pride in Place -*** *By 2030, pride in place, such as people’s satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.*

# The UK Industrial Strategy - Building a Britain fit for the future

With its focus on digital skills, improving digital infrastructure and improving prosperity within a deprived community, the project clearly aligns with each of the five foundations of productivity identified in the UK Industrial Strategy, but specifically the following:

* + - * ***People*** *– Good jobs and greater earning power for all*
        + *We need to narrow disparities between communities in skills and education and remove barriers faced by workers from under-represented groups in realising their potential. We will ensure that everyone can improve their skills throughout their lives, increasing their earning power and opportunities for better jobs*
      * ***Infrastructure*** *– a major upgrade to the UK’s infrastructure*
        + *Boost our digital infrastructure with over £1bn of public investment, including £176m for 5G ...*
      * ***Places*** *– prosperous communities across the UK*

# National Infrastructure Strategy

With its focus on job creation and on improving services, skills, economic prospects and digital connectivity for one of Birmingham’s most deprived communities, the project aligns with the UK’s National Infrastructure Strategy:

## *Leaving no community or business behind*

* *... to ensure resilient and secure 5G networks*
* *Bringing jobs, investment and prosperity to some of the most deprived communities ...*

# The Clean Growth Strategy

With the creation of a new net-zero community hub and the project’s intention to set a new standard for sustainability in development, operation and mobility, the project clearly aligns with the Clean Growth Strategy.

(481 words)

# Where applicable explain how the bid complements or aligns to and supports existing and/or planned investments in the same locality

The project complements, aligns with and supports a broad range of both existing and planned investments in the same locality, as follows:

# Levelling Up Fund (LUF) Round 1 for Birmingham

The LUF Round 1 developments at Moseley Road Baths and Balsall Heath Library are within the Balsall Heath area targeted by the Edgbaston Stadium Development

and are less than half a mile to the east of the stadium. The projects are completely complementary and mutually supportive and together they offer much needed improvements to the offer of community facilities for Balsall Heath residents.

# Towns Fund

Of the 101 towns in England to receive Towns Fund awards, twelve are in the West Midlands, with Smethwick at around five miles distant, the closest to Edgbaston Stadium. Whilst the Smethwick Town Deal will provide new skills development opportunities for local people, these are not easily accessible to the people of Edgbaston and Balsall Heath and the more local and targeted provision, offered by the Edgbaston Cricket Stadium Masterplan Development project will have a much greater impact on the people of Edgbaston and Balsall Heath.

# Cycling and Walking Funding

The cycling and pedestrian routes and the e-bike charging facility created as part of the project complement and add value to the ongoing creation of a network of cycling and pedestrian routes across the West Midlands, including the new Birmingham to Selly Oak route which passes very close and to the west of the stadium and is being delivered as part of the Starley Network, utilising part of a £17m award recently made to Transport for West Midlands.

# National Lottery Community Fund

A number of organisations operating in Edgbaston and Balsall Heath have recently been awarded small grants from the National Lottery Community Fund. Engagement will be undertaken with each of the organisations delivering the projects as part of the delivery of the Edgbaston Cricket Stadium Masterplan development’s community engagement strategy. The new high quality facilities being created will provide new opportunities for those involved in these projects and in future similar projects. The following is a selection of the local community organisations already identified, along with descriptions of the awards made and the activities to be undertaken:

# Mental Health Resilience for All

An award has been made to this local mental health charity to deliver a series of activities, including physical exercise sessions, healthy cooking and mental health discussions, for women from black Asian minority ethnic communities in the Edgbaston area. Participants will be provided with the opportunity to leave their homes to learn new skills and socialise with others with the aim of reducing isolation and promoting positive mental health.

# Woodview Community Forum

This CIC has received a grant award to help the local community in a deprived area socialise and meet in their local community centre to take part in a range of activities

determined by local people. The project is supporting people during the current pandemic and helping people recover from the negative effects of isolation.

# LUV Yourself Programme

This grant to a local CIC will deliver an 8 week programme to women in Edgbaston, covering wellbeing nutrition, financial literacy and mindfulness. The project will help local women access support and become more resilient.

# Improving BAME Bereavement Support Services

This award to the Rising Widows Foundation, a local unregistered community organisation, will provide bereavement counselling sessions for local African women, reducing feelings of isolation and improving health and wellbeing.

# Forty-4-Men

This award to Oasis, a local unregistered community organisation, will deliver outdoor activities for a men’s group, with a focus on those from the African community. The project offers peer support to men with a view to discussing and sharing issues to promote positive well-being.

# The Helping Hand

This award to Tmar’z, a local unregistered community organisation, will supply hot meals and support vulnerable people from the local BAME community who are shielding as a result of the pandemic. The project will improve mental health and promote healthier eating habits to those who are experiencing isolation and loneliness.

# The Global Peacemakers

The award to this Charitable Incorporated Organisation will provide food, essentials and wellbeing support to those experiencing homelessness, including creating a computer room with support to assist homeless people to access both accommodation and employment opportunities. The project’s objectives are to enable people to access their basic life needs and improve life chances.

# OHMI Music Makers

This award to the OHMI Trust, a registered, unincorporated charity, will provide adapted musical instruments and tuition to children with physical disabilities, removing barriers to making music and improving the wellbeing of disabled children, through providing new opportunities for socialising and learning a new skill.

# Mind Fitness

This award to Inspire Therapy in the Community, a not-for-profit company, will deliver mental health webinar sessions to members of the community over the age of

18, supporting those whose mental health has been significantly impacted by the pandemic.

# Community Engagement

This award to At Pace CIC will provide support and social activities for women from the BAME community, bringing people together and reducing isolation amongst a vulnerable group.

# Amanah Youth Development

This award to Amanah Youth Development Ltd, a local not-for-profit company, will deliver mixed sports sessions to vulnerable children from the Muslim community, providing them with sporting activities to relieve boredom, reduce crime and gang related activities, whilst giving them a sense of purpose.

# Ignition Pathways

This award to the Jericho Foundation, a local not-for-profit company, will provide training opportunities for volunteers from the local community to improve skills and help people to reach their potential.

# – Please explain how the bid aligns to and supports the government’s expectation that all local road projects will deliver or improve cycling and walking infrastructure

Whilst this project is not a transport project, it does include creating new cycling and walking routes which open up the Balsall Heath side of the stadium through to the new piazza and Cannon Hill Park to improve mobility and active travel

# - Please tick to confirm which of the following Levelling Up White Paper Missions (p. 120-21) your project contributes to:

* **Living Standards** – the project’s focus on job creation and the development of skills appropriate to local business needs (primarily, but not exclusively in the areas of digital and hospitality), will improve employment prospects and the prosperity of local people, leading to improved living standards.

# Research and Development (R&D) – N.A

* **Transport Infrastructure** – the project creates 380m of a new cycle route, 360m of a new pedestrian route and an e-bike charging station.
* **Digital Connectivity** – the project will provide enhanced 5G and cellular connectivity for significant numbers of local residents, along with a digital innovation hub.
* **Education-** N.A
* **Skills** – the project will provide significant opportunities for skills development (primarily, but not exclusively in the areas of digital and hospitality) for local people.
* **Health** – the project will deliver significant health outcomes for local people: not just through the proposed creation of a new NHS walk in centre, but also from the improved opportunities for employment, training, volunteering, community participation and physical activity which the project provides.
* **Wellbeing** – as above, the project will deliver significant well-being outcomes for local people: not just through the proposed creation of a new NHS walk in centre, but also from the improved opportunities for employment, training, volunteering, community participation and physical activity which the project provides.
* **Pride in Place** – the project will produce new, high quality community facilities, offering significant opportunities for volunteering and increased community participation, which will clearly lead to improved pride in place for some local people.
* **Housing –** N.A
* **Crime** – clear evidence exists (The Role of Community Participation in Combating Crime: Barberton et al 1998) that improved opportunities for employment, training, volunteering and increased community participation have a positive impact on local crime levels.
* **Local Leadership** – the opportunities provided by the project for volunteering and increased community participation, undoubtedly present opportunities for the development of local leaders.

# Part 5 – Economic case

* + 1. **- Please provide up to date evidence to demonstrate the scale and area; comparisons should be made between the significance of local problems and issues (500 words)**

This application to the Levelling-Up Fund has been selected by BCC because it is designed to ensure that residents of a currently deprived area get a larger share of the economic activity generated by the stadium than would otherwise be the case. The issues facing the Balsall Heath West and Sparkbrook and Balsall Heath East wards have been described in section 4. At present, it is likely that residents of the Balsall Heath area have disproportionately low chances of securing employment because of the problems they face and the tendency for these to be transmitted between generations. These issues create a situation where an iconic stadium, hosting major national and international events, generates relatively little benefit for many of its nearest neighbours. One major theme of the present proposals is to address this in a targeted way. An additional community element is proposed for a location serving the Welsh House Farm Estate in the Quinton area, which at ward level is one of the less deprived parts of Birmingham, but where the Estate does have serious problems.

A further aspect of the context is that the present proposals represent the community and environmental components of the Stadium Masterplan. Separate commercial components of the plans, including a hotel and additional hospitality facilities, are being pursued and are not in any way dependent on LUF support. The commercial elements are relevant, however, in that they will generate an estimated 180 jobs in and around the stadium; the combination of multiplier effects and other off-site spending by additional visitors attracted to stadium events will increase this to a total of some 300 jobs in the Birmingham travel-to-work area by around 2030. The Stadium is therefore both a growing contributor to the regional economy and an increasingly important centre for local employment. The distribution of the resulting economic activity is therefore increasingly important.

The other theme, also supported by the City Council, involves a number of investments within the stadium estate to pursue the net-zero targets set out by the Government, the Council and the WCCC itself. The types of interventions reflect what it is possible to WCCC, as owners of Edgbaston Stadium, to do (directly, through collaboration with commercial partners, or through their charitable arm the Edgbaston Foundation).

(375 words)

# - Please demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues. Please demonstrate how any data, surveys and evidence is robust, up to date and unbiased (500 words)

The data used in section 4 and underpinning the statements in 5.1.1 (above) are taken from Birmingham City Council ward profile notes which were based on standard sources including the 2011 Census, official data on unemployment claimant counts, and experimental income data produced by the ONS based on administrative data from Pay As You Earn (PAYE) employment and pension data, tax credits data and Child Benefit data from HM Revenue and Customs and benefits data from the Department for Work and Pensions.

(82 words)

# – Please demonstrate that the data and evidence supplied is appropriate to the area of influence of theinterventions. (250 words)

The “target area” is broadly defined as the Balsall Heath West and Sparkbrook and Balsall Heath East wards, and the data is for those wards and therefore entirely appropriate. The Quinton action is aimed at one particular part of Quinton ward which has significantly greater problems than the ward on average; no formal data is available.

(56 words)

# - Please provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems. Quantifiable impacts should be forecasted using a suitable model. Theory of Change evidence should be identified and referenced. (750 words)

*Community proposals*

The community proposals are intended to enhance both the employment prospects of working-age people living in the Balsall Heath and adjoining areas, and the quality of life for residents there in general. The effects have been estimated separately for the different measures included in the proposals. Collectively, these measures should contribute to increasing incomes in the area and to making the area more attractive to live in; the latter effect will to some extent encourage residents with rising incomes to stay in the area, which in turn will mean that they tend to contribute more to supporting local shops and services by their spending, to maintaining or improving housing, and so on. However, these wider effects are indirect, and no attempt has been made to quantify them here.

For the cycle and pedestrian routes through the site, we have used the DfT Active Modes Appraisal Toolkit (AMAT) to estimate the value of quality improvement for each cyclist and pedestrian using the improved route to traverse the site. The value is based on cyclists transferring from on-road cycling (on the Pershore Road) to an off-road segregated cycle route though the stadium site, and on improvements for pedestrians resulting from levels kerbs (or no kerbs to cross), even pavements, and good information and signage, compared with the alternative of walking beside the Pershore Road. In the absence of any information on forecast numbers of cyclists in the area, the value per cyclist has been multiplied by an assumed 360 cyclists per day (both directions combined), and the value per pedestrian by an assumed 1,000 pedestrians per day (again, both directions combined). These numbers are assumed

[a] to include the effect of the commercial developments within the Stadium estate, and [b] not to change as a result of the proposals considered here. AMAT does not output the quality improvement except as the £ value of the resulting benefit, so we cannot quote the impact here.

For the two community user centres, in order to check the valuation of the centre, we have taken an assumption of 100 users each day for 350 days of the year for each centre.

The community proposals include two learning and development centres, one for catering and hospitality trades and one for IT literacy and training. We have assumed that each centre will successfully train 300 persons per year, i.e. a total of 600 trainees per year, and that 20% of these trainees will be persons from deprived areas who, as a result of the training, secure employment which would otherwise be taken by someone from a non-deprived area. This gives 120 trainees from deprived areas securing employment each year. This is the only impact taken as contributing to benefits, though clearly there would be a benefit to the other 480 trainees as well.

The improvement to the piazza area are assumed to enhance the experience of crossing or spending time in the plaza for each visitor. Visitor numbers are taken as 20,000 at 15 major cricket matches per year, 5,000 on 30 occasions (matches and other events) per year and 250 on 100 occasions per year. This gives a total of 475,000 visits per year enjoying the improvements.

For the AV screen to the rear of the West Stand (and hence visible from the plaza) we assume that the community value will come from 6 free cinema events per year attracting 750 people each. Any value in enhancing other visits has been excluded.

It is estimated by the Stadium’s telecoms partners that the enhanced coverage will extend between 500m to 700m beyond the stadium itself. Using OpenStreetMap data, we estimate this area to contain between 890 and 1350 residential buildings (at the shorter and longer radii respectively), which are assumed to accommodate an average of 1.2 paying phone users each.

This gives a total of between 1,068 and 1,620 private phones in area of improved connectivity. In addition, it is assumed that 100 business phones are active in the area covered.

All of these impacts are assumed to be constant over time.

*Environmental proposals*

No new estimates of environmental impacts have been prepared for the present report. Previous work for Edgbaston Stadium has estimated that the photo-voltaic electricity generation and solar water heating provision will save 116 tonnes of CO2 emissions per year, and that the rainwater harvesting will capture 1,300m3 of rainwater per year. The environmental impacts of the EV/bike-charging oints, and of the green walls and roof, have not been calculated.

(748 words)

# - Please describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs. Key factors to be covered include the quality of the analysis, the quality of the evidence and the accuracy and functionality of the models used. (500 words)

The estimates of community impacts in 5.2.1 above are believed to be reasonable but, as the table makes clear, they are of necessity very largely based on informed assumptions rather than any more formal survey or calculation.

The estimates of environmental impacts in 5.2.1 are taken as provided to us. (50 words)

# - Please explain how the economic costs of the bid have been calculated, including the whole life costs (500 words)

The costs are as estimated for Edgbaston Stadium by the project manager and quantity surveyors.

# - Please describe how the economic benefits have been estimated, including a discussion and evidence to support your assumptions. (750 words)

*Community proposals*

The estimates of benefits have been calculated for each community component as follows.

The DfT AMAT tool gives benefits of £7,500 per year for the cycle route and £4,000 per year to the pedestrian route, to a total of £11,500 per year. These benefits are for the improved quality of the journey through the site. No allowance has been made for the possibility that good routes through the site would encourage additional

walking and cycling, and additional diversion away from main roads, nor for general growth in the numbers of active mode users as a result of other policies.

From discussion around the proposals it is clear that community centres of this kind proposed are needed in the Balsall Heath/ Edgbaston area, and likewise at Welsh House Farm Estate, and would otherwise have to be provided from other public funds. We have therefore assumed a shadow benefit equal to the cost of the developing the two centres, including the value of the land (assuming it would otherwise be in residential use). This corresponds to a benefit of approximately £5 per user per visit, which we consider reasonable given a potentially wide range of uses including health services, social provision (e.g. playgroups, Scouts/ Guides) and indoor sports.

The value of a job being taken by a person from a deprived area rather than someone from another area is taken as £2,850 per annum, based on a reported average of £28,500 being spent to get a job into a regeneration area for a period of 10 years. This gives a benefit of £342,000 per year for 120 trainees. No other benefits (such as the benefit to trainees from non-deprived areas, even if these are people who would otherwise have difficulty in getting employment) have been counted.

The improvement of the piazza area is assumed to generate a benefit values at 10p per visit, based on previous experience in valuing public realm improvements. This gives a benefit of £47,500 per year.

The community benefit of the AV screen overlooking the piazza is calculated on a willingness-to-pay of £10 per person per cinema event, based on entrance prices for paid open-air cinema events elsewhere in Birmingham. This gives a benefit of

£45,000 per year, exclusive of any social value of the screen being used in the course of other events.

The benefit to residents from the improved mobile phone connectivity is calculated as a benefit of £14.60 per resident per month. This is approximately half of the willingness-to-pay estimated by Rand Europe in 2014 for the benefit of a good signal over a poor one; the halving assumes that the marginal value of 5G over 3G/4G is less than the difference considered in the original research. The value has been adjusted from 2014 prices to 2022. The benefit for each business phone is also calculated at £14.60/month, from a separate estimate in the same Rand Europe report. This gives a total social benefit of £252,034 per year. This excludes the benefits to local residents and businesses from the higher capacity of the system as a whole, which will reduce the risk of mobile phone signal for residents and business around the stadium being degraded by large numbers of visiting users on major match days/

*Environmental proposals*

We have found it more difficult to put an economic value on the environmental components of the bid.

4E-vehicle charging (action 6) is clearly a necessary part of the programme to decarbonise the transport system (even if in an extreme strategy the use of private cars was prohibited, e-vans would still be required). However, we have not found any work suggesting that a direct economic value can be put on each charging point. There is however an implicit shadow value in that under the "On-street Residential Chargepoint Scheme" the Government pays local authorities up to 60% of the eligible capital costs for the installation of such charging points. It is therefore reasonable to conclude that the value of such charging point is believed to exceed 60% of their cost – and to exceed 100% of their cost if local authorities fund the remaining cost themselves. However, this conclusion only defines the minimum expected return as being at least equal to the cost, it does not give any clue as to how much greater the return might be. It therefore implies, at best, a BCR of at least 1, without giving any indication of how much greater than 1.

Green roofs and walls are somewhat fashionable and can be attractive; green roofs in particular can provide some “garden” space for people who would otherwise have no garden, and a concentration of roof gardens in one urban area could possibly create a valuable habitat for insects and possibly for small birds. However those arguments do not appear relevant here; and in terms of the wider environmental picture, it is debateable whether green roofs and walls can contribute anything to reducing global warming, because of the extra carbon that has to be released (mainly in the production of cement) to build the heavier structures required. We therefore do not put any economic value on these.

Rainwater harvesting is likewise regarded as environmentally desirable, and may have specific local benefits if it is of a sufficient scale, and is managed in such a way, as to reduce the risks of flooding along the watercourses into which the water would otherwise be discharged (in the present case, presumably the River Rea, which runs behind the stadium). We do not have any basis for assessing whether that would be achieved. At a global level, the evidence is that the carbon emitted in building such systems exceeds that saved in their operation. So again therefore do not put any economic value on this action.

The photovoltaic and water heating systems are estimated (as noted earlier) to reduce CO2 emissions by 116 tonnes per year. The highest estimates for the shadow value of saving a tonne of CO2 emissions in the later years of this decade are around £450/tonne, which implies an annual value for the proposed system of around £32,000. This implies a very low rate of return on the proposed investment of over £8million. Note however than individual parts of the scheme might produce much better returns, but we do not have the necessary information to consider this.

The difficulty of demonstrating significant economic benefits from the environmental actions proposed is to some extent due to a lack of information and the difficulty of carrying out the very detailed local analysis required, e.g. to consider how the rainwater harvesting system might contribute to the reduction of local flood risks. We therefore do not dispute the view that the environmental components may represent an important part of the scheme, especially in the context of achieving levelling-up by “building back greener”; but it is not possible to demonstrate their contribution with the economic tools presently available.

*Future growth and duration*

Whilst we have assumed that the impacts of the proposals are constant over time, we have assumed that the value of each unit of impact increases in line with a general economic growth rates of 1.25% per year – so for example the willingness to pay for a better mobile phone signal will increase in line with incomes. The exception to this is the value of the carbon savings, where we have used the DEFRA profile of rising values over time, which we assume to include any income-related effects.

The infrastructure components are assumed to have a 60-year life, the other components to have a 10-year life. All the benefits are assumed to flow from 2025/26 onwards.

(1271 words)

# - Please provide a summary ofthe overall Value for Money of the proposal. This should include reporting of Benefit Cost Ratios (BCR). (500 words)

The main benefits and costs spreadsheet shows (in Table A.6) that the overall benefit:cost ratio is 1.08. (This is considering the adjusted benefit:cost ratio; given the mix of components here, the unadjusted benefit:cost ratio is irrelevant.) If the project was designed to achieve conventional economic growth impacts that could be captured in established monetised measures, this would be low level of value for money.

The community elements of the bid on their own produce a rather more favourable benefit:cost ratio of approximately 1.25. If time was available, further analysis might increase this, in that the “10-year” components are likely to include “infrastructure” that is likely to remain valuable for considerably longer than one decade e.g. the masts supporting the 5G antennae.

In contrast, as explained in the previous chapter, we cannot establish a good economic case for the environmental elements on the basis of current methods. Note also that whilst the power generation on the stadium may make a modest contribution to reducing the Cricket Club’s utility bills, that on the community centres will effectively help to fund the operating expenditure on these buildings (which is not included in the costs considered here).

In addition, we consider that the non-monetised benefits considered in [5.4.2] are important.

(206 words)

# Please describe the non- monetised impacts the bid will have and provide a summary of how these have been assessed, including the expected scale of these impacts. These will be factored into the overall Value for Money assessment of the bid. (500 words)

On the community side, in addition to the quantified and monetised benefits, the proposals will contribute to the longer-term regeneration of the Balsall Heath and adjoining deprived areas by simultaneously improving the quality of the area as a place to live and enhancing the employment and income prospects of its residents, particularly for those who would otherwise have difficulty getting into the mainstream economy.

On the environmental side, as previously noted, it is not practical to monetise the value of the benefits at the present time. For example, EV and e-bike charging points are essential components of the campaign to decarbonise private transport, but it does not seem possible without significant new research to put a meaningful value on the provision of a small number of charging points in one particular location. That most definitely does not mean that such charging points are without value.

# - Please provide an assessmentof the risks and uncertainties that could affect the overall Value for Money of the bid. (250 words)

Risks and uncertainties around delivery and costs are considered in section 6.

There are inevitably risks and uncertainties both about the outcomes and the values that are put on them.

We take the two largest community items as examples.

Details of how the learning and development centres will operate remain to be worked out. Even once these have been defined, there will remain some uncertainty about the eventual take-up of the training places that are made available, about the proportion of those places taken up by people from the more deprived areas, and about the proportion of students how secure regular employment as a result. In terms of the value placed on getting people from deprived areas into regular employment, the value used here is based on past analysis of what has been spent to achieve such effects. This is obviously an implied value from past decisions rather than a more direct observation of benefits, but as discussed in the previous work (for the UK2070 Commission) it is the best source currently available without further research. Since past policies have clearly been insufficiently effective (as evidenced by the fact that the Levelling-Up Fund is needed), it is reasonable to conclude that too little has been spent in the past, and that the value per person is too low. As such our estimates of value are likely to be on the cautious side.

Finally, whilst the community centres are relatively well-defined output, it is not yet known exactly how they will be used, and hence impossible to estimate directly the flow of value resulting from that use.

(266 words)

# We would expect an AppraisalSummary Table, to be completed toenable a full range of impacts to be considered. This should be consistent with the relevant appraisal guidance for the bid.

(attached)

# Part 6 – Deliverability

* 1. **Financial – complete Costing & Planning Workbook Table B (funding Profile and Table C (Cost Estimates)**
     1. **- Please confirm the total value of your bid.**

The total value of the scheme is £18,836,000. However, with a 10% match funding from Birmingham City Council (BCC), the actual bid is £16,952,400.

# - Please confirm the value of the capital grant you are requesting from LUF

£16,952,400.

# – Please confirm the value of match funding secured.

£1,883,600 confirmed via Birmingham City Council, as approved by it Cabinet on 28 June 2022.

# If you intend to make a land contribution (via the use of own existing owned land), please provide further details below and confirm who currently owns the land, details of any restrictions and the estimated monetary value. (250 words)

In respect of a land contribution (via the use of existing owned land) associated with ownership of land forming part of the proposed deliverables, the new Community Use Hub building of the Edgbaston Stadium & Community Masterplan (ESCM) sits on land owned outright by Warwickshire County Cricket Cub (WCCC), this follows the land having been purchased from Homes England in 2021. The area of the plot is 0.29 acres (0.117 hectares) calculated electronically using digital mapping and is Freehold with Vacant Possession.

At the time of the transaction in 2021, the land was valued independently at £150,000 and this was reflected within the sale price at the time of the transaction. A valuation has been undertaken by an independent land agent, Caroline Penn-Smith of Carter Jonas, to understand the likely value today, this is considered to be worth £160,000. (the valuation detail is contained with the Additional Content section)

In addition to the foregoing, when considering the Outreach Community Use Hub at the re-purposed Quinton Police Station the land is currently owned by the Police Authority and thus not considered within this section.

# - Please confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details.

N/A

# - Please describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget. Please advise on any assumptions. (750 words)

Due to the high-level nature of the proposals at present, detailed cost plans are not able to be prepared. Allowances have been made generally on an area basis with further allowances included for main contractor preliminaries, risk and overheads and profit; design development; design fees; client contingency and an allowance for inflation. The specific basis of each of the various allowances are outlined below:

1. Community Use Centre – 500m2 building over 2 storeys. Allowance has been based upon a construction cost of £5,000/m2 reflecting a building constructed in a CLT frame, high performance envelope and including high degree of sustainability measures seeking to achieve a Net Zero position.
2. Quinton Police Station – allowance has been made based upon a high-level cost model based upon the drawings and areas shown on the drawings provided in order to convert the existing building into a Community Hub. The construction cost equates to circa £2,150/m2 which is within the range expected for a refurbishment of this type.
3. Cycle Route – 380m route – an allowance has been included for signage / markings and for the provision of a new gate.
4. Pedestrian Route – 360m route - an allowance has been included for signage, gate installation and replacement surfacing behind the RES Wyatt Stand 2,350m2 in the form of block paving akin to that completed within the completed Phase 2 works and costed at an equivalent rate.
5. Allowance for EV/e-bike charging points and bike parking - Allowance for 12nr EV points, 12nr e-bike points and 50nr bike hoops. Charging points have been included based upon an allowance net cost of £4,000 per charging point and £350 per bike hoop based upon costs seen on similar projects.
6. AV screen to rear of West Stand – 239m2 screen based upon budget costs for supply and installation from Daktronics of £3,700/m2.
7. Refurbishment of retained nets building – 2,050m2 building – allowance has been made for reconfiguration of the Piazza facing functions together with a general allowance for a refurbishment of the building. The scope of the refurbishment is yet to be defined.
8. L&D centre in RES Wyatt Stand – Budget costs in the order of £1.4m have been provided by Levy/Compass who are the clubs catering provider including front of house areas, culinary school, heating and cooling and technology provision. These costs have been uplifted to reflect a doubling of the footprint to include a further digital

/ IT skill learning and development provision within the stand.

1. Enhanced 5G and cellular connectivity – allowance included for £65,000 as advised by PTI, a digital partner for WCCC.
2. Creation of a hub for 5G and digital innovation – assumed included as part of the L&D centre above.
3. Promoting Birmingham as a national hub for digital experience, art & innovation

* no cost allowance included.

1. Rainwater Harvesting – allowance for installation of buried attenuation tank with associated pipework of £100,000 based upon similar projects.
2. Green Roof – allowance for 1,000m2 intensive green roof at £250/m2 based upon similar projects.
3. Bio solar Roof - allowance for 250m2 intensive green roof at £350/m2 based upon similar projects.
4. Solar Hot Water – allowance of £50,000 for addition of solar hot water generation to existing WC’s.
5. Living green walls to Skyline - £50,000 allowance included.
6. Organic cricket pitch - 16,380m2 pitch. Organic pitch relates to use of pesticides and weedkillers which are operational issues as opposed to capital cost.
7. Photovoltaic (PV) panels to boundary fence – allowance for photovoltaic panels on a framing with interconnecting cables and relays to 33% of boundary fence. Fence total length 455m so 150m length allowed based upon costs of PV panel installation on other projects of £99/m2 as advised by Amber Energy who are a partner of WCCC.
8. PV grid on lightweight structure, above car park bays – 1,200m2 of panels on lightweight frame included based upon costs of PV panel installation of £99/m2 based upon advice from Amber Energy with an allowance for lightweight structure of

£250/m2.

1. Allowance for PVs to roof of nets building - 2,050m2 area including allowance secondary structure to support as existing building not believed to have capacity.

£99/m2 allowance included in line with above but with enhancement for secondary structural support requirements of £150/m2.

(704 words)

# - Please provide information on margins and contingencies that you have allowed for and the rationale behind them. (500 words)

The construction costs include a number of percentage-based allowances as follows:

Main Contractor Preliminaries and add-ons – an allowance of 25% has been included which is further broken down as follows:

* + - * Main contractor preliminaries have been included at 15% which is representative of tenders recently received in the marketplace.
      * Main contractor overheads and profit has been factored into the costs at an allowance of 5.5% which is based upon recent tenders received and is reasonable in the current market.
      * Main contractor contingency / risk has been included at 2.5% on the assumption that the work will be procured on a design and build basis.
      * Preconstruction services agreement – an allowance of 2% to cover the appointment of a contractor on a PCSA to work with the client and design team during the later stages of design and through procurement to provide advice in terms of design, buildability and logistics.

Also included is an allowance of 10% for Design Development which is reflective of the very high-level status of design at this stage which we believe is reasonable.

We have included an allowance of 10% for Client held contingency for additional requirements likely to arise through the project which again is reflective of the very high-level status of design at this stage which we again believe is reasonable.

An allowance for inflation of 10% to reflect a notional start on site date of Q3 23 has been reflected within the figures. This has been based upon the Arcadis Regional Tender Price Index published in June 2022.

(253 words)

# - Set out what the main financial risks are and how they are to be mitigated, incl. how cost overruns will be dealt with and shared by non-UKG funding partner. Should cross refer to Risk Register. (750 words)

At this early stage of design there are a number of financial risks that exist on the project.

The key financial risks on the project are as follows:

* + - * Early stage of design – due to the early stage of the project the design proposals relating to the majority of the project, specific design does not exist to allow detailed costing of the scheme. Site surveys have not been carried out to ascertain exact requirements which means that any specifics cannot be detailed within any cost exercises.
      * Client requirements also need to be tested and challenged as the design develops and this can often be a cause of cost increase as further clarity is achieved when the proposals evolve. Public requirements and technology are constantly moving which can cause a need to amend the proposals.
      * Volatile conditions within the UK construction market. The outlook for construction has changed dramatically during early 2022 as markets for energy and materials have been severely disrupted by the Ukraine War. For both clients and contractors, this year’s challenge will be to keep projects on track despite uncertainty with respect to both price levels and lead times.
      * Volatile energy and raw material markets, compounded by the Ukraine crisis, continue to add to levels of risk to construction contracts. High prices and difficulties in reaching terms that are acceptable to clients, contractors and funders are delaying projects.

In terms of risk mitigation, the above items are addressed as follows:

* + - * Early engagement of Arcadis to support with this submission. Arcadis have been working with the team throughout the development of the proposals to date. The evolving schemes have been budgeted using Arcadis cost benchmarks from similar schemes to ensure that sensible and robust allowances have been included.
      * Proposal for the early appointment of a main contractor under a Pre- Construction Services Agreement (PCSA). This facilitates the main contractor working with the client and design team during the later stages of design and through procurement to provide advice in terms of design, buildability and logistics. This early advise provides an opportunity for risk mitigation and allows risk to be managed out through the design and reduces uncertainty.
      * Inclusion of design development allowance of 10%. In recognition of the early stage of design at present a sensible allowance has been included for design development in order to allow the design team to develop proposals in the knowledge that provision has been made for a reasonable level of cost movement.
      * Client held contingency allowance included at 10% for additional requirements likely to arise through the project as the design develops.
      * Allowance included for inflation to reflect a notional start on site date of Q3 23 has been reflected within the figures. This has been based upon the Arcadis Regional Tender Price Index published in June 2022.

(463 words)

# If you are intending to award a share of your LUF grant to a partner via a contract of sub-grant, please advise below. NB: You must ensure any further disbursement of the grant is done in accordance with subsidy controls and public procurement rules.

N.A

# - What legal/governance structure do you intend to put in place with any bid partners who have a financial interest in the project? (750 words)

Governance Structure

Levelling Up Round 1 delivery is in progress within the City Council and there is an established monitoring, reporting and governance process. This process will be expanded as Round 2 projects and programmes are approved and move into delivery. The Programme Board will continue to review and ensure that the full suite of review, challenge, support and governance activity remains robust.

All projects:

1. Each to have BCC project lead responsible for monitoring delivery performance, funding condition compliance and reporting into either directly or through Programme Board to the AD Inclusive Growth.
2. LUF Programme Board, chaired by AD Inclusive Growth, with deputy Chair, Director Group and Capital Finance, Deputy s151 - will meet monthly and receive project updates and monitoring reports. Challenge and actions as appropriate.
3. Monthly financial monitoring reports will be provided by BCC Finance in conjunction with project leads.
4. Non-BCC projects to supply financial reports via BCC Finance Business Partner for s151 assurance purposes.
5. Each project a dashboard, approved at LUF Board, will be submitted to Capital Board. Capital Board is chaired by the Leader and comprises the Cabinet member for Finance & Resources, the Directors of Council Management and Inclusive Growth (or their representatives) and senior officers. In addition to dashboard reporting the board will request deep dive reviews into selected projects.
6. Where appropriate for update and/or decision purposes reports will be provided to Cabinet, Cabinet member and/or Scrutiny in accordance with the Council’s Constitution.
7. Quarterly delivery reporting to DLUCH – as required and post assurance by s151
8. Internal Audit – resources will be applied in accordance with the LUF funding agreement, in addition to standard IA programme across council services.

Accountable Body (AB) projects

1. A signed Funding Agreement (FA) will be put in place between BCC and the recipient/applicant.
2. The FA will set out process for reporting, notification, conditions precedent etc

* and will be a “back to back” agreement that flows down the LUF funding conditions to the delivery partner. The FA will also include drawdown mechanism including conditions for drawdown – evidence of spend/progress etc and QS reporting.

1. Internal Audit will be engaged to cover the AB process
2. Reporting will follow the process of internal projects with delivery partner representatives forming part of the LUF Board.

(381 words - provided by BCC)

# - Summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted. (1500 words)

The procurement strategy for the project has been reviewed and the key drivers have been considered as follows:

* + - * Cost Certainty - confidence in delivery of the project within budget and protection from late surprises have been highlighted as the main cost objectives, rather than achieving purely the lowest capital cost. WCCC has a strong wish for a high level of cost certainty prior to starting construction on site.
      * Value for Money – WCCC would like to maximise the quality and the design they can achieve for the budget. There is also a requirement to demonstrate an appropriate level of financial control within the club
      * Quality of design and construction – due to the sensitivity of the location, planning constraints, history and profile of WCCC, it is imperative that the design proposals are of the high architectural and construction quality. It is also important to mitigate future maintenance costs from a Whole Life Costing perspective and to incorporate a high degree of sustainability within the proposals.
      * Retain Control of Design – the status of the project for the WCCC means there is considerable importance attached to ensuring the technical solution, design details and environmental solutions are right first time and have the buy-in and support of all parties within the Club. The Club want to ensure that a highly specified end product is achieved with minimal discretion for substitution of materials and products by the Contractor. The procurement strategy therefore needs to allow for designs, specifications, plant and equipment schedules to be substantially complete prior to tendering and

development of tender documentation that allows some control over using named specialist subcontractors and suppliers.

* + - * Protection of reputation – due to the high profile of the Club and the project, it is therefore fundamental that the project is delivered on time and on budget.
      * Overall programme certainty – due to the WCCC’s contractual commitment to host matches at Edgbaston and general continuity of business, certainty around programme is paramount.
      * Transfer of risk to the contractor – there is a high level of desire to transfer as much risk as is sensible to the contractor. The Club needs to be protected from downside risks and a contractor is better placed to manage these.
      * Early Contractor Involvement (ECI) - The Club sees the benefits of some early dialogue with Contractors on the project.

Taking the above objectives into consideration, a number of procurement options are available which are outlined below:

* + - * Traditional Lump Sum Contract – Single Stage
      * Traditional Lump Sum Contract – Two Stage with Early Contractor Involvement (ECI)
      * Construction Management / Management Contracting
      * Single Stage Design and Build
      * Two Stage Design and Build (with Early Contractor Involvement ECI)

Having considered the various options available, it has been determined that Two Stage Design and Build (with Early Contractor Involvement ECI) is the most appropriate procurement route for the project.

*Advantages*

* + - * The principal benefits of a two-stage design and build approach are the early engagement of a contractor through a pre-construction period which allows for providing early construction advice, design / buildability and logistics input prior to start on site in order to reduce risk and improve programme certainty, a key requirement of WCCC.
      * Early Main Contractor involvement and the progressive tendering of the subcontract works in packages would allow WCCC to retain more control of the design for longer than under single stage tendering, thereby enabling a higher standard of design and quality of construction to be realised, achieving two of WCCC’s key requirements. The two-stage process also offers greater scope to flex the procurement of the works to achieve greater synergy with the design programme.
      * This procurement option also enables the transfer of the delivery risks to the Contractor with the contract form providing the opportunity to maximise the

extent of risk transfer, whilst providing a single point of responsibility for the design and construction of the works.

*Disadvantages*

* + - * Lack of a developed design at first stage tender means there is no early / firm commitment from the Main Contractor to the budget or the programme at the time of his first stage appointment.
      * Success rate of the second stage tender process being experienced in the UK construction is highly variable and there have been many instances of clients who have entered into two stage tenders in good faith being extremely disappointed by the outcomes delivered and attitudes displayed during the second stage. The route is highly dependent on the quality of design management and choosing the right partners with the right mind set.
      * The contract sum proposed by the Main Contractor at the end of the second stage may be inflated at the 11th hour causing the client to become involved in protracted commercial negotiations resulting in lost time and possibly a higher cost premium for a negotiated outcome.
      * Rather than de-risking the project, Contractors may use any delayed issue of information in the second stage, or poorly co-ordinated design information as excuses not to accept full risk transfer, seeking instead to introduce caveats or carve outs into the contract documents, or alternatively, delay giving a full lump sum cost commitment until after construction has started.

The reasons for discounting the alternative procurement routes considered can be summarised as follows:

**Traditional Single Stage** - the main disadvantage of the traditional route is lack of risk transfer to the Contractor for design co-ordination, completeness of information - ultimately the traditional route does not create a single point of responsibility for dealing with these problems, so the cost and programme risks associated with poor performance and information flow remain with the client which may lead to contractual claims and disputes.

Given that there is no up front involvement of the Contractor in the design process under this option, the traditional route does require fully completed and fully co- ordinated design information to be delivered prior to going out to tender for a Main Contractor.

In practice, this usually also means that a traditional lump sum procurement route is often the slowest of all the available procurement options to make a start on site, since its sequential nature means there is little overlap between design, procurement and construction.

**Traditional Two-Stage** - Procurement of the works is undertaken in two stages, the first stage is procuring a main contractor on preliminaries, overheads and profit, and

a programme, at this point the Client will usually need to commit to a single Contractor. One of the key challenges with this approach is the difficulty of gaining a real firm commitment from the Contractor at this early stage to the programme and the budget when the design and brief are still likely to have many fluid elements within them.

The principal disadvantages of this approach are:

* + - * Additional costs to the client, due to inaccurate, incomplete or poorly co- ordinated design information;
      * Prolongation effected by delayed issue of information, poor co-ordination or incorrect design information;
      * It could be argued that the Client has taken on board the extra investment of time, cost and effort only to then miss the opportunity of fully maximising risk transfer to the Contractor, since the design co-ordination risks largely remain with the client under this option.

In summary, a two stage tender aligned to a traditional lump sum contract does not solve the problems of limited risk transfer taking place under the traditional contract – WCCC would still be exposed to the risks of delays and additional costs arising from late or poorly co-ordinated design information and there is still no single point of responsibility for delivery.

**Construction Management / Management Contracting** - The critical disadvantage of Construction Management and Management Contracting for WCCC would be the lack of cost and programme certainty at the point of commitment to construction as under CM and MC the contract sum for the project is not established until the last package has been tendered. In addition, there would be no transfer of the delivery risks to the Construction Manager or Management Contractor for completion to budget or programme as the CM/MC is appointed on a consultancy basis.

**Single Stage Design and Build** - Concerns would exist for the Club and the Architects over who has control of the design and also possible watering down of the architectural quality and specification through the Contractor’s Proposals via substituted materials or solutions.

Commercial tenders are much harder to evaluate with single stage design and build, mainly because Contractor’s make different assumptions and do not always supply a full set of technical Contractor’s Proposals with their tenders allowing transparent comparison of offer. This can lead to a lack of confidence in what solutions, supply chain partners and quality standards have been included in the prices and some uncertainty in determining the best value proposal.

Fewer contractors may be willing to invest the time in a single stage D&B tender - a project like Edgbaston may be viewed as too much risk to properly consider over a short tender period without the benefit of a pre-construction engagement.

(1,484 words)

# Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature? If the procurement is being led by a third party and not the lead applicant, please provide details below. (500 words)

Procurement and Contractor Management will be led by Arcadis in their capacity as proposed Cost Managers supported by Arcadis Project Management with Quadro as Executive Project Managers overseeing the process.

Arcadis have successfully delivered cost management, project management and monitoring services for a number of major sports projects in the UK.

Phil Mendelsohn, Senior Commercial Director with Arcadis who is our lead cost manager has been directly responsible in leading the cost management services from commencement to completion on the Compton and Edrich Stands at Lord’s Cricket Ground and the Alexander Stadium Redevelopment including all procurement activities.

**Compton and Edrich Stands, Lord’s Cricket Ground** - The project involved the demolition and subsequent replacement of the Compton and Edrich Stands at the Nursery End of Lord’s Cricket Ground.

The new stands include seating for 11,600 spectators over 3-tiers and incorporated 2 hospitality lounges, main sponsors boxes, food and beverage and associated facilities. The cost of the project was in the order of £50,000,000.

Demolition of the existing stands took place after the cricket season in 2019 with the project formally opened in advance of the 2nd Test against India in August 2021.

In addition to the construction work, Arcadis also managed an enabling works package in 2018-19 between the cricket season in order to facilitate demolition commencement in Autumn 2019.

Arcadis led the procurement process which culminated in the appointment of ISG on a 2-stage design and build procurement route under a JCT 2016 Design and Build Contract.

**Alexander Stadium** - the project involved the demolition and subsequent replacement of the West Stand at the Alexander Stadium prior to the Commonwealth Games of 2022 which completed on site in May 2022. The cost of the project was in the order of £70,000,000.

The new stand increases the capacity of the stadium from 12,700 to approximately 18,000 seats and includes new athletes’ and hospitality facilities. As part of the project the main track has been replaced and a new warm up track has been installed along with extensive external works and landscaping forming a lasting legacy for Birmingham.

Arcadis led the procurement process which culminated in the appointment of McLaughlin and Harvey on a 2-stage design and build procurement route under a JCT 2016 Major Project Form of Contract.

In addition to the above cost management schemes, Arcadis have delivered Project Management services on a number of sports focussed projects including Newbury, Epsom and Cheltenham Racecourses and Liverpool, Leicester City, Queens Park Rangers and Tottenham Hotspur training grounds.

# - Are you intending to outsource or sub-contract any work on this bid to third parties? For example, where you have identified a capability or capacity gaps. (750 words)

N.A

# - How will you engage with key suppliers to effectively manages their contracts so that they deliver your desired outcomes. What measures will you put in place to mitigate supplier/contractor risks and what controls will you implement to ensure they deliver on quality. (1000 words)

Engagement with contractors and key suppliers is fundamental to the success of the project as a whole, particularly relating to the main contractor delivering the work.

For the main contractor and key suppliers, a prequalification process will be undertaken prior to any tender process to ensure that the project is set up for success.

The Pre-Qualification Questionnaire (PQQ) will require the submission of specific information for evaluation by the team under the following headings:

* + - * Corporate Organisation & Company Details
        + Corporate structure
        + Legal status
        + Company history
        + Insurances held
        + Details of legal cases that the contractor has been subject to in the last 5 years
      * Financial Information
        + 3 years of company accounts
        + Dunne and Bradstreet reports
        + Evidence from sub-contractors of payment in accordance with contract terms
      * Quality
        + Quality system
        + Risk Management
        + Environmental Policy
        + Awards and external quality accreditation schemes
        + Equal opportunities policy
        + Management of Interfaces
        + Defects management
      * Health and Safety
        + Accreditations
        + Accident frequency
        + Policies
      * Personnel & Training
        + Staff metrics
        + Training provided
        + Attrition
        + Resource allocation
        + Sub-contractor appointment
        + Individual CV’s
      * Customer Care
        + Policy
      * References
        + Client references for similar schemes
      * Bribery Act Compliance
      * Policy and details

Diligence during pre-qualification ensures that only appropriate contractors and suppliers are considered for appointment on the project.

Key aspects of the above process are then wound into the procurement process for Sub-contractor and suppliers in the form of further PQQ’s to ensure that as with the main contractor, only the most appropriate companies are utilised for the project.

Once the main contractor and sub-contractors are appointed the focus then changes to ensuring that risks and managed and that appropriate measures and controls are implemented to ensure that quality is delivered at the expected level.

**Risk Management** - Throughout the project a regime of risk management workshops will be implemented. Please see response to Question 6.3.3 which addresses this specific subject.

**Quality Monitoring** – as identified within the PQQ process above, part of the focus from a quality perspective is on management of interfaces and defects management.

Under the proposed design and build contract arrangement the Employer’s Agent would manage the contractor in terms of adherence to the identified processes on an ongoing basis. Whilst the specific arrangements in respect of the Design and Build Contract are yet to be defined at this stage, the typical arrangement would be that the architect and structural engineer would be novated to the main contractor as their designers post contract. The Client would then appoint a separate Client Monitoring Team (CMT) behind a ‘Chinese Wall’ with the typical duties of attending site on a regular basis to inspect the works for general compliance with the Employer’s Requirements and to review the quality of the ongoing installation.

(469 words)

# – Management – Complete Costings & Planning workbook Table D (Milestone Delivery)

* + 1. **- Please set pout your plan to deliver this bid (this should be a summary of your delivery plan) (1000 words)**

The design and delivery works for the Levelling Up Bid funded elements of the Edgbaston Stadium & Community Masterplan (ESCM) will follow industry standard approaches with the involvement of a team of professional property consultants and construction for the design, planning, tendering and delivery elements and at all times will be subject to rigorous reviews in respect of compliance with prescribed procedures and interventions to ensure the works as proposed are delivered correctly, in a timely manner, to budget and to the required levels of quality and finish.

The proposals for ESCM will sit alongside and compliment (and vice versa) the wider masterplan vision of Warwickshire County Cricket Club (WCCC), which includes the proposed delivery of a 146 nr. bed hotel, ground floor retail and an aligned retail strategy with the retail provision within the ground floor footprint of the emerging residential scheme being delivered by PATRZIA on the corner of Pershore Road and Edgbaston Road. The benefits of the combined community use and commercial led aspects of the proposals provide a placemaking synergy not evident elsewhere within the Birmingham area, providing something for all, and aligned with the WCCC ‘Edgbaston for Everyone’ ethos.

*Project Description*

The scope of the ‘ESCM’ proposed works will bring forward elements of community use focussed footprint across both the wider WCCC stadium environs and the ‘outreach’ proposal the re-purposed Quinton Police Station and will focus on some of the key issues prevalent within the local neighbourhood including education, play, training, physical wellbeing and mental wellbeing. In addition, the establishment of neighbourhood connectivity from the Balsall Heath area to the north of the across the stadium footprint providing links for both cycle and pedestrian movements through to the Edgbaston Road side of the stadium and across into Cannon Hill Park, The MAC and Stirchley further south.

*Project Execution Plan (PEP)*

The project will utilise the benefits of a Project Execution Plan (PEP) to manage the entire scope associated with delivering the work, and a high level, initial copy is included as an attachment within the Additional Content section of this submission.

*Roles and Responsibilities (the Project Team)*

It is envisaged the project team will encompass, inter alia, the following professional consultant disciplines: Executive Project Manager, Project Manager & Employer’s Agent, Architect, Structural & Civil Engineer, MEP Engineer, Landscape Architect, Quantity Surveyor and Planning Consultant with support from secondary consultants including Fire Engineer, Acoustic Engineer, Approved Inspector (Building Control).

*Stakeholder Management*

It is imperative that the deliverables of the proposed works meet the requirements of the stakeholders – the neighbours and local community to the stadium. As can be seen elsewhere within the bid documentation, a significant amount of stakeholder engagement has been undertaken and it can be said that the proposals meet the immediate requirements of the community and go some way to addressing the historic shortfall of community use provision to this area of Birmingham. To ensure to proposals continue to address the issues at hand, regular update meetings will be held as part of a wider stakeholder engagement strategy to ensure we maintain the initial trajectory and meet the objectives proposed within this bid.

*Risk Management*

As a metric of progress and to ascertain we remain on course, a full risk management strategy will be evolved with a weighting system established to ensure risks are managed, mitigated or transferred accordingly. More detail is set out within Section 6.3.3, and an initial draft of a Risk Register is submitted as an attachment within the Additional Content section of this submission.

*Design*

It is anticipated, in line with the recommended procurement strategy detailed in Section 6.2.1 of this bid, the works would be delivered either under a JCT Traditional Contract or Design & Build Contract and as such the design principles and protocols will follow the RIBA Plan of Work. It is anticipated the design will reach either Stage 3 or 4 prior to Planning Application submission.

The design will include plans, elevations, a Design and Access Statement (DAS), vehicle movements / tracking associated with provision of car parking, full definition of both cycle and pedestrian routes across the stadium footprint, assessment of sustainability proposals relating to rainwater harvesting, PV (photo-voltaic) panels to existing and proposed roofscapes etc.

*Planning*

The planning process will include proposed Pre-Application meetings with the Planning Dept. of Birmingham City Council. It is anticipated the planning submission will be full applications for the works, over a number of Applications. It is anticipated

the determination period for the larger submissions (in respect of work content) will last for 13 weeks.

*Procurement / Tendering*

It is anticipated the tendering exercise for the works will encompass either a Single or Two-Stage Design and Build procurement approach, and for expediency may involve a PCSA (Pre-Construction Services Agreement) with the chosen contractor and they would form part of the design team on an open book basis to ensure both design and cost efficiencies are harnessed to provide comfort to the client.

*Delivery*

The delivery of the works will most likely be under a small number of JCT Building Contracts. This will ensure cost benefits by restricting the number of tendering exercises required and critically will provide a single point responsibility with the building contractor/s for the delivery of the full works. It would be anticipated that monthly Progress Meeting will take place with the contractor/s, to understand a snapshot of physical progress against the programme of works, and to also receive an update on project expenditure and cashflow.

*Completion*

Given the nature of the scope of works being delivered across the stadium footprint it is also envisaged there could be a number of Sections for the Works under certain of the Building Contracts, resulting in a number of Sectional Completions with the last coinciding with overall Practical Completion. Again, given the nature of the works to be delivered, it is anticipated a DLP (Defects Liability Period) of 12 months would be appropriate, this would also be applicable to any planting as part of associated the landscaping works.

(1000 words)

# - Please demonstrate that some activity can be delivered in 2022-23. (250 words)

It is envisaged that upon successfully securing LUF monies to support the proposed project delivery, elements of expenditure will be demonstrably undertaken during the 2022-23 financial year.

It is anticipated that project costs will be incurred through a variety of workstreams including, but not limited to the following:

* + - * Design Fees
      * Planning Fees
      * Physical Construction Works

Below, we set out how we believe activity will occur within the 2022-23 financial year.

*Design*

As part of the process to evolve thinking on the proposals submitted, design works will be required to further the scheme, including the designs associated with the new Community Use Hub, as we work up a Planning Application. As a minimum we would be working to RIBA Stage 3 design, which would include a Design and Access Statement (DAS).

*Planning*

As part of the process of taking the design through to construction, we will need to engage with the planning department of Birmingham City Council, this will be both via the Pre-Application Process and the subsequent formal submission.

*Physical Construction Works*

There are elements of the physical deliverables through construction which could be delivered during the 2022-23 financial year, most notably the re-configuration of the existing Wyatt Stand to allow the delivery of the proposed Learning and Development Centres (L & D) in conjunction with WCCC’s catering JV partner Compass Levy and [redacted]. To prepare the zone for re-fit, strip-out works could commence in parallel with working up the layouts and design in autumn 2022.

(246 words)

# - Risk Management: Places are asked to set out a detailed risk assessment which sets out (not including the risk register) barriers and levels of risk to the delivery of the bid, appropriate and effective… (500 words)

Risk is an inherent component of development and construction projects. Risk assessment and management is a systematic approach to identifying, analysing and controlling elements or events which have the potential to cause unwanted impact. Risk essentially falls into two elements – Risk Assessment and Risk Register.

*Risk Assessment*

A thorough approach to risk assessment and management is to be implemented during project evolvement, ensuring a positive input to decision-making. Workshops will consider events or situations which could threaten the planned delivery of the project. There are a number of potential causes to be assessed on a project and risks particular to the Edgbaston Stadium & Community Masterplan (ESCM) are considered in more detail below:

*Revenue*

Financial case is negatively impacted by unplanned rising build costs, with the spend potentially above LUF monies allocated.

*Design*

Certain elements of the design will require further review by the project team, in some instances when considering the ability to engineer PV panels to the roofscape of existing buildings, full structural assessment will need to be undertaken by the engineers.

*Planning Consent*

Risks could present themselves as part of the planning process with a lack of understanding of the proposals and difficulty in securing consultee support

*Procurement*

The nature of the current construction industry is quite volatile, with increasing material costs showing no sign of abatement and labour costs are also currently on upward trend. Coupled with this, we would need to ensure the right contractor is selected for the works, with a good covenant strength to ensure financial stability for the duration of the works

*Programme*

There are potential prohibitors to regular progress of the works, ranging from dealing with planning pre-commencement conditions, lack of understanding the existing ground conditions with contamination, extg. services and underground structures currently unknown. In addition, there could be issues post-contract with the contractor having difficulty securing his supply chain. A final consideration would be significant delays due to extremely bad weather or Force Majeure, the latter being something that came to the fore recently under Bldg. Contracts as a result of the Covid-19 pandemic

*Operation & Maintenance*

It is imperative to establish the provision of appropriate sinking funds for maintenance costs through fund raising and the Edgbaston Foundation. This would include term and cyclical maintenance.

Mitigation measures need to be evaluated in respect of the assessment. Transfer is considered - who is best placed to manage a particular risk? Combined, lateral thinking can be utilised to reduce or eliminate risks.

*Risk Register*

Project Risks are generally tracked on a Risk Register schedule, a formal record for scheduling risk identification, assessment and control actions. The risk register is a

live document, requiring regular review ensuring progress, informing project decision making. More detail can be reviewed in the draft Risk Register submitted as an attachment in the Additional Content section of appendices.

*Initial Summary of Risk*

It is not believed any of the risks identified to date are high risk, all can be managed, mitigated or transferred during the project lifespan.

(500 words)

# - Please provide details of your core project team and provide evidence of their track record and experience for delivering a scheme of this nature. Please explain if you are intending to sub-contract any of this work. (750 words)

In respect of the capability and experience of the core project team, it is the intention from WCCC that the current team working on the wider masterplan at Edgbaston are retained to become involved with the delivery of the works proposed for the Edgbaston Stadium & Community Masterplan (ESCM) and the below sets out their respective suitability and provides overviews of the relevant testimonies:

*Architect & Lead Designer – WOO Architects*

The WOO team bring a compelling combination of skills and expertise in creating multi-function sports and leisure venues worldwide. We are passionate about sport and realising the opportunities it affords, working with our clients to deliver the best possible solution for each project. Collaboration is key to our collective success, allowing innovative thinking to come to the fore, and sharing and developing ideas to establish the best possible design solutions. Our design team has a breadth and diversity in sports master planning, sports venue design, and major sports event feasibility with a great reputation and track record within our industry. We are well known throughout the sports venue and stadium design business with a track record of delivering projects and providing consultancy advice that covers well over 25 years of working practice.

*Civil & Structural Engineering – Robert Bird & Partners*

Robert Bird Group are an international structural engineering consultancy, with extensive experience in the design and delivery of sports and entertainment facilities. With a focus on buildability, the RBG team have delivered a number of projects both within the UK and around the world, working closely with architects, clients and contractors to drive cost and material efficiency through the design and construction sequencing of these complex developments. Committed to driving sustainable design, RBG have recent experience in the design of cross-laminated timber buildings and in the use of new technologies to reduce the embodied carbon across all of our projects.

*MEP Engineering – Griffiths Evans*

Griffiths Evans have a well-established track record of providing MEP engineering design and support whilst working at a number of major sports stadiums across the European continent, including Wembley Stadium, Etihad Stadium in Manchester, The London Stadium and also the The Royal Albert Dock Theatre in London and the Pudding Mill Lane Theatre in London. Other major clients include the England and Wales Cricket Board (ECB). In addition to the standard offer of MEP, Griffiths Evans also provide leading roles on ESG (Environmental, Social and Corporate Governance), connectivity and, integrated fibre optic infrastructures.

*Project Manager & Employer’s Agent / Cost Consultant - Arcadis*

Arcadis are currently undertaking Cost Management on the wider masterplan project for Warwickshire County Cricket Club (WCCC). Arcadis is a world-leading design and consultancy firm that delivers sustainable natural and built assets through its 28,000 people in 70 countries.

Arcadis have successfully delivered cost management and monitoring services for a number of major sports projects in the UK including the delivery of the London 2012 Olympic Stadium, Tottenham Hotspur Stadium, Emirates Stadium, Etihad Stadium, Lord’s Cricket Ground (Compton and Edrich Stands), One Oval Square at Oval Cricket Ground, Alexander Stadium redevelopment and training grounds for Tottenham Hotspur, Liverpool, Queens Park Rangers, Stoke City and Celtic.

In respect of Project Management & Employer’s Agent roles, Arcadis have delivered this at Newbury, Epsom and Cheltenham Racecourses, and at football training grounds for Liverpool, Leicester City, Tottenham Hotspur and Queens Park Rangers

*Fire Engineer – DFC (Design Fire Consultants)*

Design Fire Consultants provides fire safety engineering expertise for the design, construction and operation of all types of building. As an independent consultancy, we combine a high level of expertise whilst prioritising dedication to quality, client value and communication. Our approach to mixed use and stadia projects delivers practical and efficient solutions to meet the design and economic aspirations of the client. In many cases this includes engineered solutions to push the design beyond the limitations of prescriptive guidance. We have experience delivering similar projects such as Old Trafford Cricket Ground, The O2, Gateshead Quays, and Exchange Square.

(660 words)

# - Please set out what governance procedures will be put in place to manage the grant and project. We will require Chief Financial Officer confirmation that adequate assurance systems will be in place.

In the event of a successful bid, delegated approval has been granted to the Strategic Director of Place, Prosperity & Sustainability, and the S151 Officer, with the relevant portfolio holder(s) to approve an Outline Business Cases (OBC’s) and Full Business Cases (FBC’s), including revised financial appraisals.

As noted within 6.1.10, the following would be applicable.

The Edgbaston Stadium & Community Masterplan (ESCM) scheme will be managed at senior level by a Project Board which will be accountable to the Lead Cabinet Member and ultimately Cabinet.

The Project Manager’s responsibilities will include:

* + - * Rigorous project monitoring throughout the life of the programme and reporting to the Project Board;
      * Monthly review meetings will be held between the Project Manager, Contract Manager and the appointed contractor, to ensure effective delivery against Key Performance Indicators (KPIs), Project Milestones, Objectives and Financial targets; and

The Project Manager will ensure the detailed monitoring and reporting of any risks, issues or exceptions to the Project Board, throughout the duration of the scheme.

The Project Board will meet with pre-defined regularity and together they will be responsible for project control. They will make decisions within the scope of Cabinet approval and make appropriate decisions on any minor scope alterations. Any exceptional decisions, including decisions outside of the approved scope of the scheme, will be referred to the relevant Cabinet Member and if necessary, the full Cabinet.

The project will be managed in accordance with the council’s standing orders, financial regulations and governance arrangements as set out in The Constitution.

To ensure the successful delivery of the contract within the available budget, an upto date scope for each stage of the commission will be agreed by the Project Board, with amendments agreed only in reasonable circumstances. Any changes to scope will be managed through formal change control procedures, as required by the contract.

(303 words)

# - If applicable, please explain how you will cover the operational costs for the day-to-day management of the asset/facility once it is complete to ensure project benefits are realised. You should also consider any ongoing maintenance and servicing costs.

Within the Edgbaston Stadium & Community Masterplan (ESCM) proposal centred on and around the Edgbaston Stadium of Warwickshire County Cricket Club (WCCC), there are elements which need to be considered in respect of operational costs. In no specific order these are as follows:

* + - * Hard external landscaping, incorporating both the proposed cycle way and the new footpath
      * Community Use Hubs (2 nr., one at Edgbaston Stadium and an outreach centre at the former Quinton Police Station)
      * Learning and Development (L & D) Training Centres, of which we propose to deliver 2 nr. distinct spaces

Dealing with these in individually, the following is applicable:

*External Landscaping*

The operational aspects of the ongoing day to day use of both the cycle route and the new pedestrian route will fall under the control of the Facilities Management Team at Edgbaston Stadium. The team are responsible for the operational control of the wider stadium, both the stadium bowl itself and the perimeter, including the new central Piazza (between the stadium and the new build BTR residential scheme). It is anticipated the time and cost associated with the cleaning, maintenance and servicing of the new routes will fall within existing budgets.

*Community Use Hubs*

The proposal under the LUF Bid is to deliver 2 nr. Community Use Hubs. One is located to the northern boundary of the stadium footprint which will be a new build scheme seeking to harness the most up to date sustainable construction methods and materials, the second is an outreach Community Hub to be delivered through the re-purposing of the defunct Quinton Police Station. It is proposed that both of the hubs will be staffed and run by the Edgbaston Foundation. As a charity, Edgbaston Foundation has specifically restricted object(ives)s ‘…to provide and assist in providing facilities for sport, recreation and other leisure time occupation of individuals who have the need for such facilities by reason of their youth, age, infirmity or disability, financial hardship or circumstances with the object of improving their conditions of life; and… to promote social inclusion for the public benefit by preventing people from being socially excluded\*, relieving the needs of these people who are socially excluded and assisting them to integrate into society…’ The costs for operation, maintenance and servicing are anticipated to be met through a blend of direct fund raising and WCCC in kind support of the Edgbaston Foundation.

*L & D Training Centres*

Emerging thinking is that ESCM will also the deliver 2 new L & D training centres within existing floorplate of Edgbaston Stadium, offering two very diverse L & D offers.

* + - * Compass UK&I through Levy UK will offer training in the hospitality sector, with a view to delivering a significant number of the next generation of employees in the genre of hospitality professionals by offering introductory programmes through skills training and learning opportunities via practical training, enhanced learning journeys and career pathways, giving the platform to gain valuable practical experience at iconic venues such as Edgbaston using the Apprenticeship model to engage with students. Compass UK&I and Levy UK will by the end of 2022 have in excess of 100 nr. apprentices in the UK. Costs for the operation and maintenance will be met by Compass UK&I, details are to follow with access to their P&L.
      * [Redacted], in conjunction with the England and Wales Cricket Board (ECB) are to provide L&D training in the format of IT literacy training and general computer skills training to the local community. The proposals are hot off the press and something [redacted] are looking to deliver to only a handful of sites across the UK. Whilst discussions are ongoing the details re: running costs are not evolved, but the underlying principle is that [redacted] will cover the associated training costs, incl. maintenance and WCCC will take a view on the rent charged on the footprint taken, for the partnership.

\*For the purpose of this clause ‘socially excluded’ means being excluded from society, or parts of society, as a result of one of more of the following factors: unemployment; financial hardship; youth or old age; ill health (physical or mental); substance abuse or dependency including alcohol and drugs; discrimination on the grounds of sex, race, disability, ethnic origin, religion, belief, creed, sexual orientation or gender re-assignment; poor educational or skills attainment; relationship and family breakdown; poor housing (that is housing that does not meet basic habitable standards; crime (either as a victim of crime or as an offender rehabilitating into society).

(745 words)